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**THE DETERMINANTS OF INTENTION TO WORK IN
RESORTS IN THE MALDIVES**

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Ph.D.

THE HONG KONG POLYTECHNIC UNIVERSITY

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**The Hong Kong Polytechnic University
School of Hotel and Tourism Management**

**The Determinants of Intention To Work In
Resorts In The Maldives**

SALIH, Ahmed

A thesis submitted in partial fulfilment of the requirements for the Degree
of Doctor of Philosophy

December 2011

CERTIFICATE OF ORIGINALITY

I hereby declare that this thesis is my own work and that, to the best of my knowledge and belief, it reproduces no material previously published or written, nor material that has been accepted for the award of any other degree or diploma, except where due acknowledgement has been made in the text.

SALIH, Ahmed

DEDICATION

I would like to dedicate this thesis to my father – Mohamed Ali, whose work ethics set the standard for mastery, integrity and love in all he does. To my mum – Mariyam Wadheefa Ahmed, who always craves knowledge and wisdom, to my wife – Mahida Badheeu, children – Ash, Shaf and Mal, for their love, patience and enormous support and belief in me. (شكراً جزيلاً)

ABSTRACT

Abstract of thesis entitled “The Determinants of Intention To Work In Resorts in The Maldives” submitted by SALIH, Ahmed for the degree of Doctor of Philosophy at the Hong Kong Polytechnic University in October 2012.

Despite the increase in tourism research, (Ruhanen & Cooper, 2004) there remains limited research based on tourism and hospitality employment, particularly within the Island Microstates (IMS). Tourism literature often features the potential of tourism to create employment opportunities, whereby the focus is on employment within mass tourism destinations (McLaren, 1998; Robson, 2002). However, this is not the case regarding tourism employment in the IMS. Research is yet to be conducted on the impact of tourism employment opportunities on locals within these countries.

The purpose of this research was to address this gap within research literature through the examination of reasons for lower levels of local participation in the resort labour market of the Republic of Maldives.

Employment decision-making is a complicated process. There are motivational factors as well as inhibitors in the choice of particular industries in which to build a career. The understanding of both motivators and inhibitors is crucial to researchers and practitioners to encourage people to join a particular sector. This can also counteract the negative impact that inhibitors may have upon peoples' employment choices.

The Maldivian tourism industry provides half of all paid employment through creating opportunities in transport, construction, aviation, fisheries, cottage industries and employment in resorts, hotels, tourist accommodating vessels, guesthouses, picnic islands and marinas (Abdulsamad, 2004). However, due to various reasons, majority of these jobs are taken by foreigners. According to Scheyvens (2011), out of around 14000 jobs created by tourism, 6000 of these positions are filled by foreigners. Present government regulation allows tourist resorts to recruit 55% of their total workforce from foreign countries. While records of foreigners working in the tourism sector are maintained, there is no government agency monitoring the number of locals working in the industry. Hence, there is no modality to check on the number of locals working in the resorts. According to resort workers, in some resorts more than 80% of the employees are foreign workers. Quite often resort management reports that locals are not interested to work in resorts.

This study aims to unravel reasons for the low level of local participation in the Maldivian resort labour market, a model was developed to create a theoretical base for the constructs: religious beliefs (RB), orientation to work (OW), perceived behavioural control (PBC), attitude (A) and intention (I). The study investigated effects of the above constructs on the intention to work within a resort, and achieved through employing structural equation modelling (SEM) analysis. This was applied to data collected from potential employees within the Maldives.

The theoretical framework was built upon a comprehensive literature review and discussions with academics and professionals in their field. The author's personal professional experience as a senior official in the Maldivian Ministry of Tourism was

also taken into consideration. There are several theories applied to examine decision-making research in a variety of contexts. However, no single unification theory was found within the literature review to explain individual decision-making processes. Therefore, the theory of planned behaviour was extended and applied to this study as it has already been successfully tested within the tourism and hospitality context.

The extended model was put into operation on the working intentions of individuals within tourist resorts. This was achieved through employing quantitative and qualitative methods of analysis through data collected from working people in the Maldives. The sample of employees was limited to the capital Malè due to financial and time limitations. The total sample size amounted to 400, resulting in 354 suitable questionnaires. The survey instrument implemented was that of a structured telephone interview questionnaire. Constructs were measured using scales from previous research. Where construct scales were not available, such as religious beliefs, these scales were developed. Collected data was analysed through the application of the Statistical Package for Social Sciences (SPSS) and LISREL. Descriptive statistics, initially computed for the constructs, were followed by discriminant validity testing. Finally, the proposed hypotheses were tested through the application of path analysis.

The analysis results showed that religious belief had a significantly positive effect (.39) on attitude, religious belief also had a significantly positive effect (.44) on intention to work in resorts, orientation to work had a positive effect (.64) on attitude, also having a positive effect (.50) on intention to work in resorts. Perceived behavioural control had a positive effect (.58) on attitude and a positive effect (.79) on intention to work in resorts. The results showed that religious belief could explain 66.69% of the variance of data.

The statistical analysis of the model showed that statistically the model is powerful enough to predict the intention to work in resorts by locals.

Results of this research have contributed to the knowledge enhancement of tourism employment. This is taken from the host's (as a beneficiary) perspective. At the outset, it has provided a model to apply when undertaking research to examine the intention to work in resorts by locals. Secondly, by incorporating attitude into the model, it has contributed to the understanding of the attitude of locals in terms of their intention to work in resorts. Thirdly, perceived behavioural control and orientation to work was included as a predictor of the intention to work in resorts by locals.

Fourth, it has contributed to understanding the influence of religious beliefs on the attitude of host communities, as well as their intention to work in resorts. Fifth, the study has significant implications toward the Maldivian Government Agencies. These agencies are vested with responsibility toward human resource development, human resource management, education management, as well as management of religious affairs. The Maldivian tourism industry operators can extract critical information from this study. The information could assist human resource managers as well as human resource planners in strategically developing programmes to attract locals to work within the resorts.

Academics who decide to put this into operation must be careful in how they apply these constructs and calls for further research into their effects. Examination is required to identify how these constructs operate with other employment decisions, such as specific job attributes and scope. The current research was limited to examining the intentions to

work in resorts of the Maldives. This was because it was part of a study toward a doctoral degree with the funding allocated for that purpose only. Further research should consider employment in areas with less contradiction of religious beliefs. Comparisons of religious beliefs across culturally diverse but similar regions such as the Middle East, South East Asia and South Asia, would definitely improve the understanding of the individual's decision-making on their employment choice.

Key words: Attitude, Orientation to Work, Religious Belief, Perceived Behavioural Control, Intentions, The Maldives, Resort, Foreign Labour, Islam, Island Microstates

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LIST OF ABBREVIATIONS

PBC = Perceived Behavioural Control

INT = Intentions to work in resorts

OTW = Orientation to Work

SEM = Structural Equation Modelling

CFA = Confirmatory Factor Analysis

SEM = Structural Equation Modelling

RB = Religious Beliefs

A = Attitude Towards Resort Employment

SPSS = Statistical Package for Social Sciences

UNWTO = United Nations World Tourism Organisation

IMS = Island Microstates

MMA = Maldives Monetary Authority

GDP = Gross Domestic Product

WTTC = World Travel and Tourism Council

PATA = Pacific Asia Travel Association

HOTOUR = Hotel and Tourism Branch

ILO = International Labour Organisation

MPND = Ministry of Planning and National Development, Government of Maldives

LDCs = Least Developed Countries

MOT = Ministry of Tourism, Government of Maldives

AFP = Agence France-Presse

ADB = Asian Development Bank

WTO = World Tourism Organisation

UNDP = United Nations Development Program

MOTCA = Ministry of Tourism, Arts and Culture

ESCAP = Economic and Social Commission for Asia and the Pacific

MMA = Maldives Monetary Authority, Government of Maldives

IMF = International Monetary Fund

SIDS = Small Island Developing States

HRM = Human Resource Management

HR = Human Resource

PM = Performance Monitoring

PA = Performance Appraisal

RAF = Royal Air Force, United Kingdom

FHTS = Faculty of Hospitality and Tourism Studies, Maldives National University,
Maldives

SHCS = School of Hotel and Catering Services, Government of Maldives

MCHE = Maldives College of Higher of Education, Government of Maldives

MNU = Maldives National University

GLOSSARY OF KEY CONSTRUCTS

Image

The definition of ‘image’ differs from one discipline to another. Definitions applied to organisational literature vary to those for marketing literature. This study is exploring the ‘image’ of tourism employment. Image is defined by adopting a more complex approach that combines both marketing and organisation theory. The image of tourism industry employment is defined as a holistic impression of the actual position held by an individual or a group.

Accessibility

‘Accessibility’ is the ease and convenience to which an individual can enter the tourism industry as an employee.

Attractiveness

For the purpose of this study, the ‘attractiveness’ of an employment opportunity comes from the perspective of the job seeker. This is determined by many components such as the characteristics of job, firm, industry and location (Vann, Wessel, and Spiask, 2000).

Attitude

‘Attitude’, defined as evaluation of the industry and jobs, is based upon the beliefs and values of the individual, from which results the perception of favour or disfavour (Eagly and Chaiken, 1993).

Beliefs, Values, Attitudes

‘Beliefs’ and ‘values’ partly form the basis of ‘attitudes’ by people toward tourism and hospitality employment. Therefore, varying backgrounds and belief systems contribute to the attitude of an individual regarding tourism and hospitality jobs.

Orientations to Work

‘Orientation to work’ is the result of interaction between employee and work that influences the attitude and behaviour of employees toward the experience gained from that work (Scroggins, 2008).

CHAPTER 1: INTRODUCTION

Despite the increase in tourism research, (Ruhanen & Cooper, 2004) there remains limited research based on tourism and hospitality employment, particularly within the Island Microstates (IMS). Tourism literature often features the potential of tourism to create employment opportunities, whereby the focus is on employment within mass tourism destinations (McLaren, 1998; Robson. 2002). However, this is not the case regarding tourism employment in the IMS. Research is yet to be conducted on the impact of tourism employment opportunities of locals within this country. Politicians and tourism developers stress the significance of tourism development as generating employment for locals, mainly to augment local support for tourism development and expansion of the industry. Once the necessary approval and permits for tourism are obtained, adequate steps are rarely taken to check and balance the real benefits of tourism employment for locals. According to Chambers (1997), Smith (1997) and others, the costs and benefits of tourism are not equally distributed in host communities and often, only a few members of the elite receive the majority of tourism benefits.

As noted above, there is a void in research on tourism employment within the IMS, particularly the focus on levels of local participation rates throughout the tourism industry. The intention of this research was to examine reasons for the low level of local participation within the labour market of the Maldivian tourist resort. In recent years, foreign workers may be occupying more than 50% of local jobs. According to Human Rights Commission of the Maldives (2009), the number of foreign workers in the Maldives could be equal or greater than the number of Maldivians in

employment. The exact number of foreign workers is not available as the government authorities are unable to confirm the number of foreign workers in the country.

This was despite the fact that the Ministry of Tourism issued a circular to all resorts, requiring 50% of total employees in each resort to be locals in September 1998 (Ministry of Tourism, 1998). This percentage was revised in 2011, increasing the number of foreign workers to 55% and 45% for locals. This was despite increasing unemployment within the country. The number of expatriates represents almost 25% of the population and occupies approximately 80% of total unemployment (Ministry of Tourism, Arts & Culture, 2011). In the Island Microstate of Mauritius, which is somewhat similar to the Maldives, the scenario is quite the opposite. The total number of foreign workers in Mauritius hotels is less than 500 while the resorts in the Maldives employ more than 10,000 (Table 1.1).

Table 1.1: Role of foreign workers within the resort/hotel sector in the Maldives and Mauritius

Maldives vs Mauritius				
Tourist Bed Capacity & Foreign Workers, 2001 - 2011				
	Mauritius		Maldives	
Year	Hotel Beds	Foreign Workers	Resort Beds	Foreign Workers
2001	n/a	256	16,318	8,751
2002	n/a	278	16,400	8,912
2003	n/a	312	16,444	9,420
2004	21,355	312	16,858	9,776
2005	21,072	311	17,348	10,302
2006	21,403	291	17,802	11,095
2007	21,788	476	19,028	n/a
2008	23,095	489	19,860	n/a
2009	23,235	323	20,942	n/a
2010	24,698	374	21,342	11,747
2011	24,247	434	21,782	n/a
n/a not available				

Source: MOTAC (2012); Personnel Communication (2012)

Resort employment was the focus of this study because resorts form the backbone of the Maldivian tourism product. At the end of 2011, 82% of registered tourist beds in the Maldives were developed within tourist resorts (Ministry of Tourism, Arts & Culture [MOTAC], 2012). Hence, it is in the resorts where the vast majority of employment opportunities exist.

Tourism, introduced to the Maldives in 1972 with two resorts and 1,079 international arrivals (Niyaz, 1998), and has enjoyed rapid growth, surpassing traditional economic sectors such as fishing, shipping and agriculture. Today, tourism is the major source of revenue and foreign exchange earnings (Maldives Monetary Authority [MMA], 2006, 2012). In 2011, contribution by the tourism sector to GDP was 30.2%, projected to increase to 30.8% by MMA (MMA, 2012). In terms of employment, at the end of 2010, 11,747 foreigners were working in tourist resorts (MMA, 2011). Employment data relating to the Maldivian economy is limited to data collected through a population census performed once every five years. The last census conducted was in 2006. Hence, it is difficult to obtain accurate data on working locals within various sectors of the economy. “Despite relatively high levels of local unemployment (some estimates run as high as 10%), foreign workers are migrating [to the Maldives] in increasing numbers....” (Detlefsen, Sapiro & Schwarts, 2005, p. 13).

This became of great concern to the government and nationals alike but they did not have the knowledge to examine this issue. Therefore, assistance was sought through the World Tourism Organisation (WTO), in the study of human resource development issues within the Maldivian tourism industry. The WTO considered the

request, recognised the problem and its implications to the Maldives, and agreed to assess the situation during January 2004 (See WTO, 2004).

According to Lutfy (2007), economic losses, in terms of foreign exchange leakages by way of workers' remittances, amounted to US\$10 million annually. The influx of foreign workers into the Maldives, which has a population of less than 350,000, has partly attributed to the production of low multiplier and spread effects, an increase in social and political problems and diminishing importance of employment among youth. Based on the number of expatriates in the tourism sector during 2010, assuming that average pay for an expatriate per month is US\$250.00, the total remittance for the year was more than US\$35 million.

The high unemployment rate among locals is also taking its toll on society. The increase in unemployment cannot be blamed directly for the increase in crime, the growing number of youngsters indulging in consumption of drugs, rising violence and the more recent scenes of drug related gang fights, but studies in other countries shows that an increase in unemployment contributes to worsening of these situations (Raphael & Winter-Ebmer, 2001).

To undertake this study, constructs relating to the behavioural intention of individuals were identified regarding resort employment.

The main constructs included: 1), the impact of their religious beliefs on attitude towards resort employment. 2), the impact of employee attitude towards resort employment, 3), the impact of perceived behavioural control (PBC), on behavioural intentions of locals to work in resorts. 4), the influence of attitude of locals towards

resort employment. 5), the intention of locals to work in resorts. The research instrument employed was a telephone interview and questionnaire. This was developed based upon existing literature and face-to-face interviews with key stakeholders in the Maldivian resort industry along with government officials.

The constructs and variables were put in place through the working intentions of individuals within tourist resorts. This was achieved through employing quantitative and qualitative analysis methods on data collected from working age people in the Maldives. The sample size of 400 working people was limited to the capital Malè due to financial and time limitations. Telephone interviews were conducted to collect various data and random sampling techniques were adopted for sampling. The sampling frame for the study was the Maldives residential telephone directory.

A mixed method approach was adopted in the collection of data. Initially, reasons why people did not work in the industry were elicited through face-to-face interviews and were used to develop the research instrument – a telephone survey questionnaire. Data was collected via telephone interviews and processed using the quantitative software package SPSS, for analysis.

The theoretical framework of the study was built upon a comprehensive literature review, based on discussions with academics and professionals. The author's personal professional experience as a senior official in the Maldivian Ministry of Tourism, Arts and Culture, was also taken into consideration.

The exact reasons that deter locals from working within the resorts have yet to be studied. Taken from the tourism and hospitality literature, studies reveal how locals perceive the impact of the tourism and hospitality industry. It includes few measures to address employment within the industry, nor the attitude towards tourism and hospitality industry by locals. Based on the literature review and a series of discussions, the interrelationships between the constructs were proposed.

From the results of this study, it is intended that it will contribute to the body of available knowledge, particularly the understanding of resort employment. It may also be possible to apply this to other IMS tourist destinations. Firstly, the study provides information on the process that locals follow in making career choices in relation to resort employment. Secondly, it will enhance the knowledge on the attitude of locals toward resort employment, as attitude is a major component of early employment choice decisions (Belt & Paolillo, 1982; Fombrun & Shanley, 1990). Knowledge regarding employers is crucial to potential employees, as employers can use this information to identify competitive recruitment strategies (Cable & Turban, 2001).

Thirdly, although attitude towards tourism and hospitality between communities is widely studied, the focus on the attitude of locals toward resort employment is marginal. Therefore, this study will contribute to available knowledge in this field.

Fourth, the inclusion of religious beliefs in studying attitude formation and intention towards working in resorts in a 100% Sunni Muslim nation is unique. This research will provide valuable information on these dimensions. Finally, these research

findings will have important implications for stakeholders at a national, industrial, and individual level.

The potential of tourism to generate employment is commonly identified by national governments as one of the main reasons to develop or expand tourism. By understanding the attitude of locals toward jobs promised by the tourism industry, it is vital to meet and match their expectations. It is anticipated that, based on the research findings, governments and tourism operators will be able to formulate new campaigns to promote resort employment, thereby increasing local participation in the resort labour market. The need for foreign labour could be reduced by making resort employment more attractive to Maldivians. This in turn, will reduce economic leakage through foreign employee remittances.

1.1 BACKGROUND TO THE RESEARCH

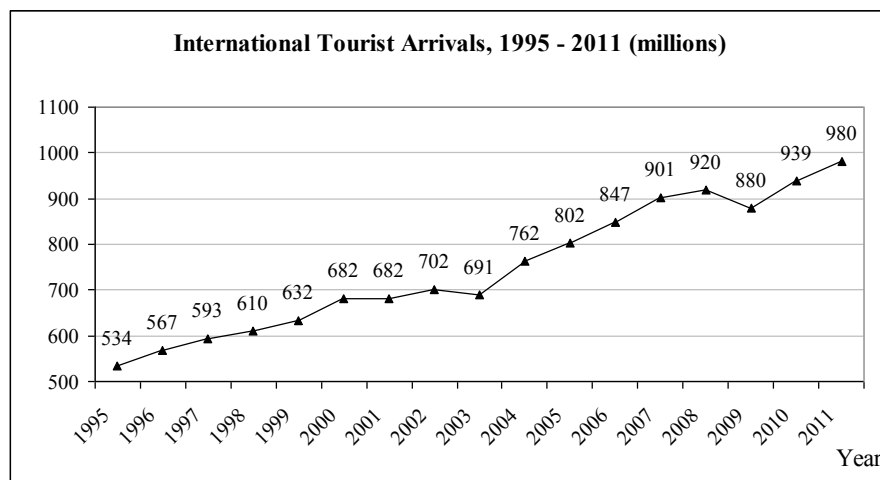
1.2 TOURISM AND HOSPITALITY

Humans have moved from place to place for a wide range of reasons and purposes, including survival from adverse weather conditions, following migrating animals for food and for shelter. These movements were limited within a particular geographical area as they were moving on foot (Cook, Yale & Marqua, 2006). Education, fighting against enemies and trade were also reasons why people moved from place to place in the early days (Davidson, 1989). Armies and navies moved great distances, even in early human history, to conquer and to control resources. Phoenicians, Mayans, and people of the Shang Dynasty travelled great distances to discover and to establish trade routes. It is not known exactly when these early travels evolved to the more complex tourism we see today, although Cook et al. (2006), stated that with

the “... emergence of the Egyptian, Eastern Mediterranean, and Roman Empires travel began to evolve into tourism as we know it today” (p. 9).

According to the United Nations World Tourism Organisation (UNWTO) (2012a), international tourist arrivals grew by 4% more in 2011 compared to 2010, reaching 980 million. A growth rate of 5.5% was recorded during the first two months of 2012 compared to the same period of 2011. The UNWTO projects a growth of 3 - 4% during 2012, reaching one billion for the first time. In economic terms, international tourism receipts reached US\$919 billion (UNWTO, 2011). According to the World Travel and Tourism Council (WTTC) (2012), in 2011, the direct contribution of travel and tourism to world GDP was US\$1,972.8 billion (2.8% of total GDP). The total contribution of travel and tourism to world GDP was US\$6,346.1 billion. Travel and tourism directly supported 98,031,500 jobs (3.3% of total employment) during 2011. 12,470,000 jobs are estimated to be supported through travel and tourism by the end of 2012 (WTTC, 2012).

Fig. 1.1: International Tourist Arrivals, 1995 – 2011 (millions)



Source: UNWTO, 2007, 2011

This phenomenal growth is expected to create opportunities for every country in the world, and each to gain benefits (WTTC, 2006). Although developed countries gain the maximum benefit from this industry, developing countries are encouraged to develop and expand the tourism sector, as tourism is a catalyst for economic development (Burns, 1998; Harrison, 1992; Rogerson, 2006). The capacity of international tourism to generate foreign exchange, income, employment, and other entrepreneurial activities makes it a financially attractive policy option for countries pursuing outward-oriented development strategies (Brohman, 1996). Tourism provides economic opportunities for many countries in the rapidly changing globalised economy (Baum, and Thompson, 2007).

1.3 TOURISM AND HOSPITALITY EMPLOYMENT

Tourism, as a source of wide ranging employment opportunities, is well recognised. This is mainly because tourism is an amalgam of many industries, particularly investment, the supply chain, accommodation, transport, catering and recreation. Furthermore, support services such as financial, medical, police and many other services are required to support the industry. This close association of tourism with other industries can make it difficult to define tourism. Even after decades of research into tourism and numerous attempts to formulate a universally acceptable single definition, it has been difficult to arrive at such a definition. According to Riley, Ladkin and Szivas (2002), the obstacles in arriving at a globally acceptable definition include several factors; 1, tourism is not being recognised as an industry. 2, strong linkage to tourism with other economic sectors. 3, the diversity of tourism and the wide range of inter-linked sectors. 4, tourists and locals sharing the same services and facilities. 5, dominance of the hospitality sector. 6, paucity of statistics. 7, variations between countries in interpreting what constitutes a tourist trip.

In spite of these ambiguities, several authors as well as international organisations have defined tourism and these definitions reflect the background of the authors and their interests. Leiper (1979) presents a critical review of different definitions of tourism. Smith (1988) saw the lack of definition of tourism as a crisis and he stated:

“The lack of adequate industrial definition has a regrettable consequence for tourism. One of the most serious consequences is that tourism perennially suffers from a poor reputation in the eyes of policy analysts, government officials, economic analysts, and industry leaders not involved with tourism.” (pp. 181-182)

This also makes research into tourism employment difficult (Riley et al., 2002). In spite of this hurdle, several studies have investigated tourism employment in developed and developing countries. These studies were performed by international organisations such as the UNWTO, the WTTC, Pacific Asia Travel Association (PATA) and the Hotels and Tourism Branch (HOTOUR) of the International Labour Organisation (ILO). Most of the research based on IMS employment constitutes only part of the economic impact studies of tourism in a given area. Research focusing on dividends received by the host community from tourism employment is yet to be implemented in a comprehensive manner. Furthermore, no published research was found in relation to the IMS in examination of the levels of local participation in the tourism industry, nor the motivation of the population to work within it.

The definition used by the UNWTO was adopted for this study, as they are responsible for global tourism. Based on this definition, the UNWTO also publish

statistics on tourism employment through their annual reports. These figures are one of the most used statistical sources for international tourism employment statistics. UNWTO defines tourism as “... the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes” (United Nations & UNWTO, 1994, p. 5). Having outlined the complexity and close linkage between tourism and other sectors, which in turn complicates the definition of tourism employment, it is therefore important to clearly define who will be regarded as a tourism employee.

The focus of this research is on the Republic of Maldives. 82% of tourist beds in this country are in tourist resorts, therefore resort employment was examined. It is acknowledged that some employees within other sectors also serve tourists.

1.4 GLOBAL TOURISM EMPLOYMENT

The steady growth of global tourism has generated a wide range of employment opportunities. According to WTTC (2012), more than 100 million people are employed directly in travel and tourism related businesses. In addition, the total contribution of travel and tourism employment in 2006 was 265 million jobs. Jobs created by travel and tourism in 2002 increased to more than 272 million, while direct employment slightly declined to 99,338,000 jobs. For various reasons, between 2008 and 2011, people employed in travel and tourism were less than the number of those employed during 2006.

However, WTTC estimates that in 2012 the number of jobs generated by travel and tourism will almost reach the 2006 level (260,093,000 million jobs direct/indirectly).

Direct employment will surpass the number of people employed directly in 2006, to 100,292,000 jobs. Over the next 10 years to 2022, direct and indirect employment in the travel and tourism industry is estimated to provide employment opportunities for 327,922,00 million personnel, while 120,470,000 personnel will be employed directly (WTTC, 2012). World travel and tourism employment figures for 2001-2007 are shown in Table 1.2.

The capacity of tourism to generate employment opportunities is one of the main reasons why resource scarce countries such as the Maldives develop tourism (Sharpley, 2002).

Table 1.2: World Travel and Tourism Employment (‘000s of Jobs)

Year	Travel and Tourism Employment (Direct & Indirect)	Travel and Tourism Industry Employment (Direct)
2006	265,479	100,072
2007	272,726	99,388
2008	263,104	99,523
2009	255,299	96,593
2010	251,512	96,831
2011	254,941	98,031
2012 (estimate)	260,093	100,292
2022 (estimate)	327,922	120,470

Source: WTTC, 2012

1.5 PROBLEM STATEMENT

The Maldives is an archipelagic nation consisting of 1,200 coral cay islets lying in the middle of the Indian Ocean with a population of 298,968 (MPND, 2006b). The average height of these islands is approximately 0.5 meters above sea level. The size of the island varies from a little platform of coral sand to islands of a quarter

mile to one mile long. Most of the islands are rather narrow, and only a few are as much as three miles long. The only reliable resource in the country is the vast ocean, which occupies 99% of the area of the country. There is no natural wealth to support any industrial activities apart from fisheries.

Tourism, introduced in the Maldives during 1972, is dominated by tourist resorts.

Each resort occupies an uninhabited island with only tourists and support staff residing on those islands. Although tourism began with only one resort in 1972, it has increased to 105 resorts (22,593 beds), 20 hotels (1,613 beds), 45 guest houses (787 beds), 160 safari vessels (2,564 beds), making a total bed capacity of 27,557 (MOTAC, 2012b). More than 80 tourism projects are currently under development. Tourism has remained the most important industry since 1985, “Yet, research into its [tourism] effects [on the Maldives] remains scarce” (Yahya, Parameswaran & Sebastian, 2005, p. 457).

Developed and developing countries, least developed countries (LDCs) and IMSs such as the Maldives have all adopted tourism to boost their economic development and increase the standard of living (Armstrong and Read, 2000). The capacity of tourism to generate employment opportunities is one of the main economic benefits highlighted within tourism literature (Andriotis, 2005; Bestard and Nadal, 2006; Medina, 2005; Witt, Song, and Wanhill, 2004). Employment is commonly highlighted as a major rationale for developing or expanding tourism.

Locals were filling jobs in all the resorts until the late 1980s. Most of those who joined the industry were from the southernmost atoll of the country, Addu Atoll.

These people lost their jobs due to closure of the British Royal Air Force Base on Gan Island in that atoll during 1977. However, since the late 1980s, operators have faced difficulties in attracting local candidates to fill job opportunities within tourist resorts. As a result, foreigners were invited to work in the industry, those coming primarily from Sri Lanka and India. In addition to these nationalities, many Bangladeshis currently work within the industry.

Since opening the country up to foreign labour, numbers have been progressively increasing (Ministry of Tourism [MOT], n.d). According to regulations, resort employees had to be 50% locals and 50% foreign employees up until 2011. In 2011, this parity was revised due to pressure from the industry to 45% locals and 55% foreign employees (Table 1.3). The total number of employees in Table 1.3 has been estimated based upon 1.2 employees per bed for every year other than 2011. In 2011, this figure was revised to 1.5 employees per bed.

Table 1.3: Bed Capacity, Employees: Locals, Foreign Employees: 2005 - 2011

Total Bed Capacity, Total Employees, Locals & Expatriates, 2005-2011				
Year	Total Beds	Total Employees	Locals	Expatriates
2005	17348	20818	10409	10409
2006	17802	21362	10681	10681
2007	19028	22834	11417	11417
2008	19860	23832	11916	11916
2009	20942	25130	12565	12565
2010	21342	25610	12805	12805
2011	21782	32673	14703	17970

Source: MOTAC (2011)

According to the Ministry of Tourism (MOT (n.d.), US\$25 million was spent on imported labour, “Therefore while employment is a major economic benefit in many countries, in the Maldives, it is actually an economic cost in the long run....” (MOT,

n.d., p. 75). This resort employment scenario in the Maldives seems to be unique. The locals within other IMSs share a high percentage of employment opportunities in tourism via their respective nations. This is supported by Yahya, Parameswaran and Sebastian (2005), who stated that the number of foreigners employed in the resorts in the Maldives is at the "... top end of the scale" (p. 463). The importation of labour from nearby countries is not only an economic cost – there are other major ramifications.

The increasing unemployment rate in the Maldives – estimated at 10% in 2005 (Detlefsen et al., 2005), is highly undesirable. Parallels can be drawn to the situation in Macau. In 2007, Macau experienced labour shortages due to their booming economy. This pushed up the wages. However, rather than paying higher wages to the locals, employers switched to bringing in cheap foreign labour, thus threatening local jobs (Agence France-Presse [AFP], 2007). AFP (2007) also stated that because of this development, the public expressed their frustrations and Macau experienced their worst disturbances since 2000, where protesters demonstrated against migrant labour.

The consequences of high unemployment in the Maldives (Table 1.4) are taking their toll on the community including increased violence, theft, teenagers consuming drugs, with social morale and values that are becoming slowly fragmented. According to 2008 records from the Maldives Police Service (2012), there were 1,626 cases of assault, 3,927 of theft, 600 of robbery, 2,428 drug related offences, 3,841 traffic incidents, 469 sexual offences, 115 cases of domestic violence, 99 cases of counterfeit and forgery, 651 cases of vandalism, 282 cases of bounced

cheques, 330 cases of embezzlement and 1,522 complaints of lost items. In 2011, the number of cases logged increased compared to those during 2008 other than assault incidents, drug related offences and numbers of lost items.

Table 1.4: Crime – Cases logged at Maldives Police Service by type, 2008-2011

Crime - Cases Logged at Maldives Police Service, 2008 - 2011					
OFFENCE	2008	2009	2010	2011	% Change (2008 to 2012)
ASSAULT	1626	2001	1638	1431	-1.95
THEFT	3927	4007	4002	4752	8.25
ROBBERY	600	589	547	721	1.21
DRUGS	2428	2258	1618	1823	-6.05
TRAFFIC	3841	3010	2472	2271	-15.7
SEXUAL OFFENCES	469	563	523	643	1.74
DOMESTIC VIOLENCE	115	110	84	148	0.33
CONTERFIET AND FORGERY	99	133	167	136	0.37
VANDALISM	651	902	849	780	1.29
CHEQUE BOUNCE	282	601	469	303	0.21
EMBEZZLEMENT	330	391	407	363	0.33
LOST ITEMS	1522	2139	1713	1481	-0.41
Total	15890	16704	14489	14852	-10.38

Source: Maldives Police Service (2012)

In economic terms, the much-needed foreign exchange has been siphoned away. The increase in outflow of foreign currency as remittances has escalated economic leakage as the Maldives imports most products from overseas. This is mainly due to the lack of local produce and goods required to cater for tourists. During 2000, almost 80% of tourist inputs such as food and beverages, diving and water sports equipment, bed linen and vehicles, were imported (MOT, n.d.).

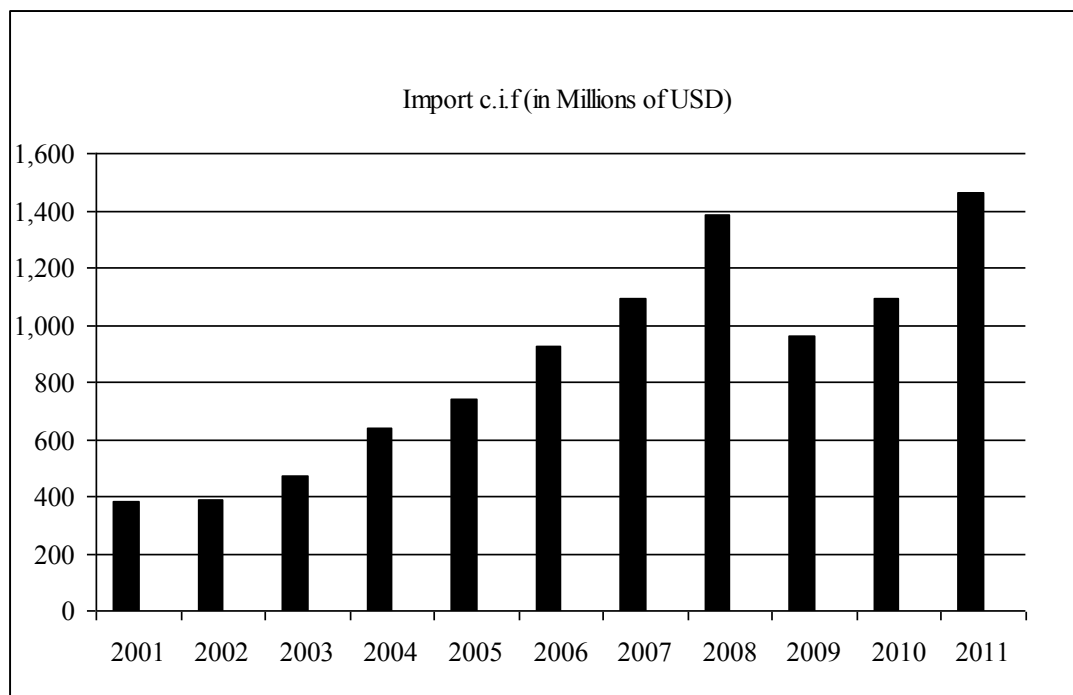
According to Yahya et al. (2005), this high import component in the production of tourist goods and services means that 80 cents of every dollar spent on tourist inputs accrued to overseas firms. Total imports to the country increased from US\$385 million in 2001 to nearly US\$1465.3 million in 2011 (Fig. 1.2). However, there was

a decline in 2009 due to the global financial crisis along with other factors attributed to local economic conditions.

“Food, wood for the buildings, even soil for vegetation, is shipped from Sri Lanka, India and other countries. This clearly illustrates the importance of holding every dollar earned within the local economy, as most of the hard-earned currency is spent on imports. The Maldives has nothing other than crystal-clear water and dazzling coral atolls.

That word is one exception; it comes from the Maldivian, ‘atolu’” (Gluckman, 2001). Atoll refers to a group of coral islands clustered together.

Fig. 1.2: Total Imports c.i.f. US \$ (million)



Source: MMA, 2007

Hence, if local participation in the resort labour market were to be increased, some of the socio-economic difficulties in the Maldives would be minimised. The low level of local participation in the resort labour market is the most pressing issue

facing the industry as it has negative impact on the socio-economic development of the nation.

1.6 PURPOSE AND OBJECTIVE OF THE STUDY

The overall purpose of this study was to investigate the reasons for the low level of local participation in the Maldivian resort industry and to suggest strategies that would assist in increasing the number of locals working within the resorts. The specific objectives of the study were to:

1. Present a comprehensive conceptual model, capturing the influence of religious beliefs, orientation to work and perceived behaviour controls (PBC) on the intention of locals to work in resorts.
2. Identify the underlying structure of the attitude of Maldivians toward resort employment.
3. Clearly identify perceived difficulties by locals to work in the resorts.
4. Test the following seven hypothesised relationships:
 - Hypothesis 1: Religious belief of locals significantly affects their attitude toward resort employment.
 - Hypothesis 2: The orientation of locals to work significantly affects their attitude toward resort employment.
 - Hypothesis 3: Religious belief of locals significantly affects their intention to join resort employment.
 - Hypothesis 4: The orientation of locals to work significantly affects their intention to work in tourist resorts.
 - Hypothesis 5: PBC has a significant effect on the intention to work within resorts.

- Hypothesis 6: The attitude of locals toward resort employment will significantly affect their intention to work within resorts.
- Hypothesis 7: Perceived behavioural control significantly affects the attitude toward resort employment.

According to Riley et al. (2002), image, accessibility and attractiveness of the industry may attract or deter people from taking a certain job. Similarly, these factors may induce or deter potential employees from a particular industry.

In addition, attitude of the society towards resort work, beliefs and values, conformity and mobility along with proximity to the worksite, may also affect the career choice of an individual. These variables and additional variables based on the results of the in-depth interviews will be utilised to investigate the situation within the Maldives.

1.7 SIGNIFICANCE OF THE RESEARCH

Findings from this study will be of relevance in enhancing the knowledge of tourism employment, more specifically, employment opportunities within tourist resorts. It will be the initial piece of empirical research to address reasons for small numbers of locals working within Maldivian resorts.

A wealth of information exists on image, perception and attitude toward the tourism and hospitality industry on locals (Allen, Long, Perdue & Kieselbach, 1988; Ap, 1992; Lankford, 2001), but so far, none have specifically focused on image, perception and attitude towards tourism employment by locals. Although many authors highlight the importance of tourism and hospitality jobs in their studies on

the economic impact of tourism and the hospitality industry (such as Eadington and Redman, 1991; Fletcher, 1994) so far, none have addressed the level of local participation within the tourism industry.

Riley et al. (2002) stated that image might be applied as a construct to examine the reasons why people choose a certain job or a certain industry as their career. They suggest that image, accessibility, and attractiveness could be applied to a framework for studying the way people perceive tourism employment.

The way these factors interact could predict the choice making decisions in relation to tourism employment. They could also examine the willingness of people to work within the tourism industry or the attractiveness of tourism employment to locals.

At a national level, these study findings can assist policy-makers to strategically address aspects of encouraging locals to join their industry. Similarly, industry practitioners could identify reasons that deter locals from taking resort employment opportunities. At the individual level, they could compare their personal understanding with other locals, to the employment opportunities available within the tourism industry. As image could be true or false, action plans to reverse any negative image associated with the industry could be formulated, while also addressing those factors that make the industry unattractive as a career choice for locals.

1.8 THESIS ORGANISATION

This thesis is divided into seven chapters. Chapter 1 provides the reader with background research information along with the theoretical foundation and problem

areas to be addressed. It outlines the purpose and specific objectives of the study followed by the contribution toward tourism literature and practical implications to the industry. This chapter closes by listing the functional definition of the main constructs of the study.

Chapter 2 provides detailed information regarding the study area, which will familiarise the reader with the uniqueness of tourism in the Maldives. The chapter opens with basic facts such as the geography, climate, history and economics of the Maldives.

Regarding Economy, the focus is upon the tourism and hospitality industry of the Maldives. A historical perspective of the industry along with a discussion on its rapid growth to take over all other industries in terms of its contribution to National economic development, is presented. Issues and constraints facing the tourism sector and challenges they currently experience are presented thereafter. Also discussed in this chapter is tourism employment within the Maldives. The characteristics of employment in the industry, including progress on human resource development and management, are also examined.

Following this, the tourism and hospitality industry within the IMSs are presented, highlighting the important role tourism plays in its economic development. The chapter concludes covering the economic impact of tourism on the Maldives.

Tourism and hospitality employment reviews are presented in Chapter 3. Tourism is a people industry, therefore employees play a very critical role in the production and

delivery of tourism products and services. The characteristics of tourism jobs, perception and image of the industry, as well as accessibility and attractiveness of tourism and hospitality jobs, are discussed throughout this chapter.

The fourth chapter explains methodological processes adopted to conduct the study covering research design issues, sampling design, development of research instruments, processes and procedures to be followed in the collection of data, pre-testing of instrument processes, cleaning of data, data management and analytical methods. Rationale for the choice of methodology is explained in this chapter.

A combination of quantitative and qualitative approaches for data collection is applied. The quantitative data is analysed using descriptive statistics, which enabled the description of aggregated raw data in numerical terms (Neuman, 2000). Univariate, bivariate and multivariate analysis is conducted using the quantitative software package SPSS (Version 13) and further analysis is conducted where required. The open-ended questions are analysed using three phases of coding: open, axial and selective coding (Strauss, 1987).

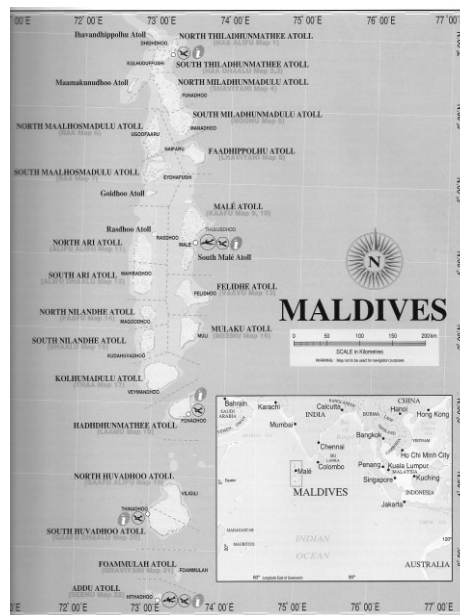
Chapter 5 presents results of the research and Chapter 6 discusses the significance of findings and its implications. The final chapter, Chapter 7, proposes a set of recommendation/strategies to reduce economic loss to the Maldivian economy. This is followed by research limitations, along with directives on conducting future research within tourism and hospitality employment.

CHAPTER 2: SETTING – THE REPUBLIC OF MALDIVES

2.1 GEOGRAPHY

The Republic of Maldives known as “Dhivehi Raajje” is a tiny archipelagic state consisting of 1,190 low-lying coral islets forming 16 natural atolls. This is re-grouped into 20 atolls for administrative purposes, extending 900 km North to South from Latitude 7°06’N to 00°45’S, and 130 km East to West from Longitude 72°33’E to 73°47’E in the North Central Indian Ocean (Maniku, 1980). It occupies an area of 118,000 km² of which the total land area is approximately only 298 km² (Fig. 2.1).

Fig. 2.1: The Maldives



Source: Atoll Editions, 2004

Only 1% of the total area is land, while 99% of the area is sea. The total land area is approximately half the size of Singapore (Ellis, 1998) and its closest neighbour is Sri Lanka, which is 670 km away from the capital, Malé.

The islands are small and low-lying, being less than two metres above sea level. Each island, protected by a “house” reef, is enclosed by a lagoon. Variations in sea level, changes in the sea surface temperature, precipitation, tidal waves, severe storms, and sea water acidification due to changes in climate changes puts the Maldives at great risk (UNDP, 2007). If the predicted sea level rise becomes a reality, the Maldives will disappear completely by the year 2020 (Willox, 1990). The Former President of the Maldives Mr. Mohamed Nasheed held an underwater cabinet on 17th October 2009 to highlight this threat to the survival of the Maldives (Friend, 2012) characterising the threat as a security and a human rights of Maldivians (Nasheed, 2009). According to Friend (2012), President Nasheed promised to make the county carbon neutral by 2020, and at 2009 Copenhagen Climate Summit, he pleaded to accept to return atmospheric carbon to three hundred and fifty parts per million, which is a level that many scientists agree to be a safe level.

The Maldives consists of 1,190 low-lying coral islands. Out of the 1,190 islands, only 197 (17%) are inhabited (MPND, 2006b). Of the remaining, 104 have been developed into tourist resorts. Since 2007, several plots of land on inhabited islands and additional islands have continued to be developed into city-style hotels, guesthouses and resorts.

2.2 CLIMATE

The climate of the Maldives is monsoonal having two monsoons. The northeast monsoon falls in the dry season and the southwest monsoon in the wet season (Department of Meteorology, 2007). The northeast monsoon season commences in January and ends in March, which is also the high tourist season. On the other hand,

the low season falls within the southwest monsoon, which extends from mid-May to November, which is the wet season. However, these monsoons are not as well defined as in neighbouring Sri Lanka and India. The average temperature varies between 24°C and 33°C.

2.3 HISTORY

The identity of the first people to settle in the Maldives remains a mystery. With the close proximity to Ceylon (Sri Lanka) and India, it is most likely that people from Ceylon and South India were the first inhabitants to arrive in the Maldives (Willox, 1990) around 500 BC. Signs of sun worshipping and ruins of Buddhist relics found in the southern atolls may be from early Ceylon settlers.

The Maldives is strategically located between East and West in the middle of the Indian Ocean. Traders from Egypt, Rome, Mesopotamia and the Indus Valley would stop in the Maldives on-route to the Far East. Similarly, Arab traders on their way to the Far East would stop in the Maldives from the 2nd century AD onwards (Bell, 1883). According to Forbes (2004), the Ming Chinese Mao K'un Map, drawn up and based upon information gathered by Chen Ho during the Indian Ocean voyages in the first half of the 15th century, clearly indicates the Maldives as a port of call.

According to Bell (1940), during a visit to the Maldives in 1153 AD, an Arab from North Africa, Abu Al Barakat, converted Maldivians to Islam, becoming the first sultan. Early in the 16th century, Portuguese visiting the Maldives were given permission to build a fort in the capital of Malé. Unfortunately, this did not satisfy the Portuguese! They killed Sultan Ali VI and occupied the country for the next 15 years.

During the 17th century, Dutch rulers from Ceylon agreed to protect the Maldives from any foreign powers. When British forces took control of Ceylon from the Dutch in 1796, they respected the understanding between the Maldives and the Dutch. In 1867, Britain and the Maldives signed an agreement to guarantee the full independence of the Maldives (Lonely Planet, 2006) and the Maldives subsequently became a British protectorate in 1887 (Forbes, 2004). In return, the Government of the Maldives provided facilities for the purpose of the British defence force. An air and sea military supply depot was established in 1957 on the island of Gan in Addu Atoll, but it was closed in 1976 (Maldives Culture, 2007), leaving many locals without employment.

In 1932, the first constitution of the Maldives was written. Then, in 1953, the Maldivian Government abolished the sultanate and announced the Maldives as a Republic with Amin Didi as their first president (Lonely Planet, 2006). The first Republic lasted only 12 months, when the country reverted back again to becoming a sultanate. In 1965, the understanding with the British ended when the Maldives gained full independence on 26 July. The sultanate was abolished again in 1968 after a referendum, and the Maldives was declared a Republic, with Ibrahim Nasir as the second President. Nasir served for a decade before fleeing the country to Singapore when in fear of his life (Lonely Planet, 2006). In 1978, President Maumoon Abdul Gayoom, was elected. He survived coup attempts in 1980 and 1988. Under pressure for political liberalisation, political parties were legalised in 2005. Currently there are more than 10 political parties but only five major active parties; Maldivian Democratic Party (MDP), Progressive Party of Maldives (PPM) Jumhooree Party (JP), Maldivian Peoples Party (DRP), and Adhaalath Party (AP). In 2008, the first

multi-party election was held where it was won by the MDP. However, in 2012, the newly elected President Mohamed Nasheed resigned in the midst of public pressure. His Vice President, Dr. Mohamed Waheed, is the current President.

2.4 RELIGION AND CULTURE

There is little information about the early religious inclination of the Maldivian people. However, ruins and relics found in the far-flung islands, indicates that inhabitants of this tiny island nation practiced Hinduism and Buddhism (Forbes, 2004). Ruins of stupas and other temples from those days can still be found on some islands. Buddhism remained the predominant religion until 1153 AD.

A Muslim scholar from Maghreb (North Africa) by the name of Abul Barakat Yoosuf Al Barbary convinced the ruling monarch at that time, of the virtues of Islam, from which a nationwide conversion soon followed. Today, it is a matter of pride and honour for every Maldivian to say that he or she is a Muslim. Islam is central to the life of Maldivians. The main events and festivals of Maldivian life follow the Muslim calendar. From infancy, children are taught the Arabic alphabet with religious education provided both at home and at school. Islam is part of the school curriculum, taught concurrently with other subjects.

Islam is the focus of Maldivian life in every respect, all being Sunni Muslims. Prayers are conducted five times a day in all mosques on every inhabited island. Belonging to the Sunnis, the largest and most traditional Islamic sect, the Maldivians believe that “There is no God but Allah”, confident that he is one, supreme and all-powerful. They also believe that “Muhammad” is the messenger of Allah. As Sunni Muslims, Maldivians believe in an afterlife and a final judgement that decides

whether they go to hell or heaven. Only correct conduct can assure the latter. This entails keeping to the five pillars of religion. These pillars are:

- 1) To repeat the creed, “There is no God but Allah, and Muhammad is the prophet of Allah”.
- 2) To say prayers five times a day (at dawn, midday, mid-afternoon, sunset and after darkness).
- 3) To give alms to the poor.
- 4) To make a pilgrimage to Mecca at least once in a lifetime if possible.
- 5) To fast during the month of Ramadan.

Islam has been a great unifying force and the bastion of peace, understanding, and harmony in the country.

The culture of the Maldives is a combination of many – cultures brought by the seafarers who settled in Maldives. Influences of the British and Islamic religion have made the Maldives a melting pot of many different cultures. The close-knit island communities practice mutual aid to survive difficult circumstances. A system of extended families provides a safety net for family members going through difficult periods. In addition to parents, other members of the family also contribute in taking care of children. Traditionally, men went fishing during the day and women were responsible for looking after the affairs of the family and very often the community. This remains so, even today in smaller island communities.

2.5 SOCIO-ECONOMIC DEVELOPMENT OF THE MALDIVES

The landscape of the ISM economy is rather narrow and has limited sectors: tourism, fisheries, manufacturing, transport and related services. “It has a narrow resource base due to its small land area and has no known mineral or oil reserves”

(Sathiendrakumar and Tisdell, 1985, p. 28). The economy is dependent upon two industries: tourism and fisheries, these being the two main sources of foreign exchange earnings (Asian Development Bank [ADB], 2004a; Central Intelligence Agency (2007).

According to MPND (2006b), preliminary results of the 2006 census shows the population of the Maldives as being 298,842 (an increase of 1.69 %over the census of 2000), covering more than 197 islands, with 104,403 people (35% of the population) residing in the capital of Malé.

During the year 2000, MPND records stated that 158,897 people were in the labour force. The labour participation rate was 54.8%. Of these, 98% were employed and the rest were unemployed. However, these figures need to be carefully considered as there is disguised unemployment (Sathiendrakumar et al., 1985). This observation is still valid as fishing is still the largest employer in the country and is a seasonal activity.

Despite its drawbacks, the Maldives has achieved impressive economic growth by exploiting its fishing and tourism sectors. It graduated from LDC status to the group of Developing countries on 1 January 2011. These impressive achievements are accredited to their stable government, leadership and liberalisation policy.

The economic growth that the Maldives has achieved is impressive because it is a small island nation, lacking in resource endowments, economies of scale, and geographical diversity. Many nations enjoying these qualities have failed to achieve economic developments such as those of the Maldives. These developments have

paved the way to achieving high literacy rates, low maternal and child mortality rates, a decrease in the nation's poverty level and improved delivery of services to the community. However, it has failed to make adequate changes within income inequality. This reflects that economic gains have benefited the upper echelons of the population (World Bank, 2006).

2.6 MALDIVIAN TOURISM INDUSTRY – HISTORICAL PERSPECTIVE

2.6.1 Initial Phase (1972-1985)

Tourism was introduced to the Maldives in 1972 by a handful of entrepreneurs; Ahmed Umar Maniku, Ahmed Naseem, Champaa Hussain Afeef, Kandi Ahmed Ismail, Ahmed Adam and an Italian travel enthusiast, George Cobin (Niyaz, 1998). The first group of tourists (22), arrived in the Maldives on 16 February 1972 by an Air Ceylon Charter flight. They stayed in three guesthouses; Maagiri, Luxwood, and Kaneer Villa in Male (Niyaz, 1998). Kurt Amsler was the 91st tourist to visit the Maldives in 1972. He described his first impression of the Maldives as "... a necklace of glittering emeralds tossed carelessly across the deep blue of the Indian Ocean!" (Amsler 1994: p 20). Tourists visited the Maldives to enjoy the tropical island atmosphere; white sandy beaches, crystal-clear lagoons, privacy and tranquillity and the pristine environment.

During the early days, tourism infrastructure was non-existent and super-structures were simple and basic. Tourism was unplanned and unregulated. It was developed in a haphazard manner, largely driven by the private sector (Dowling, 2000). The product was simple and financed by private savings and borrowing from commercial

banks. Resorts, developed on uninhabited islands, aimed to minimise the negative impact associated with the ugly side of tourism in the host community (WTO, 1999).

The land of the Maldives belongs to the State, therefore the government was able to assign the islands for tourism development. This was achieved without the difficulties faced by other island nations such as Tonga, because their land is owned by individuals and community groups (WTO, 1999). Tourism development in the country "... is based on the principles of isolation of tourists from the bulk of the indigenous population" (Sathiendrakumar et al., 1985).

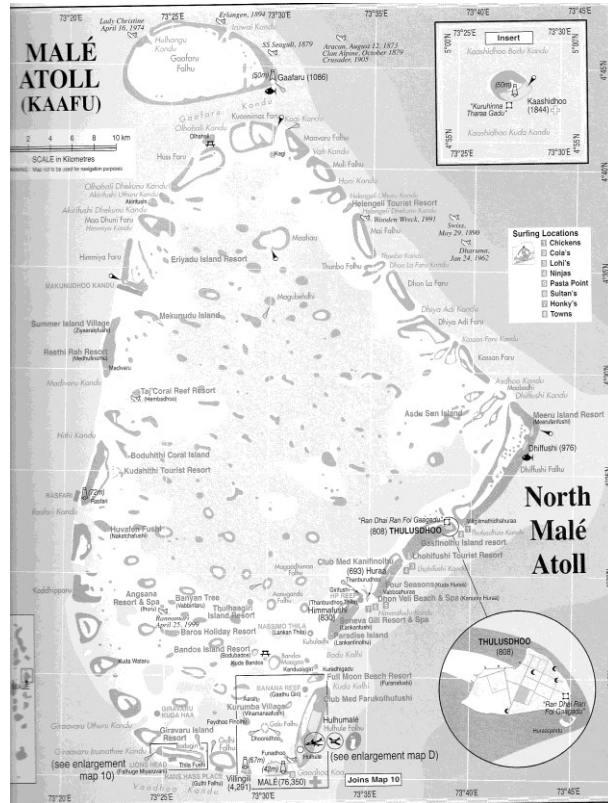
As the country has so many uninhabited islands, this enclave policy is still followed (Shakeela & Weaver (2012). The isolation of tourists from the majority of locals served the population well. It minimised the experience of cultural shock from the sudden introduction of tourists with totally diverse behaviour, attitude and way of life to the traditional Muslim local communities.

In the initial phase of Maldivian tourism development (1970s to mid 1980s), all resorts were developed within Kaafu Atoll (Fig. 2.2). This was due to its proximity to the only international airport, which is in the capital of Malé on Hulhule Island. It was also because of the lack of reliable transport and communication network, along with other services such as medical and financial.

Most uninhabited islands, leased by the government to locals, came under a lease agreement. The main responsibility of the lease holder, referred to as the agricultural lessee, is that of a caretaker to the island. Thereafter, tourism entrepreneurs leased

these islands from the agricultural lessee. With a permit from the Department of Foreign Investment they developed them into resorts.

Fig. 2.2: Kaafu Atoll (Malé Atoll)



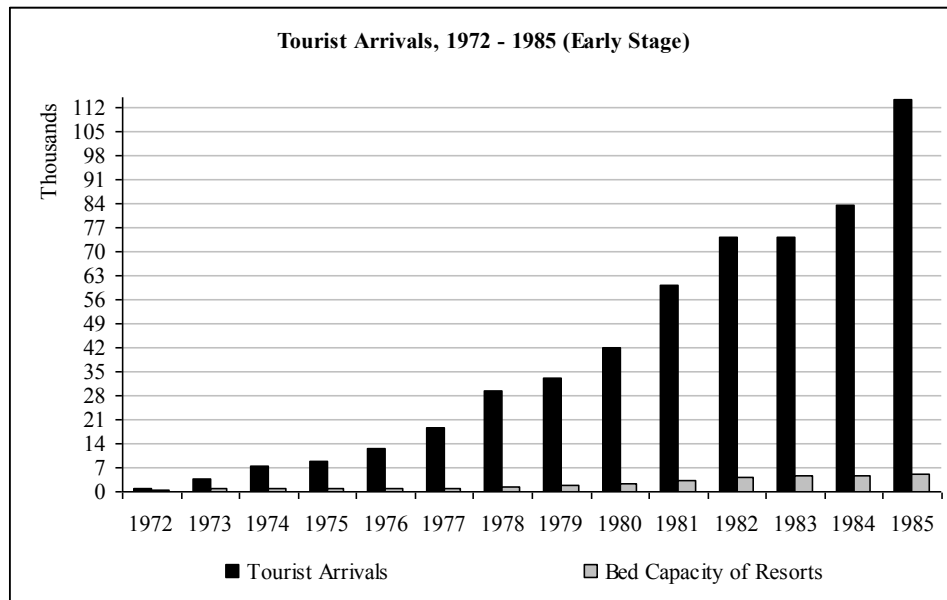
Source: Atoll Editions, 2004

The first tourist resort, Kurumba Village (with 60 beds), was developed by the first tourist agency in the Maldives, Muman Agency. The shareholders of this company were two Maldivians – Mr. Mohamed Umar Maniku (current Chairman of the Maldivian Association of Tourism Industry) and Mr. Ahmed Naseem. Kurumba Village opened on 3 October 1972 with the second resort, Bandos Island Resort (64 beds) opening soon after, in December of the same year.

The first tourists to the Maldives were Italians, followed by Swedish and Germans. The product was simple and very basic. Transportation and communication were just being introduced and was quite challenging. Guest rooms were built with local materials, using thatch for roofing and locally made furniture in guest rooms.

At the end of 1972, the bed capacity was 280 between the two resorts (Niyaz, 1998). The initial phase was the transformation of the Maldives into a prime island holiday destination. During this period, particularly from the late 1980s onwards, tourism grew rapidly. Tourist annual arrivals totalling 1,097 during 1972 increased to 114,554 by 1985, representing an annual growth rate of over 51%, a phenomenal growth. The main driver of this was the concerted effort by local entrepreneurs and the government to develop tourism (Fig. 2.3).

Fig. 2.3: Registered Bed Capacity & Tourist Arrivals, 1972-1985



Source: MOT, 2004

Tourism receipts increased from US\$15.1 million in 1981 to US\$41.4 million over four years, achieving an increase of almost three-fold (Table 2.1). Figures for the previous years are not available.

Table 2.1: Tourism Receipts, 1972 – 1985

TOURISM RECEIPTS, 1972 - 1985	
Year	Tourism Receipts
1972-1980	n/a
1981	15.1
1982	19.8
1983	22.9
1984	31.4
1985	41.4

Source: Ministry of Tourism and Civil Aviation (2007)

From 1972 until 1975, all resorts developed were in Kaaf Atoll. It was desirable to develop resorts close to the airport and the capital because infrastructure such as transportation and telecommunications network, was almost non-existent in the 1970s. Tourists travelled in mechanised Dhonis to their respective resorts and some took around six hours to reach their holiday destination.

Today, the same resorts are reached in approximately 20 minutes by seaplane. Although it was desirable to develop resorts within the vicinity of the airport and the capital of Malé, it hindered potential employees from other atolls joining the industry, as they were required to migrate to the atolls where the resorts were developed.

Demand for the Maldivian tourism product is seasonal and originated mainly from Western Europe, dominated by Germany, Italy, the UK and France (Table 2.2). Unfortunately, figures from 1972 to 1981 are not available.

Table 2.2: Tourist Arrivals by Region 1981 - 1985

Tourist Arrivals By Region 1981 - 1985					
	1981	1982	1983	1984	1985
EUROPE	43,866	52,438	53,637	62,846	79,691
UK	2323	3117	2934	3732	4840
France	6126	6839	4935	6476	7826
Italy	9963	12863	14181	17026	17525
Germany	15352	19226	21307	22133	29101
ASIA	14291	19706	17656	15768	26253
Japan	1165	1380	1844	7268	14117
AFRICA	392	480	436	464	530
South Africa	242	304	231	236	155
OCEANIA	458	716	1155	3209	6191
Australia	413	638	1022	2937	5833
AMERICAS	1344	1071	1224	1482	1889
U.S.A	1081	783	907	1112	1331
Canada	178	157	158	254	383

Source: MOTCA, 2007

The seasonality index varies between 1972 and 1985, making 34 in June 1974 to 292 in December 1972. The seasonality ratio varies from 0.1 in 1977 and 1978, to 2.9 in 1972. However, unlike other countries, the number of employees working within a resort does not fluctuate.

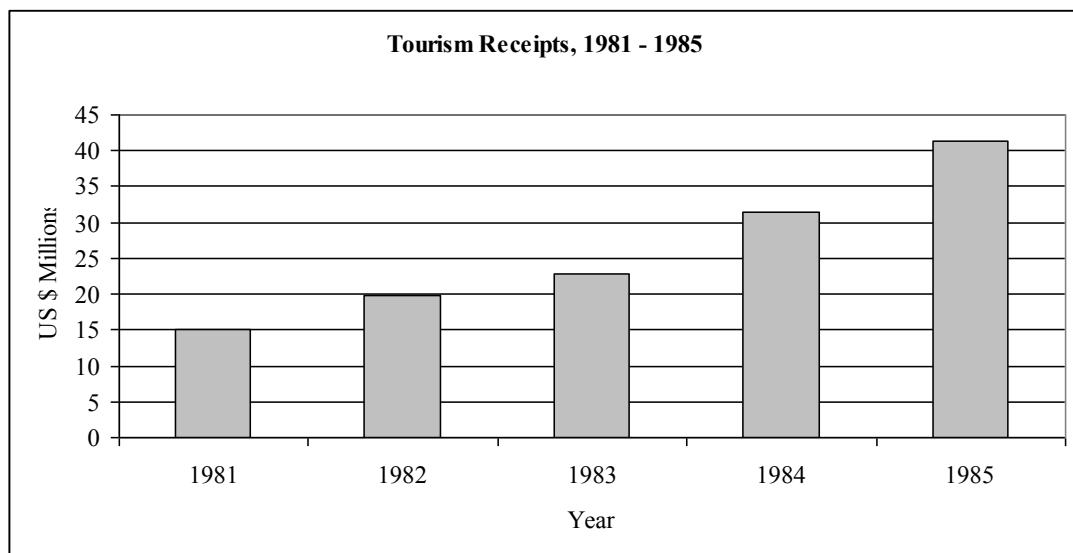
This is because as resort operators, they utilise their services to renovate and carry out maintenance work during low season. Furthermore, most utilities such as the powerhouse, water plants, the transport fleet and other facilities, need to be functioning irrespective of resort occupancy.

2.6.2 Industry Institutionalisation

When the government realised the potential of tourism in relation to development of the nation, the institutionalisation process of the industry began. The first government agency to administer tourism activities was set up in 1972 under the name of Maldives Government Business Services – 158 (Tourist Affairs). Assigned

responsibilities were gradually broadened, with the status of the organisation being lifted in line with expansion of the tourism industry. On 14 January 1976, the agency name was changed to the Government Tourist Board. On 6 January 1977, responsibility of administering tourism activities was assigned to the Department of Information, Broadcasting, and Tourism. On 21 March 1978, tourism was combined with the Department of Tourism and Foreign Investment. On 10 November 1982 a separate department – the Department of Tourism was set up, having sole responsibility for the development and administration of tourism within the country.

Fig. 2.4: Tourism Receipts, 1981 -1985



Source: MOTAC, 2007

Emphasis on tourism expansion and development became dominant within economic development policies and strategies of the Maldivian government. From the review of the 5th National Development Plan [NDP], (1997 – 2000), it is stated that “the GDP of the Maldives grew at an average annual rate of 6.8 % [1997 – 2000]. ... The GDP growth was largely sustained through expansion of the tourism sector and its spin-offs in sectors such as transport and communication. Tourism

contribution to the GDP during the period fluctuated between 33.1% and 34.0%....” (MPND, 2002, pp. 7-8).

During the 1980s, after just eight years of tourism development in the country, it was emerging as a very effective economic growth pole, underpinning economic growth and modernisation of the Maldives (Fig. 2.4) .

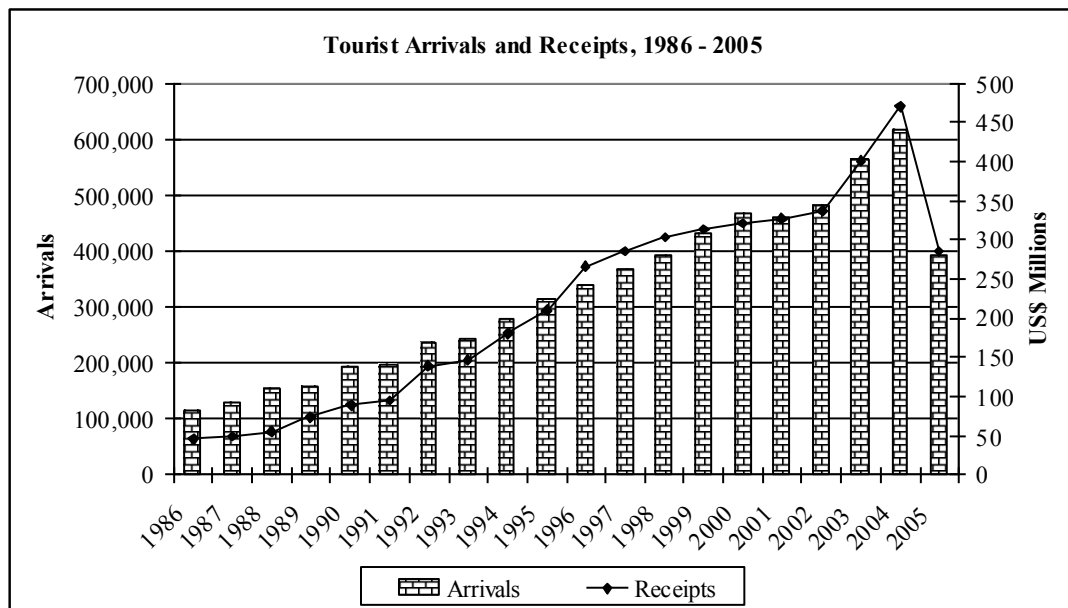
2.6.3 Second Phase

The second phase of growth (1986–2005), saw the expansion of the industry to faraway atolls as tourism infrastructure became more enhanced. Several key developments took place during this phase. In 1987, with assistance from the United Nations Development Program (UNDP) and European Union (EU), an institute for training within hospitality and tourism management was established. Helicopter services followed by seaplanes, were introduced between airport and resort islands. However, helicopter services were stopped, due to unfortunate accidents and the failure of operators to meet safety and security requirements. Seaplane services proved to be a very successful development within the domestic aviation network of the country.

During the second phase, development growth was remarkable. Tourist arrivals between 1985 and 2005 increased on average by 7% per annum. The highest annual growth rate (23%) was recorded in 1990 and the lowest was in 2005 (-36%). This decline was due to the tsunami of December 2004 and the losses were estimated to be enormously high (Carlsen, 2006). According to Carlsen & Huges (2008), Maldivian tourism industry recovered sooner than other destinations that suffered from this tragic event due to the prompt action in executing tourism market recovery

strategies for the short, medium and long-term. The Maldives also had negative growth in tourist arrivals during 2001 (-1%). This was due to the US terrorist attack on September 11 of that year. Tourism receipts during this period increased from US\$44.8 million in 1986 to 286.6 million in 2005 (Fig. 2.5).

Fig. 2.5: Tourist Arrivals and Tourism Receipts, 1986 - 2005



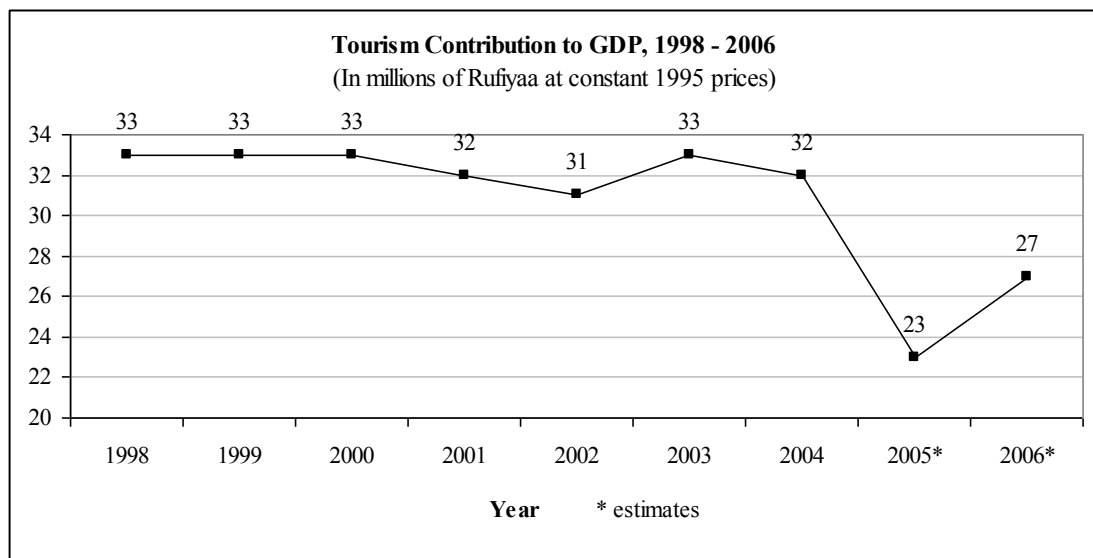
Source: MOTCA, personal communication, July 15, 2007

With the expansion of the industry and its increasing importance to national economic development, profile of the industry within the government became prominent. On 12 December 1988, the Department of Tourism underwent a name change to become the Ministry of Tourism (Niyaz, 1998).

The Ministry of Tourism sets the government policy on tourism planning and development, formulates and implements tourism laws and regulations, and carries out marketing and promotion of tourism products (Dowling 2000).

The tourism sector of the Maldives plays a vital role in the development of local economy (Zubair, Bowen, & Elwin, 2011). The tourism industry has surpassed all other sectors in terms of contribution to GDP, becoming the highest generator of foreign exchange earnings. Many academics has praised the tourism development in the Maldives as an example for other small island nations due its great success (Domroes, 2001; Ellis & Amarasinghe, 1997; Inskeep, 1991). Since 1998, the percentage of tourism contribution to GDP has remained stable at around 30%, having minor fluctuations until the 2004 Boxing Day Tsunami. In 2005, tourism contribution to the GDP fell to 23% recovering by 4% in 2006 to 27% (Fig. 2.1).

Fig. 2.1: Tourism Contribution to GDP, 1998 - 2006



Source: MMA, 2007

The tsunami took 82 lives. 26 are still missing (National Disaster Management Centre, 2007) presumed to be dead, and 12,000 people were displaced. Only three tourist fatalities were recorded, with 45 as being injured.

Out of the 84 resorts in operation on that day, 21 suspended their operation (5,068 beds), leaving 63 in operation (Ministry of Tourism, 2005). With regard to

employment, most resorts did not sack employees. Some resorts granted one month paid leave to their employees while others were not so generous.

2.6.4 Third Phase

The shift in tourism policy – moving from zonal development to the development of tourism across the country including hotels in inhabited islands – is a complete change to the face of tourism in the country. This will be the beginning of many new avenues in development of tourism within the Maldives.

At the official function held to celebrate World Tourism Day in 2004, the President of the Maldives, His Excellency Maumoon Abdul Gayoom made an announcement. This was that tourism zoning principles were to be revised and tourism development would be expanded to all atolls in the country. The rationale was that by developing resorts in every atoll it would provide opportunities for the rural population to share the benefits of tourism without having to migrate to other atolls. Although there is some logic behind this reasoning, it has not held true. It appears that locals in atolls where resorts are developed do not necessarily take jobs in those resorts. Locals need training and motivation to work within resorts, therefore resort employment needs to be attractive.

These developments will change the Maldivian tourism product and will allow the development of regional tourism. As a whole, the Maldives are currently promoted as a one destination. Therefore, upon completion of these developments, regional identities need creating and unique attributes of those regions require promotion to attract tourists to rural areas. A summary of the phases of development is presented in Table 2.3.

Table 2.3: Summary of Tourism Development

Initial Phase (1972 – 1985)	Second Phase (1986 – 2005)	Third Phase (2006 to 2012)
<ul style="list-style-type: none"> • Introduced in 1972 by locals with the assistance of an Italian entrepreneur • no infrastructure • super-structures simple and basis • tourism unplanned and unregulated • personal savings and commercial loans used for investing • resorts developed uninhabited islands • land for tourism allocated by the government • most of the resorts developed within Kaafu Atoll • tourist resorts were mostly developed on islands subleased from the Agricultural lessees and were • Department of Tourism and Foreign Investment responsible for tourism development • Western Europe was the major generating market • Tourist arrivals increased from 1,097 in 1972 to 114,554 by the end of 1985 • Annual growth rate of 51% per annum • Tourism receipts increased from US\$ 15.1 mill in 1981 to US\$ 41.4 mill by the end of 1985 • Main mode of domestic transportation was mechanised local boats called Dhonis. • Department of Tourism was established on 10th November 1982 totally dedicated for tourism development and administration • Heavy emphasis on tourism expansion by the government and the private sector • GDP growth sustained by the expansion of tourism • Tourism contribution to GDP more than 30% 	<ul style="list-style-type: none"> • Focus on expansion of the industry away from international airport and capital. • Hotel school established • Helicopter services introduced but was later stopped due to tragic accidents. • Seaplane services introduced • Tourist arrivals increased at a rate of 7% per annum • Industry was adversely affected by the 2004 Boxing Day Tsunami (arrivals declined by 36% in 2005 compared with 2004. • Tourism receipts increased from US\$ 44.8 mill in 1986 to US\$ 286.6 million in 2005. • Ministry of Tourism was established on 12th December 1988. • Tourism is the highest contributor to GDP and generates highest foreign exchange. 	<ul style="list-style-type: none"> • Move from Zonal developmental planning concept to expansion of tourism across the country announced on World Tourism Day in 2004. • Training and development not adequately focused. • Additional islands leased to tourism developed in a haphazard manner. • Infrastructure required to expand tourism across the country not developed. • Hotel School became part of the Maldives National University. • Information and Arts Sector merged with Ministry of Tourism. • Maldives Tourism Promotion Board corporatized and Maldives Marketing and Public Relations Corporation established. • Local to Foreign labour ration in the resorts changed from 50:50 to local 45%, foreign labour 55%. • Tourist resorts leased to subsidize infrastructure development in inhabited islands, airports, etc under Corporate Social Responsibility.

2.6.5 Issues and Constraints facing the Maldivian Tourism Industry

There are a number of issues and constraints relating to tourism within the Maldives.

These can be categorised as financial, social, environmental, institutional and others.

The issues are discussed briefly because of their similarity to other small island nations that have opted for tourism as a force in driving their economies.

The non-availability of domestic capital investment finance is a major problem faced by tourism developers in the Maldives, forcing them to borrow from foreign sources such as tour operators and travel agents “ in return for guaranteed bed rights at preferential rates” (Hameed 1997: p 158). After more than 34 years of tourism in the Maldives, tourism operators still have no source of readily available domestic finance, thus increasing dependence on offshore sources. This could be due to the following reasons: no long-term financing institutions, shortage of long-term capital to finance investments and a weak financial sector (ADB, 2004b). There are four commercial banks in the country, but they are unable to cater to the demands of the private sector. Their lending terms are unattractive compared to overseas sources of capital financing.

The Maldives is 100% a Sunni Muslim country and the local culture is based upon the Islamic way of life. Some activities such as consumption of alcohol, pork products and scanty dressing are against the Islamic faith. Therefore, the image of the tourism industry is not very highly held by the average Maldivian, (Ministry of Communication, Science and Technology, n.d.). The Maldivian tourism product is based upon the quality and integrity of the island environment. Natural features of the islands are primary assets to the local tourism industry, but they are fragile and delicate. Hence, it is of paramount importance to maintain the quality and aesthetic integrity of the environment to sustain the tourism industry. Since the beginning of tourism in the Maldives, traditional markets from Western Europe, primarily Italy,

Germany, the UK and France, have remained as principal generating markets (Table 2.4).

Table 2.4: Tourist Arrivals by Region, 2006 - 2011

	Tourist Arrivals By Region 2006-2011					
	2006	2007	2008	2009	2010	2011
EUROPE	457,535	495,371	497,560	462,192	504,421	537,757
UK	107,995	125,158	116,821	10,590	114,158	104,508
France	43,627	45,301	48,100	50,373	54,789	59,694
Italy	118,929	117,246	103,823	89,292	89,596	83,088
Germany	70,830	72,269	69,240	69,085	77,108	90,517
ASIA	121,427	155,024	156,132	163,942	250,638	348,887
China	26,396	35,976	41,511	60,666	118,961	198,655
Japan	39,528	41,121	38,193	36,641	38,791	35,782
AFRICA	4,169	4,846	5,694	5,034	5,628	6,465
South Africa	2,973	3,293	3,732	2,975	3,157	3,684
OCEANIA	7,979	10,661	10,574	8,404	10,756	14,195
Australia	6,892	9,406	9,368	7,392	9,622	12,778
AMERICAS	10,813	14,198	14,485	15,159	18,601	23,654
U.S.A	7,150	9,348	8,853	9,438	11,482	14,490
Canada	2,196	2,851	2,966	3,043	3,815	4,690

Source: MOTAC, 2011b

Western European tourists have dominated tourist arrivals since the introduction of tourism within the Maldives and despite attempts to diversify the generating markets, their share remains almost the same. However, because of the recent global financial crisis, decline in European growth and economic uncertainties, the Maldives tourist profile is changing dramatically. Today, the leading generating market is China.

Heavy reliance on the single region of Western Europe for tourist arrivals and the issue of seasonality is unavoidable. The European winter season is the high season for the Maldives (late October to end of March). During this period, resort occupancy is above 80% but during the rest of the year, it drops to 65%. However, the Maldives Marketing and Public Relations Corporation, jointly with the industry,

continue to work on attracting new markets to minimise the seasonality effect (Table 2.5).

Table 2.5: Seasonal Variation of Tourist Arrivals, 2006-2011

Seasonal Variation of Tourist Arrivals, 2006-1011 (Seasonality Index)												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2006	116	109	109	112	82	66	85	100	89	109	107	117
2007	115	116	114	112	83	68	91	94	86	104	101	116
2008	114	119	126	110	86	71	84	91	89	99	102	110
2009	113	107	114	105	79	66	81	96	92	114	113	120
2010	102	117	114	92	88	67	87	100	95	113	113	113
2011	98	108	100	99	99	99	90	95	89	113	106	106

Seasonality Index: $(\text{total monthly arrivals} * 100) / (\text{total arrivals} / 12)$

Source: MOTAC (2011b)

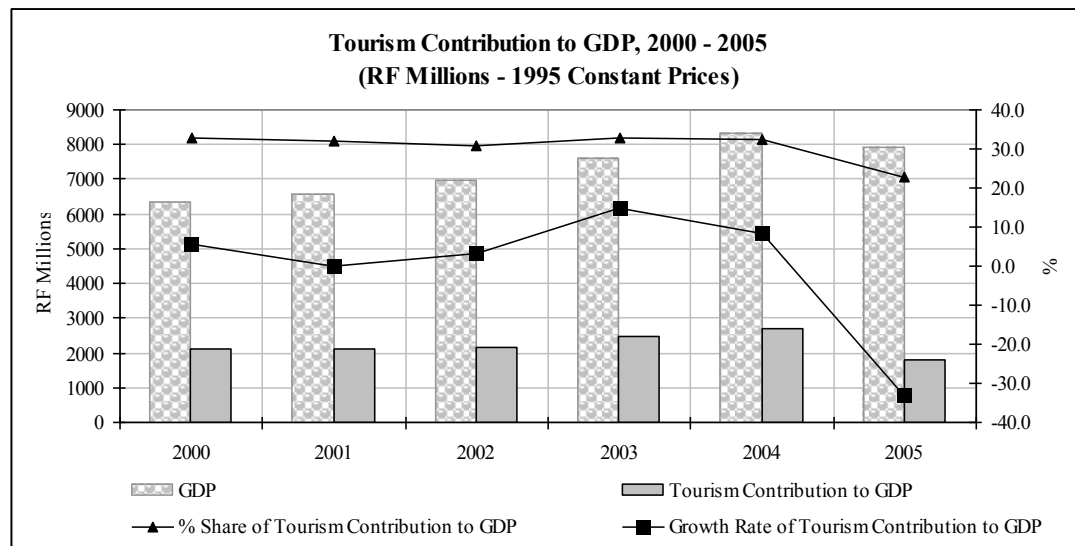
2.6.6 Economic, Socio-cultural and Environmental Impacts

Similar to other IMSs, development in the Maldives is constrained by a plethora of problems and these include small range of natural wealth, smallness of the landmass for agriculture and farming, lack of human capital, dependence on international trade, threats to supplies of fresh water, expensive public administration and infrastructure and a small population.

Given such a list of disadvantage, tourism is often viewed as a mixed blessing for the Maldives, demanding a careful accounting of the complex pattern of costs and benefits involved. The complex matrix of advantages and disadvantages means that the government faces the unenviable task of trying to weigh gains from new income and employment against certain, less direct and long-term losses. The introduction of tourism appeared initially as a form of economic diversification. Tourism has assumed an increasingly important role within the Maldivian economy. Tourism earnings have supplanted traditional activities and opened the country's economy to possible instability of a different kind. Tourism contribution to GDP has been quite

stable at 30% since 1995, although it fell dramatically to 22.7% due to the tsunami in 2004 (Fig. 2.2) which is an exception.

Fig. 2.2: Tourism Contribution to GDP, 2000-2011



Source: MPND, 2006b

External contribution beyond the jurisdiction of the Maldives could adversely affect international tourist arrivals. These could be violence in a neighbouring country or beyond, or natural and health disasters in the region. Such a decline in international tourist arrivals would also affect earnings from tourism dramatically, having disastrous ramifications for the entire economy.

Unfortunately, this was experienced after September 11 terrorist attack in the US. More recently, “... is the impact of the 2004 Boxing Day Tsunami, which caused extensive damage to tourism-based economies of the Maldives and dramatically reduced the number of tourist arrivals ...” (McAleer, Shareef, da Veiga, 2005, p. 1).

The economic benefits of tourism include contribution to GDP, government revenue and generation of employment opportunities. The multiplier effect of tourism also acts as a catalyst for developing other industries and by doing so assists in the distribution of income (Dwyer, 2003). Rapid tourism growth has stimulated growth in other sectors, particularly construction, transport and communication, financial services and agriculture and fishing. Similarly, because of increases in tourist demand, lacquer work handicrafts, souvenirs and folklore dances have been revitalised. The same as many other IMS, research and analysis on the total economic effect of tourism with relevant up-to-date figures, are not available.

The direct link between resorts and other sectors of the economy are indicated by the coefficient of domestic input into the economic cost structure. In the case of meat, approximately 0.1% of the unit cost of resort services is from meat producers or dealers within the Maldives. In terms of material inputs, the fishing sector, most strongly linked to tourism, receives around 4.6 cents for every dollar spent in producing resort services. The labour sector receives around 11.36 cents of every dollar spent by the resorts (ESCAP 1990). It is unknown as to exactly how many cents per US dollar spent by tourists is retained within the economy, as the above study by ESCAP is the latest information available.

A substantial portion of tourism revenue earned in the Maldives flows overseas, either as profits or as payments for imported goods and services, and expatriate emoluments (MMA, 2007). Total imports increased by 18.1% during 2002 and the trade deficit of the Maldives increased by 21% due to a large amount of imports (ADB, 2004a). Maldives “ ... is obliged to import many raw materials and

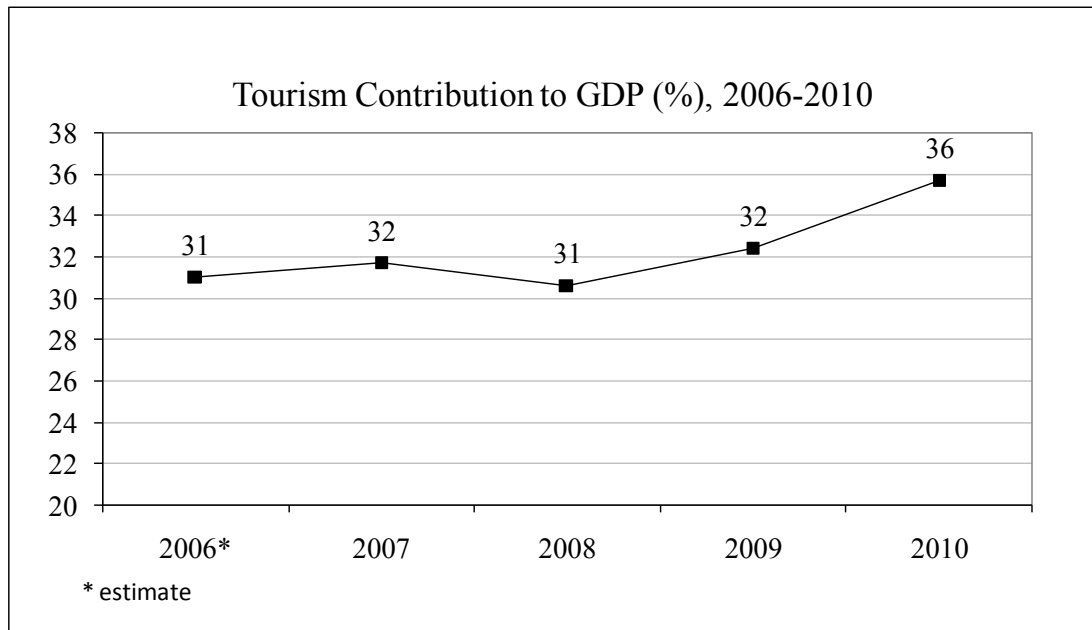
manufactured goods and unless such essential imports can be financed by export earnings, economic growth – and, hence, development – may be constrained” (Sharpley, 2003). Sustainable living (2007) estimated country leakage ranging from 80% in the Caribbean to 40% in India.

Government revenue from travel and tourism includes airport revenue from servicing aircraft, landing fees and resort lease rent. Since 1985, all islands allocated for resort development fall under a highly competitive bidding process. Under the evaluation criteria, the highest points awarded, are to the proposed rents per bed per annum. This process may be responsible for the dramatic increase in rents. These have gone from US\$3500.00 per bed per annum in the 1980s to US\$23,000 per bed per annum in this decade (MOTCA, personal communication, June 7, 2007). Recently however, the lease rent per bed per annum was replaced by a land tax of US\$8 per square meter of the island or plot of land leased for tourism development. The indirect contribution to government revenue is of customs duties paid on imports consumed by tourists, the multiplier effect of increased earnings and subsequent expenditure by employees within tourism industry and related sectors.

Tourism contribution to GDP has remained in the 30s, becoming 36% in 2010 (Fig. 2.3). In contrast, Government expenditure on tourism is miniscule; average annual Government expenditure on tourism for the previous five years was 1.06% of their total (MOT 2011b). The above figures indicate a significant contribution from tourism to the economic development of the nation. On the other hand, Government expenditure on this important sector is insufficient to undertake planning, monitoring, marketing, and promotional activities. Perhaps a sector

performance based budget allocation could be more appropriate (Organisation for Economic Co-operation and Development [OECD], 2007).

Fig. 2.3: Tourism Contribution to GDP, 2006 - 2011



Source: MOT, 2011b

Tourism is also the dominant source of employment for individuals in rural atolls through direct, indirect and induced employment. Locals serve tourists in resorts, hotels, guesthouses and safari vessels. This is classed as direct employment. According to Page and Connell (2006), these particular jobs are generated from a result of tourist expenditure and direct support of tourist activities. Indirect employment occurs in the form of increased building construction, transport services and to a lesser degree, a revival of local handicrafts. They do not occur directly from the results of tourism activity, but they do support it (Page et al, 2006). The third type of employment is induced employment. These are jobs created through the multiplier effect of the tourist dollar (Page et al., 2006).

Until recently, local women had not joined the resort labour market. However, the number of women entering the industry is slowly increasing though it still requires stimulation. Demand for labour could not be met locally; therefore, foreign nationals were hired to make up shortages in the labour market. Today, significant numbers of foreign nationals are working in the industry, mostly as labourers or cleaners. These jobs require few skills. It is paradoxical that, as more Maldivians become better educated and trained, only a few are willing to take low-grade jobs within the resorts.

Maldivian labour laws were put into action recently. Unfortunately, the absence of a proper body to represent the labour force has weakened their standing against rich and powerful employers. Therefore, tourism industry operators, as in other sectors, are exploiting this situation. Low pay and poor working conditions are common issues frequently raised by employees working within the resorts. If a powerful trade union represented the majority of employees, salaries and working conditions would improve through negotiations with resort operators.

The Maldives has also incurred economic, social and environmental costs from tourism development, as have many other IMS. Some economic costs include inflationary effects caused by tourism demand. Ritchie and Inkari (2006) stated, “Researchers have found variables such as the increase in price of goods, services and property values” (p. 2), among the adverse economic impact. The inflationary effects caused by tourism demand have affected Maldivians in terms of land values, property values and price of goods and services over the years, particularly at times

of expansion. For example, in 2006, inflation increased to 3.7% from 3.3% one year earlier. According to the Asian Development Bank (ADB) (n.d.), the Maldives Monetary Authority tightened their monetary policy. They achieved this by raising interest rates on the certificate of deposits from 4% to 5% in January 2006 to address inflationary pressure. Yet, the broad money supply accelerated to 21% in 2006 from 12% in 2005. This was driven by a 50% increase in private sector credit, mainly being the tourism and wholesale/retail trade.

The tourism industry within the Maldives is driven by private investment. The government does not invest in tourism as other countries do, other than when it comes to infrastructure such as airports. Hence, unlike other countries, the opportunity cost incurred by the government is less in the Maldives. However, according to Page et al. (2006), heavy reliance on tourism for economic development of the nation is a risky strategy, particularly if the source markets are narrow. Page et al. (2006) further justify this by stating that IMS could not control changes in their markets such as decreases in demand, as experienced during the aftermath of the Tsunami in 2004. There is a high leakage of foreign exchange earnings because the import factor is almost 100 % for most products and services provided to tourists.

In respect to the socio-cultural impact, development of tourism in the Maldives has been less problematic. The biggest concern is the burden on society due to internal migration of local employees to resorts. Resorts developed on uninhabited islands of the Maldives create enclaves, whereby tourists are segregated to allow limited interaction between them and locals. Employees are provided with food and

lodgings, most of them returning to their families during their annual leave. According to Yahya, Parameswaran and Sebastian (2005), this principle of "... isolation is implemented to secure the effective allocation of resources between tourists and residential purposes, to mitigate negative social effects of tourism, and to preserve the country's Islamic ambiance" (p. 459). There is no mention of the loss of love and care of a father or a son within the family, who works far away from home. The isolation of tourists actually creates a double-edged sword: it is not only tourists that are isolated, but also local employees working in those resorts, who are isolated from their families.

The social cost of this segregation is high. Long-term absence of fathers and sons from family life is creating a void in family structure. Unlike other IMS, very few females choose tourism as a career, therefore reasons need to be investigated (Bauer and Salih, 2007). Increasing divorce rates and family breakdowns are quite common in such families (Ministry of Justice, 2007). Other negative social impacts include young resort employees imitating tourist behaviour and lifestyle.

Maldivian tourism is based totally upon the natural environment of the islands. Tourism activities tend to be both passive and active, with both having an impact upon the physical and ecological environment. On the one hand, tourism activities have a symbiotic relationship with the environment due to the high dependency of Maldivian tourism on the natural environment. On the other hand, they put pressure on the environment. Prior to the introduction of tourism, locals were not aware of the fragile and sensitive environment of their coral islets. Tourism has fortunately generated that awareness regarding the importance of protecting and preserving the

quality of the environment. As a result, environmental degrading activities such as coral and sand mining have become regulated. In conjunction with the tourism sector, several environmental protection and preservation activities have been implemented. Negative impacts on the environment of developing resorts could be because of tourism, but it is difficult to distinguish the impact of tourism on the wider natural environment. This could come from the effects of other industries such as fishing, transport, coral and sand mining, or of urban development (Hall, 2000), as all operate within the same environment. The government of the Maldives recognises the heavy reliance on the local tourism industry and on its pristine environment. Their policy now is to expand tourism in a systematic manner with strict environmental controls being implemented (Dowling, 2000).

However, the biggest environmental threat facing the Maldives is not from tourism, but from the rise of sea level. This is a result of global warming which is outside the control of this relatively non-polluting nation. “Global Warming may indeed threaten some islands and microstates, but over the last three centuries (and more) increased globalisation has already ensured that in many respects, for good or bad, islands have already disappeared” (Harrison 2001b: p 7).

According to Buhalis and Costa (2006), countries such as the Maldives and other low-lying tourism destinations may have to change their product profile and will have to search for new markets. This is because there is clear evidence of climate change and the rise in sea level, which may cause loss of land and storm surges. It would have been helpful if Costa et al. (2006) had made some suggestions as to how

to overcome this problem, as it is difficult to modify the product profile of a destination where the only attraction is sun, sand and sea.

Maldives tourism development is directed through sectorised planning. The Second Tourism Master Plan (STMP) ended at the end of 2005. The framework for a Third Tourism Master Plan (TTMP), 2007-2011 was prepared with technical assistance from the UNWTO. Currently, work on the formulation of the Fourth Tourism Master Plan is underway with foreign assistance. However, master plan strategies and interventions are not always implemented. Therefore, the relevance of these documents and policy formation is questionable. In 1985, Sathiendrakumar et al. warned about designing policies based on increasing dividends from each tourist visiting the country, rather than expanding the industry through the volume of low-cost package tours to the Maldives.

In summary, the characteristics of Maldivian tourism and its impacts are similar to many other IMS. This is apart from the effects of the unique development concept “one resort/one uninhabited island”, which has both advantages and disadvantages. Since the introduction of tourism in 1972, the Maldivian tourism industry has achieved impressive growth. The national economy is becoming increasingly dependent upon the tourism industry due to expansion of the industry. The industry faces challenges. One of the most pressing challenges is the low level of interest of locals to work within the resorts.

CHAPTER 3: LITERATURE REVIEW

3.1 WORLD TOURISM

Tourism is the world's most diverse and largest industry, also the highest employer (Apostolospuoulos & Sonemz, 2001; Sinclair & Stabler, 2002; Bharwani & Butt, 2012). It has immense potential to generate economic, social, cultural and political benefits within a community and lead to long-term economic growth (Dowie, 2009; Lemelin, McIntyre, Koster & Johnston, 2010; Schubert, Brida & Risso, 2011). The benefits of tourism development such as ecosystem conservation and social and economic development are identified by various authors: (Agardy, 1994; Bauer, 2003; Ban, Picard & Vincent, 2008; Lai & Nepal, 2006; Lemelin & Johnston, 2008; Lemelin & McIntyre, 2011; Lepp & Holland, 2006; Makonjio Okello, 2005). Tourism development provides opportunities for long-term sustainable development through increased employment, direct and indirect financial benefits, infrastructure development, rejuvenation of heritage and culture (Butler & Hinch, 2007; Zeppel, 2006). One of the main economic benefits of tourism development in any country is provision of local employment (Leimelne & Bennett, 2012; Zeppel, 2006). Tourism Leg Growth Hypothesis (TLGH) has referred to this belief in that tourism can lead to long-term economic growth (Schubert, 2012). It has proven that countries with a higher percentage of tourism in GDP, grow faster than others, have higher levels of investment and secondary school enrolment, are more outward oriented and have lower levels of real exchange distortion (Holzner, 2011).

There are various types of tourism, but over the last 20 years, ecotourism has become very popular (Higham & Lück, 2008).

Island nations such as the Maldives attract larger numbers of tourists hoping to view and interact with marine mega fauna; whale watching, snorkelling with dolphins, diving with sharks and manta rays (Anderson et al., 2011; Anderson & Ahmed, 1993; Dicken & Hosking, 2009; Gallaher and Hammerschlag, 2011). Diving tourism creates employment for local people along with awareness and most importantly promotes utilisation of natural resources in a sustainable manner (Mau, 2008). The demand from tourists for these types of activities creates a wide range of opportunities to cater for the needs of tourists in rural areas (Vianna et al., 2012). Another example, dominated by IMSs, is cruise tourism. The Caribbean islands dominate the global cruise industry attracting more cruise passengers than any other IMS (Wilkinson, 2009).

Tourism has been steadily expanding at an average rate of about 4-5% annually during the latter half of the 20th century. As the tourism industry is a multi-sectored industry, a wide range of factors affects its performance. In spite of this and occasional shocks including the international financial crisis and regional wars, tourist arrivals have shown virtually uninterrupted growth: from 25 million in 1950, to 277 million in 1980, to 435 million in 1990, to 675 million in 2000, to 940 million in 2010 (UNWTO, 2011) and to 982 million in 2011 (UNWTO, 2012a). UNWTO (2012b) predicts an increase of 3-4% in 2012 in line with the estimated long-term annual growth through 2020. For the first time international tourist arrivals will reach one billion in 2012.

The economic contribution of travel and tourism to the global economy has increased from US\$6,032 billion in 2006 to US\$6,346 billion in 2011 (WTTC, 2012). The estimated increase to tourism contribution in 2012 should reach US\$6,527 billion. WTTC (2012) forecasts that in the year 2020, the total contribution of travel and tourism to GDP will be US\$9,940 billion.

Tourism is a multifaceted industry and as such has been difficult to define. Irrespective of how tourism is defined the basic parameter is that it is a combination of a number of sectors including transportation, accommodation, catering, financial services, insurance, construction, medical services and entertainment, to name but a few (Harszel 1986). In fact, tourism creates a link between all sectors to provide a package that meets the needs of the tourist. Similarly, the definition of 'tourist' varies from person to person and most of the time it depends on the background of the speaker or author. A travel agent sees the tourist as someone purchasing a package tour or buying a flight ticket to go to a particular place, while the hotelier sees the tourist as someone requiring holiday accommodation during his or her visit to the area (Harszel, 1986). For the purpose of this research, the definition used by UNWTO is adopted. UNWTO defines tourism as such: "It comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business or other purpose not related to the exercise of an activity remunerated from within the place visited" (WTO, 2001, p. 9). Activities of the person within the definition include a wide variety of activities such as transportation, accommodation, food and beverage services and entertainment.

Each of these activities is an industry on its own; hence, tourism is an amalgamation of many industries and "... it is one of the world's most important economic activities involving millions of people, vast sums of money and generating employment in developing and industrialized countries" (Sinclair & Stabler, 2002, p.1). The concept used in defining tourism applied to different forms of tourism are – inbound tourism, outbound tourism and domestic tourism.

However, there are some problems associated with this definition, one of them being that tourism is 'narrowly defined'. According to Butler et al. (2001), this issue will become more severe with relaxation of entry requirements into countries. Recent developments such as the European common currency and one visa to visit the region etc., slowly diminishes the necessity for boundary formalities. It is clear that this complex industry has experienced rapid growth over the last few decades and this growth is contributing to the economic development of countries, irrespective of their location, size or level of development. There is a wide range of literature available, based on tourism. It explains how it can affect the society, economy, culture, environment, places and the people (both tourists and hosts). It also explains its role as a tool for global peace and is available by authors of various schools of thought including sociologists, economists, scientists, geographers, environmentalists, anthropologists and many others (see for example: Buhalis & Costa, 2006; Burns, 2004; Milne et al. 2001; Stabler et al. 2010; Yamashita, 2003). However, the way each author presents tourism varies depending on their interests and background.

3.2 TOURISM IN ISLAND MICROSTATES

3.2.1 Island Microstates (IMS)

Islands have fascinated people since historical times, as they represent individual freedom, isolation, peaceful and harmony, and is often perceived as a happier and better places (Gossling, 2003). The unique characteristics of the tourism industry do not only appeal to developed countries, but also the developing as well as the LDCs. Some of these countries are island nations. “Islands have been considered idyllic tourism destinations for centuries.” (Carlsen & Butler, 2011). The socio-economic, cultural, topographic features of islands are unique and these factors differentiate islands from larger developing countries (Briguglio, 1995; Kakazu, 1994; Lockhart et al., 1993; Weisser, 2004). These unique attributes of islands – intrinsic economic constraints, smallness and isolation, acute outward-looking economic orientation – interact in such a way which results in a set of developmental problems which are island specific (Enoch et al., 2008). Furthermore, in terms of production and consumption, these island States do not have sufficient economies of scale unlike developing countries. Inability to raise large amounts of finance within the local economy is also an obstacle to the development of these islands. Hence, most of these islands rely heavily on foreign aid and direct foreign investments.

According to the UN, there are 48 LDCs in the world. A barrage of names exists in reference to these nations: Small States (World Bank and Commonwealth), Small Economies, Small Vulnerable States, Small Island Economies, Small Island Tourism Economies, Small Island States, Small Island Developing States (SIDS), Highly Indebted Poor Countries by IMF/World Bank, and many more. The way these terms are defined varies, even at international level and there is no agreement on grouping

of LDCs. Out of the 48 countries identified as LDCs by the UN, 29 members belong to the World Trade Organisation (WTO).

However, only four out of the 29 LDCs fit into the terminology – Small States used by World Bank and Commonwealth, demonstrating the ambiguity and difficulty in the grouping of nations (Tulloch, 2001). Wilkinson (1989) affirms this in that a various array of political units are referred to as LDCs, but the Island Nations within LDCs are more commonly referred to as “microstates” (independent countries with a population of less than one million).

A list of countries with similar attributes to the Maldives was compiled for comparative purposes, through World Bank extracted data. To minimise bias, the list was defined to ensure that countries with similar characteristics were included as far as possible. This ensured that findings from the study were comparable to countries where necessary data was available, adding an additional dimension to the study. Criteria in identifying IMS included being independent and having a population of less than one million (Baldacchino, 2001; Dunn, 2011), with a GDP contribution from tourism of no more than 10 %.

Being a sovereign state, namely a nation, is important, as it allows the nation to formulate its own policies including those of tourism, rather than following terms dictated by a “mother land”. However, with regard to the population being less than one million this is a debatable issue. Bernal (1998) justified use of population as an indicator of the “smallness” of LDCs based on the high correlation between population, territory size and GDP. Armstrong and Read (1998) also supported

Bernal, they justified that it is the convenience of using population as it shows the size of the domestic market and human resources available in that particular country. However, Collier and Dollar (2001) disagreed with Bernal.

According to them, increasing empirical research had generally found that GDP and population were uncorrelated. Even if applied as a measure of smallness, population thresholds need indentifying as a referral point to categorise smallness. As discussed earlier, various levels of threshold based on arbitrary reasons, are currently used. Therefore, for the purpose of this research, a threshold of one million as population has been adopted.

The list of IMS was generated through data held by the United Nations Department of Economic and Social Affairs (UNDESA) in relation to Small Island Developing States (SIDs). However, the following countries from UNDESA data are omitted from the study. The reasons for this is that they did not fit the specified parameters, being – population of less than one million: Cuba (more than 11 million people), Dominican Republic (more than nine million), Haiti (more than eight million), Jamaica (more than two million), Mauritius (more than one million) and Papua New Guinea (more than five million).

Countries also excluded were Kiribati, Nauru, Niue, Comoros, the Federal States of Micronesia, Bahrain, Tonga, Sato Tome and Principe, the Marshall Islands, the Solomon Islands, Vanuatu, Palau and Tuvalu, due to their small-scale tourism industries. Tourism industry contribution to GDP in these countries was less than the adopted percentage of 10%. A list of IMS compiled for comparison purposes, are based on the criteria adopted for this research (Table 3.1).

Table 3.1: Island Microstates: Population, & Contribution of Tourism to GDP

Island Microstates	Pop.* (thousands) 2010	GDP** (USD Mill) 2010	Int. Tour. Receipts*** (US\$ Mill) 2010	% Share of Tour. Contr to GDP, 2010
Grenada	104	628	96	15
St. Vincent and the Grenadines	109	562	87	15
St. Kitts and Nevis	52	526	82	16
Samoa	184	565	124	22
Dominica	68	383	87	23
Fiji	860	3,009	713	24
Cape Verde	496	1,648	398	24
The Bahamas	343	7,538	2,070	27
Antigua and Barbuda	88	1,015	301	30
Barbados	274	3,203	1,074	34
St. Lucia	174	932	329	35
Seychelles	87	937	352	38
Maldives	316	1,480	714	48

Source: * World Data Bank, World Development Indicators and Global Development Finance, <http://databank.worldbank.org/ddp/home.do>, Accessed at 20:15 on May 21, 2012;

** World Development Indicator Database, World Bank, 1 July 2011, <http://siteresources.worldbank.org/DATASTATISTICS/Resources/GDP.pdf>, Accessed at 12:59 pm on May 17, 2012

*** International tourism. Receipts (current US\$), World Bank, 2011, <http://data.worldbank.org/indicator/ST.INT.RCPT.CD>, Accessed at 19:25 on May 21, 2012.

The table comprises of 14 IMSs. Population ranges from 52,000 to 860,000; the lowest being St. Kitts and Nevis (52,000) and the highest being Fiji (860,000).

Four nations: St. Kitts and Nevis, Dominica, Seychelles, Antigua and Barbuda have a population of less than 100,000, whilst the eight nations: Grenada, St Vincent and the Grenadines, St. Lucia, Samoa, Barbados, Maldives, The Bahamas, and Cape Verde, have a population between 100,000 and 500,000. Only one nation, Fiji has a population of more than 500,000 (860,000).

The contribution of tourism to GDP in 2010 within these 14 IMS does not vary. Of four countries, Grenada, St. Vincent and the Grenadines, St. Kitts and Nevis, the percentage of tourism contribution to GDP is between 10-20%. The share of tourism

contribution to GDP in Samoa, Dominica, Fiji, Cape Verde and The Bahamas is between 10-20%. The tourism industries in Antigua and Barbuda, Barbados, St. Lucia and Seychelles contribute between 20-30% to GDP, while the Maldives contributes more than 48%.

The geophysical formation of land masses dictate the level of vulnerability of the nation, the socio-economic development of the nation, culture, religion, system of governance and historical links to developing countries, along with many other varying factors between these countries. Their commonalities, making them unique as well as vulnerable, are the same as those that encouraged them to opt for tourism as one of the development options (McElroy, 2006). According to Tulloch (2001), some of the commonalities/vulnerabilities include:

- insufficient capital finance required for heavy industrial activities
- low per capita income
- inadequate economically productive land
- proneness to natural disasters
- being geographically 'isolated' from the rest of the world
- gaps in infrastructure requirements for economic activities
- inefficiency in delivering public services
- heavy reliance on imports of goods
- high transport costs
- being deficient in opportunities for economic diversification
- over dependency on trade and service taxes for government revenue
- inadequate domestic saving capacity

- inability to create the necessary business climate to attract Foreign Direct Investments (FDI)
- large percentage of GDP being public sector expenditure
- high per capita cost in infrastructure development and
- the absence of critical mass required to justify required investments

3.2.2 Tourism within the IMS

“Tourism has long been considered an effective vehicle to development in general, particularly within island micro-states.” (Sharpley, 2003, p. 246). Croes (2006) adds that nations adopt tourism in their strategic development planning – simply because of the link between the level of national exports and its economic development i.e., high level of exports resulting in increasing economic development. Lockhart (1997) observed that reliance upon tourism within island nations, as a means of development, is almost universal. This is further supported by Kerr (2005, p. 509) who states, “Of all development opportunities, tourism is the one that has had the most impact on island communities in recent times.” Indeed, tourism has played a dominant role in the socio-economic development and is the principal economic sector of many islands in the Mediterranean (Sharpley, 2003), Caribbean, Pacific (Hall & Page, 1996; Harrison, 2003, Rajotte & Crocomber, 1985) and the Indian Ocean. Cores et al. (2005) has observed that growth in tourism within the Caribbean islands has been more robust than any other place in the world. This may be for many reasons including the fact that, unlike other industries such as manufacturing, tourism does not require large capital investments to enter the industry (Wing, 1995).

Sathiendrakumar et al. also supported this view (1985, p. 32) who stated that:

“Many proponents of tourism as a development industry in least developed countries (LDCs) believe that on the supply side, tourism is an economic activity which makes use of fairly simple technology and resources such as manpower, sunshine and scenic beauty that are readily available within an LDC, such as the Maldives.”

In spite of the economic constraints mentioned earlier, small island nations have proven to be successful through specialising in tourist destinations (Croes, 2006, Weaver, 2001). Tourism has become the top foreign exchange earner within IMSs (Durberry, 2004). According to WTTC (2008), when nations are ranked based according to contribution of tourism to GDP, the top 10 positions are held by small islands.

During the initial stages, the introduction of tourism within IMSs was very simple through the basic tourism products of their unique environmental attributes such as sunshine, the beach and the ocean. Conversely, today, some of the most sophisticated, luxurious, and exclusive tourist hideaways are to be found in some of the island nations. The proof of this is in the price of accommodation in some of the resorts/hotels within some of these countries.

The peace and tranquillity, the unpolluted environment, clean beaches, the warm friendliness of the islanders and their culture, organisation of the industry, and the way of life are some of the characteristics that pull tourists to island destinations, (King 1993, Harrison 2001a).

In addition, the success of tourism in these small island nations can be attributed to the atmosphere of the islands, these being natural, cultural or social attractiveness, romance, adventure and following the genre of Treasure Island by simply being isolated (Milne 1987, King 1993, Colin et al. 1995, Moscardo et al., 2000; Mihalić, 2002). According to Prideaux (2009: p 203), the evocative message portrayed by the IMS to potential holidaymakers was “... a holiday that promises a world that is different and exotic. Maybe the frame of modern urban life can be swapped for a different world that is rustic, perhaps slower and more organic, where the subject of the gaze becomes the new reality, if only for a short time.”

IMSs have opted for tourism development mainly because of its economic benefits, with the belief that tourism would increase the standard of living and act as a catalyst in the economic development. Today, tourism is playing a dominant role in the economic development of many IMSs. Tourism operations contribute to the livelihoods of people, particularly in the areas around their operations. Concepts such as Pro-Poor Tourism encourage and promote the contribution of tourism companies to their localities as these types of initiatives are mutually beneficial (Fig. 3.1). To deliver these benefits to locals, operators in the industry need to be socially responsible and willing to develop their surrounding areas by spreading the tourism dollar to the wider community through their management philosophies. Pro-poor tourism programmes operate in some of the Caribbean countries and many other parts of the world, even though not labelled as pro-poor tourism programmes.

However, these activities need recognition and to become streamlined into the national planning framework for tourism. Tourism activities are divided into three

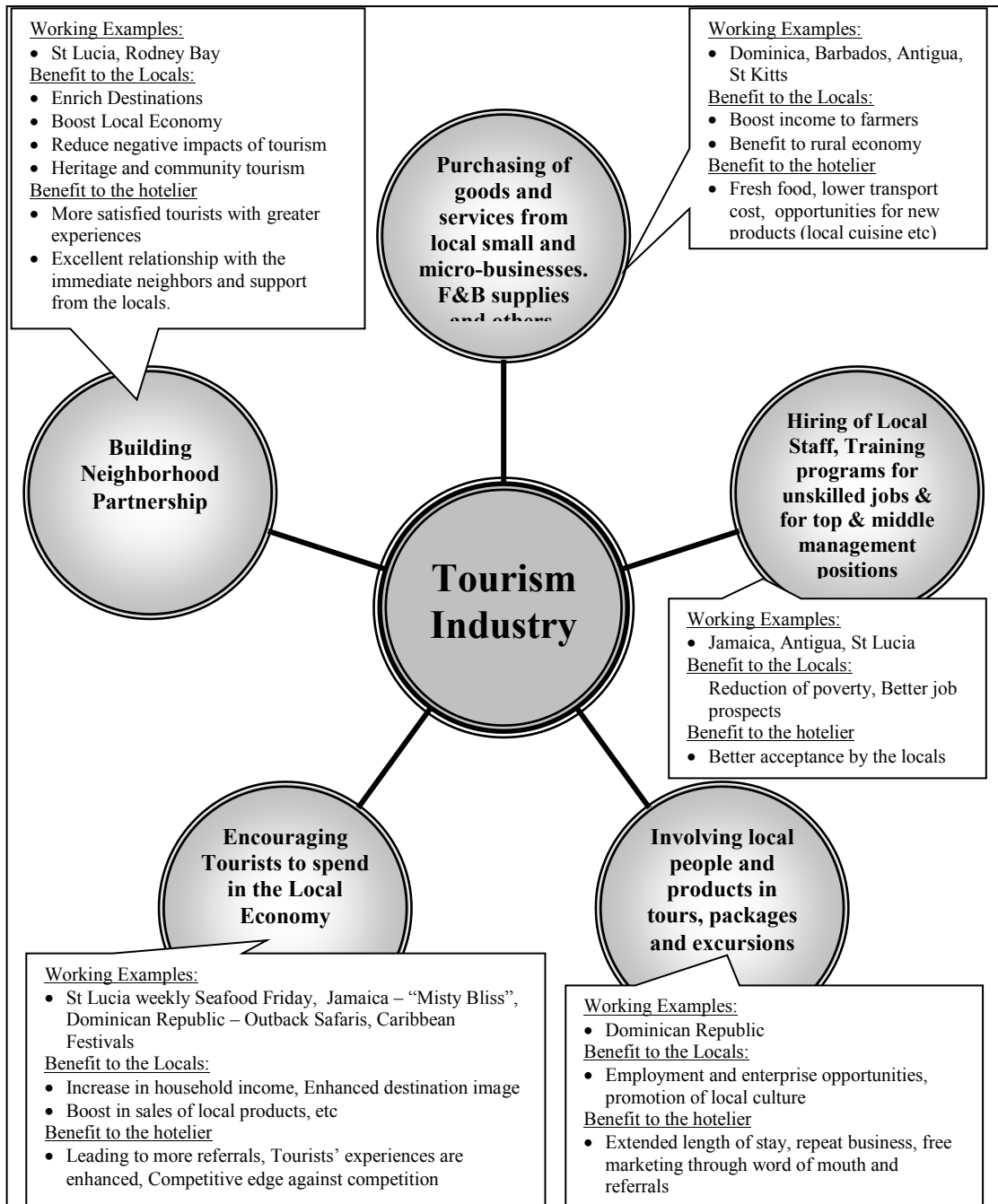
broad stages. These are arrival and departure of the overseas tourist, transfer to and from the holiday destination within the country and the tourists' stay within the country.

in Fig. 3.1. Tourism requires infrastructure such as airports, roads and communication networks. These developments assist in economic development of people. Some of the jobs created at the tourist arrival/departure stage include tour operators, travel agents, tour guides, airport service personnel, security personnel, customs and immigration officials and maintenance personnel in various fields. Similarly, at each of the following stages, a wide array of benefits can be generated along with employment opportunities. The locals need to be prepared to take these opportunities to enable them to benefit from tourism.

The resource base of IMS countries is so limited, their size is small, they lack economy of scale and in the absence of a better alternative, are forced to opt for tourism development to earn the much needed foreign exchange earnings for their economic development (Harsel, 1986; Wing 1995; Charavarty 2001; Yamashita 2003; UNWTO 2006c).

The major benefits and employment opportunities created at each stage is presented “[T]ourism is widely justified as a vehicle of development, yet the meaning and objectives of ‘development’ often remain unclear (Sharpley, 2003). Burns (1999: p 136) also agreed that the promise of tourism is that of economic and social development.

Fig. 3.1: Pro-Poor Tourism (Relationship Between Tourism Industry and Local Economy)



Source: Adopted from Ashley, Goodwin, McNab, Scott, Chaves (2006)

None-the-less, he raises a very valid question: “Development for whom?” He suggested that the multinational corporations and few elites within the society get

the maximum benefit leaving little, or in most cases nothing, for the majority of locals.

The virtually ubiquitous development of tourism in the IMS also tends to increase their potential vulnerability to the pressures of tourism on natural and human resources, typified by a condition of dependency (Milne, 1992). IMS tourism tends to dominate the economy raising valid concerns, as in turn, tourism itself is dominated by several external factors, including foreign tour operators, international hotel chains, international airlines (Sastre and Benito, 2001), overseas supply of capital finance, and products for consumption by tourists. Because of this dependency on foreign companies, some scholars suggest that tourism development in the IMS reflects the 'centre-periphery' dependency model for development (Sharpley, 2003).

Foreign exchange earnings and revenue earned by the government from tourism, has assisted the facilitation of investments in other economic and social development activities. Locals earn income from working directly within the industry as well as through indirect employment (Harszel, 1986; Page and Connell, 2007). However, some countries have had bad experiences with the rapid expansion of the tourism industry. For instance, locals that had shifted from traditional occupations to temporary tourism-generated jobs at the development stage, but who were later left unemployed when the developments were completed. Similar to every other industry, there are costs associated with tourism within the IMS.

According to the WTO (2002), tourism is the single largest foreign exchange earner. The contribution of 60% to the GDP of the Bahamas, the US Virgin Island, the Cayman Islands and St Lucia, more than 30% in the Maldives (Ministry of Tourism, 2004) and around 25% in Fiji (WTO, 2003).

Tourism is a viable option for the IMS to diversify their economic base, provided it is based upon long-term strategies for sustainable development, rather than short-term gains (Wilkinson 1989; WTO 1998c). Stanley (1989) supported the same notion. He stated that tourism had been an economic activity for boosting export potential and reducing the dependence of IMS on unreliable and panic driven financial assistance through donor agencies and bilateral assistance. Similar accounts and justification for tourism development within the IMS is available within academic literature (Henry, Butcher, Browne, Hinds & Jayawardena, 2004a).

In contrast, there are arguments that the IMS could not depend upon tourism because of the fickle nature of the industry, while critics also question the ability of the IMS to absorb the opportunity cost of investing in tourism rather than other potential industries (Demas, 1965; Harssel, 1986; Wilkinson, 1987; Fagance, 1999; Rao, 2002). The increased number of nations, particularly developing countries developing tourism, clearly indicates the difficulty in finding viable alternatives. Sceptics argue that tourism in the IMS will not be viable because of the fragility of their national ecosystems, along with the delicate surroundings used as main assets of the tourism sector (Lockhart 1993; Harrison 2001b). None-the-less, these assertions are proven wrong through the success of tourism within most of the IMS.

Croes found that countries with a population of less than one million and with a tourism industry contributing greater than 10%, had a real capital GDP growth of 2.1%. This is greater than the world average rate of 1.3% between 1986 and 2003 (as cited in Croes & Schmidt, 2007).

UNWTO (2006b) affirms the important contribution of tourism to the development of these nations but highlights the vulnerability of the sector. They stated “Building tourism resilience in Small Island Developing States (SIDS) is particularly significant as, in most cases, tourism is, or is set to, become the sector of greatest economic development potential”. Some critics also argue that tourism based IMS economies cannot survive, particularly with the current trend of globalisation. This argument, also negated by the fact that tourism based IMS such as the Maldives, Seychelles, Mauritius, the Caribbean, Palau, Fiji, Tuvalu and peripheral retreats such as Hawaii and Bali, have proven to be more robust against globalisation (Read, 2004). Therefore, tourism is the lifeblood of these nations and communities.

In fact, globalisation assists the tourism industry in the IMS by raising standards of their products and services therefore promoting efficiency within the local economy. A good example is the emergence of international hotel chains within the Maldives. Through the entry of international hotel chains such as the Hilton, Four Season and the Banyan Tree, industry standards have lifted, forcing local operators to raise their standards and levels of service. These multinational accommodation chains inject additional capital into the Maldivian economy as FDI, through creating additional employment. However, Burns and Holden (1995) highlighted that the skills of the local labour force played an important role in making such new employment opportunities effective.

There is no doubt that macro level global issues will have a major impact on world, regional and country tourism, such as globalisation and liberalisation, pandemics, technological innovation, global environmental threats such as global warming, hurricanes, tsunamis, cyclones and man made threats such as terrorism (Henry et al. 2004a). According to Colin et al. (1995) in comparison to mainland destinations, tourism played a major role in the livelihood of many IMS inhabitants, allowing them to become adversely affected through changes from externalities and internalities affecting tourism. In spite of all these arguments, the rapid expansion of tourism development in these countries and increase in the standard of living clearly shows the important role that tourism plays in the development of these economies. However, as some critics highlighted, appropriate action needed to be taken to ensure the sustainability of the industry. In several countries, over expansion of tourism has adversely affected the earnings from tourism. Over supply of tourist beds, destruction of natural resources to develop tourism infrastructure, ignoring the needs of the host community while focusing the tourist needs in planning and development has led to the failure of tourism investments in several areas across the globe.

3.3 HUMAN RESOURCES IN THE TOURISM INDUSTRY

3.3.1 Tourism Employment

Tourism employment is complex and sometimes difficult to define. Riley et al. (2002) showed these difficulties as follows:

Problems Associated with Defining Tourism

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- Tourism not being recognised as industry in some parts of the world
 - Tourism is a combination of several industries
 - Services being shared by the tourist and locals
 - Informal economy
 - Early days tourism perceived as only accommodation
 - Lack of conformity and adequate statistics on tourism
 - Different people interpret differently what tourism is and what a tourist trip entails
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Source: Adopted from Riley et al. (2002)

Consequently, the categorisation of who works within tourism is difficult. Is the immigration officer at the border crossing a tourism employee? Can people working in a Ministry be categorised as employees working in the tourism industry? People working in airports, restaurants, hotels and cafes, not only serve tourists but locals as well. So to what percentage are they tourism employees? This issue is addressed to a certain extent, by having two broad categories of employment: direct and indirect employment. Direct employment refers to employment generated by the activities of the tourism industry (Baum et al. 2007), whilst indirect employment refers to employment opportunities generated in allied and non-tourism specific industries.

The ambiguities involved in defining tourism create several obstacles in the undertaking of research within the tourism industry (Riley et al., 2002). However, as this study focuses on tourist resorts and hotels in the Maldives, the issue is not so problematic because their facilities serve tourists rather than locals.

Tourism creates a wide range of jobs demanding various levels of knowledge and skills, as well as special personal traits. The diversity of skills required is divided into horizontal and vertical diversity. Under horizontal terms, a very wide range of jobs, based upon the extent of the definition 'employed', is included. Under the

horizontal diversity of skills, the hospitality aspect, food and beverage services and accommodation to a lesser extent, were the focus of traditional tourism research (Baum et al., 2007). According to Baum et al. (2007), there is limited research on tourism labour markets, but work in recently emerging areas include leisure, transport, entertainment and reservations call centres.

A more traditional approach to classify tourism jobs falls under vertical diversity, ranging from unskilled to semi-skilled and from skilled to supervisory and management. (Baum et al., 2007. Riley (1996) described this traditional perspective by breaking down the hospitality workforce into poorly trained and semi-skilled. This reflects the diversity of tourism employment and work within the sector. According to Keep and Mayhem (1999), the characteristics of hospitality work included tendency to low wages, unsociable hours of work, male domination at higher level positions with high pay, poor or lack of career development structure, informal staff recruitment and selection practices, informal human resource management and development, high labour turnover and low staff retention rates.

In addition, unpredictable and ad-hoc demand for quality services, high level of customer interaction, low productivity by employees, low salaries across a range of jobs, high labour turnover rates and difficulty in filling vacant posts are features that Lucas et al., (2008) associated with hospitality, which they claimed directly affected employment within the industry.

Tourism and hospitality jobs require a wide range of skills and skills profile which “ ... is influenced by the labour market that is available to it, both in direct terms and

via educational and training establishments” (Baum et al., 2007, p. 241). If the labour market is weak in skills, then the expectations of employers to the skills of their employees will be low. Down-skilling by employers is evident in situations whereby perceptions of employer to potential employees are low (Baum et al., 2007). The tourism and hospitality industry requires a high level of quality service to create a high level of satisfaction for tourists, leading to tourist loyalty and repeat visits, ultimately affecting the financial performance of the organisation (Žakbar et al., 2010).

Resort work could be categorised into the classification used by Baum et al. (2007). They demand unusual hours of work and physical isolation from the community as do many tourism jobs (Andriotis et al., 2004). The lifestyle and behaviour of tourists during their holiday, sometimes mistakenly assumed by employees to be their normal way of life, is due to the lack of understanding of tourists. Some of these factors contribute to the stress put on employees.

Many employees cope with this by behaving like those whom they serve, referred to as “demonstration effect” (Fisher, 2004; Taylor, 2001). Other employees switch jobs which results in a very high labour mobility rate within the tourism industry.

According to Brien et al. (2002: p 98) “In much of the hospitality literature, mobility is seen from the unit management perspective and as such is normally perceived as a problem.” From the perspective of a tourism operator, it is a problem because labour turnover will be high. However, Brien et al. (2002) noted that high mobility should not appear as a problem but rather a solution to labour costing. The reasons for this

are that employees will seek opportunities or jobs to guarantee their skills and capabilities are commensurate with their pay and other employment benefits. This drive by employees makes tourism employment an important component and driver of human mobility (Janta, et al., 2011). Until the employee finds a more rewarding job, he or she will remain with the current employer. Hence, when such employees move, the operators do not have to pay them high salaries, which will increase the cost of labour. However, if those employees who leave believing that their employment rewards do not reflect their capacity and skills, the cost will be less. Probably the answer is affirmative. This implies the importance of formulating a pay scale reflecting skills and capabilities required for that particular job as well as remuneration, rewards and benefits offered within the jobs market.

One of the economic benefits of tourism is the capacity to generate employment (Sinclair, 1997; Riley et al., 2002). This is because human resources play a major role in creating and delivering products and services despite the technological advancements in tourism (Amoah et al., 1997; Bartlett, Johnson & Schneider (2006); Urry 1990). “The amount and quality of tourism services essentially depend upon: the personnel, [...] the correspondence between characteristics of the training of the labour force and the fulfilled functions; the professionalism and promptitude in exercising their duties” (Sava & Comaniciu, 2007, p. 1). Within the hospitality industry, employees are in constant contact with customers, sometimes acting as the single point of contact within the organisation (Buonocore, 2010).

According to Baum (1995), until the end of the 19th century, employees working in the tourism and hospitality industry in Europe were ill-treated, paid just enough to

survive, were not given holidays and worked in terrible conditions. “There is a perception of two images within the tourism and hospitality industry. One is of glamour for some – those at the top end. The other is the drudgery of others”, (Henry et al. 2004b: p 417). Riley et al. (2002) also affirm the above by stating that: “On the one hand, the image of tourism employment is of glamour while, on the other hand, there is evidence of low pay and low status” (p 17). Furthermore, according to Weaver and Lawton (2002), tourism jobs had a reputation for creating jobs with low pay requiring little skill and few options for career advancement. This may make it difficult to attract people to work in the tourism sector as the image of occupations affects the employees’ potential choice of industry. Furthermore, the bad reputation may attract employees with minimum commitment, poor work ethics, and poor attendance.

Therefore, the initial justification by politicians and other developers that tourism creates employment for locals is somewhat debatable. There is no doubt that tourism creates jobs and that it is rather labour intensive (Giaoutzi & Nijkamp, 2006).

The question needs asking as to whether the host community is willing to acquire the benefits from tourism by working within the industry. This could only occur if tourism related jobs were viewed in a positive manner. The working environment must provide job satisfaction and make employees happy at work (Henry et al., 2004b). Many frontline employees in the tourism industry within the Caribbean have reported the feeling of ‘being neglected’ by their managers and supervisors when being asked to care for and respect the tourist (Henry et al., 2004b).

The other aspect of tourism in relation to human resources gaining attention is gender bias (Gentry, 2006; Kinnaird & Hall, 1996; Samarasuriya, 1982; Swain, 1989; Thompson, 2004; White, Eleri & Diana, 2005). Equations (2002) carried out a survey of literature available on women and tourism. Their findings revealed that women were mostly employed in lower paid areas of food and beverage services such as waitressing, while men held higher paid jobs with substantial tips, such as chefs. They also found that in the travel segment of tourism, women had access to jobs that paid minimum wages, being seasonal or part-time.

In spite of the low profile of tourism jobs accessible to the majority of locals, the IMS are opting for the expansion of tourism in the belief that it would boost the economic development of their nations. Tourism "... can be labour-intensive, inclusive of women and the informal sector; based on natural and cultural assets of the poor; and suitable for poor rural areas with few other growth options" (Ashley and Roe, 2002: 61). Furthermore, according to Scheyvens (2007), since 1990, there is considerable support for tourism as a means of poverty alleviation.

Supporters of tourism see it as an alternative economic diversification strategy for increasing the standards of living within IMSs by reducing unemployment. However, Plüss and Backes (2002) disagreed and stated that in 10 of the 13 countries where 80% of the world's people live in extreme poverty, tourism has failed to reduce poverty.

The availability of large numbers of foreign workers at low rates, lack of institutional framework to encourage industry operators to train and employ locals, and lack of awareness regarding the benefits of tourism employment as a career in

some of the IMS such as the Maldives, contributes to the low level of local participation within tourism employment. For example, in Turkey and Caicos, out of 800 employees working in the Sandals properties, 200 (25%) are expatriates. Unfortunately, the situation is worse in the Maldives, where under present employment regulations resorts are able to recruit 55% of its staff from outside of the country. The negative impact of this legislation is evident in the empirical study undertaken by Salih (2001), whereby 44% of employees working in the tourism sector were foreigners, their total earnings being more than that of the locals.

Although the Maldives could be regarded as an example of sustainable tourism development for island nations, one may question whether 44% of tourism jobs being occupied by expatriates remain sustainable. “One of the major reasons for non-sustainable tourism development is the inability of the local community to participate and benefit from tourism” (Jithendran et al., 2000). Jithendran et al., further stressed that a high percentage of expatriates not only have a negative economic impact, but that of social and environmental affect too.

Additionally, according to Janta et al. (2011), whenever a large number of foreign employees enter the workforce of another nation, economic, social and cultural changes in the labour market of receiving countries are reported. The Maldives has also experienced these adverse effects through economic loss of remittance of wages and salaries, increase in clashes between locals and foreign workers, and incidents causing damage to the fragile environment by the foreign workers due to lack of awareness. The Maldives clearly shows that tourism creates many employment opportunities but locals fail to gain the benefits from those jobs. This is due to the

absence of environmental conducive, in encouraging locals to seize these opportunities, particularly at middle and top management levels.

In summary, the large number of foreign workers employed in Maldivian resorts conflicts with the principles of sustainable tourism development. Therefore, strategic action is required to increase the number of locals working within these resorts. Studies have yet to be conducted to address labour participation of the indigenous communities of the tourism industry for IMS (Dwyer et al., 1998; Wall 1998). Regarding the Maldives, the majority of managers, diving instructors, chefs, auditors, accountants and engineers are expatriates. During the 1980s, Maldivians were unable to fill these vacancies due to lack of adequate training and necessary skills, being mostly limited to non-skilled labour such as cleaning (Sathiendrakumar et al., 1985). None-the-less, after almost two decades, the scenario has remained the same or worse due to most cleaning work within the resorts also carried out by foreigners. In their paper of 1985, Sathiendrakumar et al., (1985) called for further investigation into Maldivian tourism employment. Although two decades have elapsed since then, no such investigation appeared within their literature.

The purpose of this research was to examine reasons for the low level of local participation in the resort labour market of the Maldives. This was in despite of the increase in numbers of students completing secondary and high school, along with the establishment of a vocational institute to train locals for the hospitality industry. This is the biggest challenge facing the industry. In attempting to examine the underlying causes, it is important to understand how this vital resource is managed by the tourism industry.

3.3.2 Human Resource Management

Resorts in the Maldives need to attract a diverse range of employees to deliver these services. The tourism industry is a service industry and it is labour intensive. Products and services are produced and delivered by people and most of the time, are produced and consumed simultaneously. This is the unique feature of the tourism industry. Every organisation has four assets, being physical, financial, intangible, and human. Human assets are the human capital and it is the collective value of capabilities, knowledge, skills, life experiences, and motivation of an organisational workforce. Organisations must manage these in an effective and efficient manner to achieve the organisational objectives (Koch & McGrath, 1996). Hence, it is pivotal to have relevant and appropriate human resource management philosophies in every resort. With the increase in globalisation, organisations and companies are finding themselves competing in markets where adversaries match quality and technological sophistication. Hence, human resources are heavily relied upon to provide the competitive edge that will boost competitiveness to higher and dizzier levels (Baldacchino, 2001). Such quantum leaps could be achieved with the deployment of effective and efficient human resource management practices within an organisation.

The interaction between employee and the tourist involves emotional work (Adkins, 1996). Those who produce and deliver the services need management, as they are the most important link between the business and the customer.

Delivering internationally competitive tourism products and services is the core of any tourism development strategy and within this, effective, productive and skilled human resources are critical to the long-term success of such strategies and international competitiveness of the tourism sectors (Baum et al., 2007, p. 251).

The management of people within an organisation is commonly referred to as human resource management (HRM) (Riley et al., 2002). In spite of the importance of HRM to the tourism and hospitality industry, "... there is a wealth of publications based upon HRM in general and performance management in particular, within the hotel industry" (Millett, 2002, p. 132).

3.3.2.1 Historical perspective of HRM

Traditionally, this function of management used to be referred to as 'personnel management' (PM). HRM has evolved over the years from personnel management and studies in this area are as many other disciplines based on Western philosophies and principles. More recently, however, research has been conducted in relation to HRM, from the perspective of other cultures. A historical perspective of the evolution of HRM is shown in Table 3.2.

According to Riley et al. (2002), PM was a much simpler form of HRM, to react when an issue occurred and address the day-to-day management issues such as hiring and firing, grievance handling and other similar work.

The main difference identified by Riley et al. (2002) is that while PM was reactive, HRM is more proactive, with employees being more involved in decision-making affecting both the organisation and the employees. HRM is an important function of any organisation irrespective of the size (number of employees) or location. It is the "direction of organisational systems to ensure that human talent is used effectively and efficiently to accomplish organisational goals" (Mathis & Jackson, 2006, p. 4).

The shift from PM to HRM followed a revolution in management as to how people were treated. Traditionally, people were controlled and manipulated, as similar to machinery. However, with the new thinking, personnel management became strategic human resource management (SHRM). Management recognised that the people within their organisation could make the difference between them and their competitors. Hence, SHRM evolved to be a top management strategy to educate, empower and decentralise the management structure. Employees, given more authority, therefore required commitment from employees. These shifts in management philosophy occurred due to many reasons including the fact that technological innovation, management philosophies and pricing were not adequate to give the edge over competition. This was because tourism and hospitality related jobs were still to a greater extent performed by people and not by machines.

Table 3.2: Development of Personnel Management

Traditions	Period	Description
Welfare	Up to the 1920s	Personnel management was a personal service to employees, who were the clients of the personnel or welfare officer. Major concerns were the provision of canteens, sick visiting, and the supervision of moral welfare in anticipation of a reciprocal sense of service from the employee.
Employment management	Up to the 1930s	Emphasised the control of numbers and budgets and placed stress on economic efficiency plus a high value on performance investigation by organisation and method type studies. Employees have not always shared these beliefs thus leading to a ‘Theory X’ view of workers by managers.
Bureaucratic	1914 to present	The ‘personnel administrator’ typical of many large organisations operated a comprehensive set of rules based on a belief in order and rationality and on the intrinsic merit of the organisation’s internal status system, to which employees were expected to subscribe
Professional Personnel	1945 to present	A belief in specialisation was sustained by the personal application of techniques applied for the

Manager		benefit of the 'client', who was the line manager, and was supported by a general social acceptance of 'experts'.
Liberal radical	1930s to present	This personnel manager saw their role as improving communications and leadership. Approach was that of a radical liberal, a belief in individualism and the need to participate with employees, anticipating agreement and enthusiasm from those at work.
Human Resource Manager	1980s to present	The accent on development and utilisation of people as assets. Employment costs and the return on these costs being central concerns, leading to desire for adaptability, flexibility of people and the use of outsourcing arrangements to reduce costs.

Source: Tyson (2006, p. 83)

3.3.2.2 Role of Human Resource Management in the Tourism and Hospitality Industry

Quite often, the tourism and hospitality industry is associated with the hotel industry, which “has been conventionally characterised as labour intensive and exploitive, being little or no scope for development approaches to HRM” (Hoque, 2000, p. 22). It is also commonly argued that dominance of small establishments within the tourism and hospitality industry negates the need for HRM (Price, 1994). This statement is of concern because “Even the smallest establishments will have the need to recruit and train staff, to motivate and reward them, and to comply with the law relating to employment” (Mullins, 1998, p. 229).

In the last few years, most tourism and hospitality organisations have changed the way they see their employees due to a number of reasons. Tourism and hospitality organisations need tight cost controls and must deliver high quality service to remain competitive. It is important that the tourism and hospitality industry “... develop efficient HRM practices and policies that enable them to recruit, select and retain competent employees who contribute to the achievement of their objectives” (Cheng et al., 1998, p. 136). Hoque (2000) also stated that a committed and motivated

workforce, regarded as a necessity, was to provide quality services to allow the organisation to remain competitive. According to him, such a workforce could be achieved through the hiring of well-trained and professional staff, treating them as assets rather than disposable resources. “By effectively linking HRM to organisational objectives and needs, human resources could be recruited, developed, motivated and retained towards gaining a competitive advantage ... “(Cheng et al., 1998, p. 136). Mullins (1998, p. 231) stated, “A manager achieves results through the performance of other people”.

He also said that it was important to recognise the needs of employees as well as the nature of their grievances, to be able to motivate them. Hence, organisations should aim to establish a good relationship with their employees through implementing appropriate HRM techniques. “Human Resource Management (HRM) is the process by which organisations ensure the effective use of their associates in the pursuit of both organisational and individual goals.” (Newman et al., 1998, p. 4). Efficient and effective HRM is becoming more critical in the tourism and hospitality industry due to the growing influence of HRM on the profitability of firms, along with the increasing difficulty in hiring and retaining highly qualified employees, which is a requirement to deliver high quality services (Newman et al., 1998). This is supported by Gerhart (1999, p. 31), who stated, “Recent empirical research finds that there is a substantial positive relationship between the financial performance of a firm and their HRM practice and effectiveness”. As a result, large hospitality organisations and some smaller enterprises incorporate HR departments into their organisational structure. Their functions may include personal record keeping, hiring and firing of staff, establishing salaries, wages and benefits and HR planning (Newman et al., 1998).

HRM within the tourism and hospitality industry has developed into a mainstream business activity, whereby personnel specialists are employed to deal with recruitment and HR planning (Hoque, 2000). Furthermore, the manner in which HR is managed could be the key to success. This is because people are the medium to delivering services, so their interaction with guests might be influenced by the way they are treated by their management.

The main areas of HRM that hospitality firms focus their attention on include recruiting, screening, selecting, orienting, training and development, remuneration and HR planning “as they ensure that the most qualified associates are hired, trained and retained” (Newman et al., 1998, p. 155). In developing countries such as the Maldives, just international chains and a few local companies apply such management techniques. This is due to the lack of understanding of the benefits of HRM. Many scholars argue that the success and failure of an organisation depends on the people who work within it and hiring of personnel is a function of HRM. The significance of this to the tourism and hospitality industry needs attention due to its awkward situation. Powell and Wood (1999) expressed this in their statement, “The millennium time bomb of the industry worldwide is staffing!” (16). D’Annunzio-Green, Maxwell, and Watson (2000) agreed with this view, “... employee recruitment and selection is one of the top three human resource issues within international hospitality and tourism organisations today” (p. 15). While the expectations of customers are increasing, the industry is facing enormous difficulties in recruiting employees with the relevant characteristics and attitude, particularly in remote locations. This phenomenon is exactly what the resorts in the Maldives are currently facing. Resorts announce vacancies through local print and electronic

media on a regular basis, but they are unable to attract enough interest from the public to fill these vacancies.

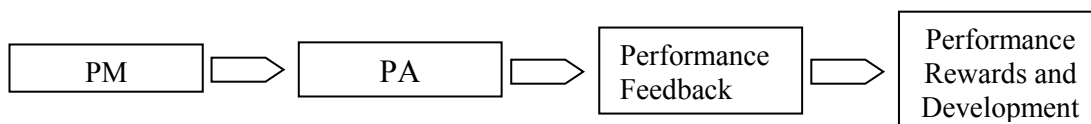
Huges (2002) identified six contextual issues from the tourism and hospitality industry that contributed to this scenario: the image and nature of work in the industry; management philosophy and practice – turnover, pay and benefits and training and development; issues of seasonality; the local labour market – population size, unemployment rate, demographics; local culture – attitude towards tourism; and government policies and priorities. The challenges faced by the industry in recruiting suitable candidates is further exacerbated due to lack of adequate attention to HR issues (Baum, 1993) and little enhancement to improve the attractiveness of the industry (Timo and Davidson, 1999).

The industry can address contextual issues raised by Huges (2002) by adopting some of the following strategies he recommended. Potential employees could be attracted to the industry by creating positive employee experiences such as generous and creative benefit packages and providing training and development opportunities. Employers could also target people from other areas rather than within the immediate vicinity of the property. Tourism operators need to be sensitive to social norms and the needs of the community, to show this by establishing rapport with local communities and involving locals in their business. The industry could form representative bodies and raise issues and industry concerns with government agencies having a much stronger voice, thus influencing HR policies as well as other related relevant policies. These actions may generate more interest from the public to work in the tourism and hospitality industry.

After generating an adequate pool of potential candidates, the selection process can be implemented. Selection is the process of evaluating the candidates to narrow them down to choose the best person for the job or jobs available. Some of the most commonly used techniques include interviews, personality test, ability test, honesty test and drug testing (Hornsby & Kurato, 2002). Selection should not only let the organisation choose the most suitable candidate for the job, it should also allow prospective candidates to inform themselves of how compatible they are with the job and the organisation. It is also important that the selection process be performed correctly and by trained, knowledgeable individuals, meeting employment regulations.

The company must monitor the performance of the selected employees. Performance monitoring (PM) is the “... the process used to identify, measure, communicate, develop, and reward employee performance” (Mathis & Jackson, 2006, p. 328). PM is sometimes mistakenly interchanged with performance appraisal (PA), which is in reality the way PM is implemented (Fig. 3.1).

Fig. 3.1: Performance Appraisal Implementation Process



Source: Mathis and Jackson (2006, p. 329)

PM is particularly important to international hospitality and tourism where customer service is critical and employee performance a central management issue. It is also

important to highlight that in today's competitive world, hotels and resorts can remain competitive if they have a good relationship with staff. "Positive, negative and mediocre contributions impact on the quality of service delivery to guests" (Millett, 2002, p. 132). PA provides feedback to employees regarding their performance within the company. An effective, reliable and trusted performance appraisal system should encourage and motivate employees doing a good job to continue with their good performance. This allows corrective action against those who are not meeting the expectations of the company, to improve their performance (Hornsby & Kurato, 2002). Unfortunately, there will always be fundamental and inevitable problems because of the human judgement component involved. "Human judgement depends on the unique genetic and environmental influences that form the values of each individual. This means their attitude, expectation and perception." (Tyson, 2006, p. 201). This leads to inevitable ambiguities in the appraisal of employees because answers to the basic questions of the appraisal systems vary from person to person.

"The skills, knowledge and experience of each individual, contributes to economic growth of the organisation, communities, and nations" (Hargreaves & Jarvis, 2000, p. 3). Assisting employees to perform their jobs is one of the most important tasks of those in charge of HRM, as organisations depend on the quality of their employees to achieve their aims and objectives. On the other hand, "... employees have motivational needs for development, recognition, status and achievement, that can and should be met through job satisfaction and performance achievements" (Tyson, 2006, p. 214). In the context of staff development, terms such as training, development, education and more recently HR development, are often used. Some

authors have made distinction between some of these terms. Mathis and Jackson (2006) defined training as "... the process whereby people acquire capabilities to perform jobs.... Training provides employees with specific, identifiable knowledge and skills for use in their present jobs... development being broader in scope and focusing on the individual gaining new capabilities useful for both present and future jobs" (p. 264).

It is fundamental for any country developing tourism, to develop and train service and production employees for employment within their tourism facilities. Unfortunately, in many developing countries tourism training often lacks industry credibility (Lennon, 2002). This creates a gap between industry demand and available supply of labour, which hinders industry development. Poor performance by employees causes dissatisfaction and potential customers can be lost forever. Hence, it is a necessity that government and industry join in partnership to develop and train people to meet the industry needs.

Training of personnel is an expensive exercise. None-the-less, it should be seen as an investment rather than an expenditure. Either way, training must be linked to both national and organisational strategic plans. Strategic training plans should be prepared and used as a tool to accomplish various strategies. This is a continuous cycle (Hargreaves & Jarvis, 2000, p. 88).

Another key element in HRM is employee compensation. Compensating employees in an internally and externally equitable manner is very important. This is because the success of an industry or a company relies on its ability to attract and retain

qualified workers. Employers must offer competitive compensation packages to motivate people to join their organisations. Basic pay, incentives and benefits, are critical to the successful recruitment of employees (Hornsby & Kurato, 2002). In some countries, compensation is heavily regulated; therefore, organisations need to be cautious in managing compensation to avoid substantial penalties incurred by their government. However, in the Maldives, the government has not set a minimum wage but is currently working on this direction. The Maldivian labour market is open to demand and supply. Therefore, the absence of a minimum salary may have contributed to the influx of cheap labour from neighbouring countries rather than hiring locals, who demand a higher salary.

3.3.2.3 HR Planning in the Tourism and Hospitality Industry

Future planning in any field is difficult, although it is much more difficult in tourism and hospitality due to the fickle nature of the industry. This does not mean that tourism and hospitality enterprises should not be proactive. Potential changes in the labour market and labour requirements could be analysed and a plan of action prepared.

People are the main asset of the tourism and hospitality industry (Mullins 1998). “The competitive advantage increasingly depends upon the ability of a firm to develop and leverage knowledge based assets”. (Snell S.A et al., 1999, p. 175). In any business, to be successful, every asset has to be utilised in the most efficient manner. Increasing staff turnover rates, along with demand for the limited number of professionally qualified staff, stresses the importance of effective HR planning (Mullins, 1998) in tourism industry, which is labour intensive.

3.3.3 Gender and Tourism Employment

Tourism creates a wide variety of employment opportunities demanding a wide variety of skills and capabilities, but there is differential access by gender to tourism employment in certain areas such as Bali and the Maldives. (Cukier, Norris & Wall, 1996) Some of these jobs are noted for their negative aspects, particularly for women (Faulkenberry, Coggeshall, Backman & Backman, 2000). This is due to the fact that women are involved differently in both the production and consumption of tourism (Cukier et al, 1996). However, the extent to which women are prepared to take up various positions in the tourism industry vary due to reasons that include cultural and religious factors. By comparison of investigations into leisure and tourism, researchers have lagged behind in adopting a gender perspective, although the interest in gender and tourism studies is increasing (Amstrong, 1978; Samarasuriya, 1982; Lever, 1987; Shakeela, Ruhanen & Beakey, 2010; Swain 1989; Levey and Lerch, 1991; Chant, 1992). Studies are beginning to highlight the potential of women in attaining opportunities through engaging in the tourism industry. However, in some instances these opportunities, such as in the Maldives, are not exploited by women because of cultural barriers, religious reasons, lack of female development organisations and lack of appropriate government initiatives.

The role played by men and women in the household varies between various societies. In some cultures, men act as the breadwinner of the family and women remain at home to take care of the family and household. The reverse is practiced in other cultures, whereby both men and women work to earn a dual income to sustain the family and share the household chores. Hence, the gender issues in employment could be seen as a “system of culturally constructed identities, with socially structured relationships in division of labour and leisure, sexuality and power

between women and men” (Swain, 1995: p. 258). Henderson (1994) refers to gender as relationships produced and reproduced through the actions of people within a society.

Tourism has the potential to upset this cultural set-up in some countries to such an extent that women are taking over the role of men as the breadwinner and becoming the decision-maker in family affairs. Major discussions by scholars are based on this issue of access to power, control and equity (Cukier et al., 1996). These opportunities for women are created by the diverse nature of tourism. Demand by tourists for products such as souvenirs and handicrafts have created jobs that can be performed by women staying at home. According to Sinclair (1997), the demand and supply process of labour in the tourism industry of any country is affected by the gender norms in that particular place. Furthermore, Sinclair states “The expectations of Consumers differ in relation to both their gender and that of the employees with whom they interact” (Sinclair 1997). Hence, some jobs in tourism are seen to be more “appropriate” for women. In many of the hotel and resort establishments around the world, front-line jobs are occupied by females. Similarly at the back of the house, housekeeping and food and beverage outlets are also female biased. Women also occupy clerical as well as management positions. The number of female Chief Executive Officers in tourism and hospitality companies is gradually increasing. However, progression may depend on the norms of the historical social settings of the community.

3.4 MALDIVIAN TOURISM EMPLOYMENT

3.4.1 Maldivian Labour Market

The Maldives has a very young and small population. In 1972, the population of the Maldives was 64,924 increasing to 298,968 in 2006 (Table 3.3). More than 43% of the population is below the age of 19. Many developmental activities become hindered and exacerbated by the wide geographic dispersion of the population along with the lack of effective communication and transportation network.

Table 3.3: Census Population of the Maldives in 1995, 2000, and 2006

Population - The Maldives (1990, 2000 & 2006)			
Census population	1995	2000	2006
Republic	244,814	270,101	298,968
Male	124,622	137,200	151,459
Female	120,192	132,901	147,509
Annual Rate of Growth (Exponential)	2.73	1.96	1.69
Population by Age			
Children (19 Yrs and below)	138,506	130,987	127,371
Youth (20 - 34 Yrs)	54,576	73,972	84,959
Working Age (15-49 Yrs)	123,122	148,868	170,276
Old Age (more than 65 Yrs)	8,091	10,029	11,958

Source: Department of National Planning (2011)

The Department of National Planning estimates that from 2006 to 2015, the population of the Maldives will have an average growth rate of 1.63% per annum (Table 3.4).

Table 3.4: Projected Mid-Year Population of the Maldives: 2006 – 2015

PROJECTED MID-YEAR POPULATION OF MALDIVES BY AGE AND SEX, 2006-2015										
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Population	300,466	304,869	309,575	314,542	319,738	325,135	330,652	336,224	341,848	347,552
Growth %		1.47	1.54	1.60	1.65	1.69	1.70	1.69	1.67	1.67

Source: Department of National Planning (2011)

Although the population of the country covers 195 islands, 35% of the population reside within the capital of Malé (MPND, 2007). Poor communication and transport networks have created a fragmented labour market in the Maldives (Ghosh and Siddique, 1997) and this remain the same at present. Attempts to establish ferry service within the atoll and connecting to the capital still at its introductory stage resulting in poor labour mobility between job locations and residential islands, particularly within rural atolls.

Several studies have been conducted on the Maldivian labour market since 1988. Appleyard (1988) conducted a study on HR problems in the Indian Ocean Islands including the Maldives. Two years later, in 1990, Driesen undertook a study to specifically focus on issues and challenges facing the Maldives labour market. Wooden (1992) reported that some of the issues and problems of the Maldivian labour market were still of great relevance. The World Bank (1995, 2000) covered labour issues within the Maldives in their project appraisal report for education and training more than once. Sathiendrakumar and Tisdell (1987, 1988 and 1989) studied the two major industries of the Maldives – tourism and fisheries – which gave insight into some of the labour related problems within the Maldives. Sathiendrakumar (1996) performed a continuation of his earlier studies of the Maldives, mainly highlighting economic challenges of the country arising from their smallness, isolation, wide dispersion of the population, also lack of available natural resources to support various economic activities.

The study of Ghosh and Siddique (1997) complemented earlier studies of the 1980s and 1990s. WTO (2004) dispatched a technical mission to the Maldives to review

HR development within tourism. This mission was in response to a request by the Ministry of Tourism of the Government of the Republic of Maldives. Their request was for assistance in examining HR related issues, specifically, the increase of foreign workers within tourist resorts and low level of local participation within those resorts. This report was prepared based upon discussions with various industry stakeholders as well as relevant government institutions and community groups. In relation to the report, all had common elements regarding the Maldivian labour force. They all observed the fragmented nature, the youth of the population and inadequate vocational and skills training.

According to the last census conducted in 2006, only 63% of Maldivians aged 15 years and above were economically active. The labour force of any country is made up of people aged between 15 and 64. Because the Maldives has no retirement age, some people continue to work beyond 64, therefore locals being 15 or above are included in the labour force. As the population has many young people of the 15 to 19 age bracket, many may not be engaged in gaining employment (MPND, 2007). The labour participation rate for 20 to 24 year olds increases to more than 80% for males, reaching just above 90% for 30 to 49 year olds. No such increase takes place for females. The highest participation rate is approximately 64% between 20 to 24 year olds, then declines to around 27% when they reach the age of 65 and above. The percentage for their male counterparts is approximately 52% for those aged 65 and above. Unfortunately, recent data regarding a comprehensive labour participation are not available. The reason for this is that the most reliable data is collected through the population census, and the last census was conducted in 2006

although few studies have been conducted about labour participation as part of a study or a report.

According to the 2009/2010 Household Income and Employment Survey, the total labour force of the Maldives was 144,658 of whom 57% were males and 43% were females. As 38,602 were estimated to be unemployed (27%), the total labour force participation was 183,260 out of an estimated population of 319,700.

In comparison to labour participation within neighbouring countries of South Asia, the participation rate of the Maldives is comparatively low. Additionally, when compared to developed countries such as Australia and the USA, labour force participation rates of the Maldives is also very low. For example, the USA labour force participation rate in 2006 was 66.9%. This was the highest figure of developed countries in that year. In Australia, the figure increased from 63.7% in 1979 to 63.7% in 2002. Most people participate in the labour force at some stage in their lives, with paid employment being of importance financially and personally. Labour participation rate is of considerable interest from both social and economic points of view.

Ghosh et al., (1997) attempted to provide an answer for this phenomenon by using the Maldivian high fertility rate and identifying the role of women in Islamic countries. They suggested that the high fertility rate indicated that a high percentage of the population was under the age of 15. This age group is excluded from the labour force under the definition used by the population and housing census of the Maldives (1990). The second possible cause suggested was that traditionally, in

many Islamic countries, women do not take paid employment but primarily perform household chores. They support their argument by comparing the female participation rates of the Maldives, which was 20.2% in 1990 with that of Mauritius (43.3% in 1989) and 43.3% in French Polynesia (1988). This comparison is questionable, as in both countries the dominant religion is not Islam. Therefore, their reasoning is not very convincing.

According to the census, the Maldives maintains almost near full employment. This may not be accurate simply because of the approach applied in defining unemployment. Women carrying out household chores without any earnings are counted as economically inactive but not unemployed. This is misleading according to the following reasons identified by Ghosh and Siddique (1997). Firstly, due to the lack of job opportunities on the island or on the atoll they reside, many economically inactive people might withdraw from the labour force. Most of the jobs in the Maldives are available in Malé and within its vicinity. Secondly, under-employment exists within the Maldives. This is due to older men who are formally employed but only doing marginal work, mainly in the fisheries sector. Therefore, the unemployment figures could be understated. The third reason identified by Ghosh and Siddique (1997) was the unwillingness of Maldivian men and women to work what they consider to be menial and inferior jobs in tourist resorts, which they undoubtedly associate with social and cultural norms. The direct link to culture and social norms may not be the only reason for their unwillingness to take these jobs. It could be due to many other reasons, including the level of pay and having to reside within tourist resorts.

Until the late 1980s, the main occupations of locals were fishing, subsistence farming, coral and sand mining and seafaring. Fishing in the Maldives is not a job for the soft hearted. It is a tough and back breaking job. Fishermen have to travel to special locations to catch bait required for the day's fishing prior to sunrise.

They then travel in their local fishing boats called "Dhonis", with little protection from sun or rain, looking for schools of tuna. Most of their days are spent at high sea with little food and water. Unlike modern mechanised boats, the Dhonis are not equipped with cooking facilities, air-conditioning, crew cabins and high tech fishing gear such as the fish finder. The female role in fishing starts when fishermen return to the islands with the day's catch. Here they commence with processing of fish into different products, some being salt-dried, while others are cooked. Products are also exported to Sri Lanka and other neighbouring countries.

Since the 1980s, numbers of people working in this sector have slowly declined. The reasons for this include the introduction of mechanised fishing vessels and the decline in demand for traditional dry fish produced by women. Moreover, the introduction of tourism and the impressive growth of that sector created new employment opportunities in various fields including hospitality services, construction and administration. Unfortunately, the demand for resort labour and the supply of local labour was widening day-by-day, leading to the importation of labour. However, to help overcome this, there are many economically inactive women who could be absorbed by the resorts in various working areas. This was provided they were given the necessary training and job skills, particularly in areas such as housekeeping, food and beverage services and other areas.

One area to absorb women in great numbers was the public sector during its expansion between 1985 and 1994. The percentage of women in government increased from 22% in 1985 to 29% in 1994 (Ghosh and Siddique, 1997). In 2010, the number of permanent employees in the Maldivian civil service was 21,845, the number of females being 11,381. This was more than the number of male employees (10,464).

According to Wooden (1992) an interesting aspect of the Maldivian labour market was the large number of people being self-employed or working under sub-contracts. This has changed over the last decade. In 1990, 41.8% of the local workforce reported themselves as “Own-account Workers”, but the figure dropped to 16.2% in 2006. The most significant revelation produced by the 2006 census was the difference between the number of male employees (42,609) and female employees (18,228). Furthermore, 6,775 male workers reported that they worked in groups while only 349 females reported such activity. It is also worth highlighting the small amount of female “employer/owner” (466) compared to 3,363 males at this time. “Employees” dominated the wholesale and retail trade; “employer/owner” dominated the same industry working as legislators, senior officials and managers. “Own-account” workers mainly appeared in craft and related trades having dominance in the manufacturing industry, being similar to the “Contributing family” and “Group” workers. Because of the lack of available data, it has not been possible to produce evidence for recent years.

It is important to highlight the employment situation in the southernmost atoll (Addu Atoll) up until 1977. Addu Atoll is the second most populated atoll after the capital

Malé. Most locals worked within the Royal Air Force (RAF) base located on Gan Island and Hithadhoo, until the sudden closure of this facility in 1977. The RAF only hired men in various areas such as engineering, security, medicine, administration, housekeeping, food production, food and beverage services etc. The RAF may have decided to introduce this in consultation with the Maldives Government. Without any contingency plans for working locals, the sudden departure of the RAF devastated the lives of many people.

However, many of these employees were able to obtain jobs in tourist resorts as a result of being able to communicate in English and being exposed to foreigners, unlike the majority of the locals. Therefore, many of those who lost their jobs migrated to Kaaf and Ari Atoll where most resorts are located. This created a social imbalance in Seenu Atoll as most men moved away, leaving their families behind. Similarly to the RAF base, it was mainly men who worked in the Maldives resorts. No local women were employed in the resorts at this time until very recently, but even today, only a few account for jobs within resorts.

With the introduction of tourism, some fishermen left the fishing industry as it is a tough and difficult job. They found employment in tourism, being a more comfortable role compared to that of spending days in the hot sun or rain in a small Dhoni in the open sea. Prior to tourism, the other source of employment was shipping. The Maldives government established a shipping company under the name of Maldivian National Shipping Corporation (Ceylon) Limited, which was later registered in the Maldives. It is now called Maldives National Shipping Limited (MNSL, 2007). Maldivian seamen are famous for their excellent discipline,

competency and hard work. At any given time, it was believed that more than 2,000 men were aboard foreign-going vessels, being employed in various jobs from wiper to captain. The average salary varied from US\$300 for a wiper to US\$1400.00 for a second engineer (SILCO, 2007).

Subsistence farming was and still is, being carried out by some islanders. The southern atoll farmers grow taro, sweet potatoes, bananas, mangos and guavas for personal consumption as well as for earning an income. They sell their produce, which are of a very small quantity, to people from the island and sometimes to Malé which can generate a better price. The main hindrance the farmers face is the lack of a reliable transport network to transport their perishable goods to potential markets in a timely manner.

As in other societies, there is provision of basic community work in areas such as building, the municipal service, the medical service, education and others. One area to highlight is the Maldives local boat building industry. The Dhonis is built locally using basic tools, the hulls being designed without any modern engineering tools! They have been used for decades, proving to be the most stable and safe mode of transportation in the country.

Regarding gender differences within sectors, the higher number of women work within manufacturing, (30.57%), followed by education (18.37%) and public administration and defence (10.39%). The higher number of men work in public administration and defence (16.78%) followed by hotels and restaurants (15.18%) and fishing (11.81%). It is important to emphasize that only 3.70% of women work

in hotels and restaurants including those of resorts. According to officials of the Ministry of Human Resources Youth and Sports, no update of this data is available for locals as it was last collected through the 2006 census. Furthermore, there is currently no agency monitoring of data on local labour movement. However, expatriate data is readily available as their employment is approved through a defined process. The number of expatriates working within the tourism sector in 2010 was 11,747 (Department of National Planning, 2011). Even though more recent data on local employment in the tourism industry is not available, it is clear that the situation remains more or less the same as present times. Despite the tourism

In the Maldivian government referendum held in August 2007, they declared that the number of eligible voters (age 18 and above) was 194,000 (Hamdhoon, 2007). This calculates that 83,769 Maldivians are not engaged in any industry. Even with an allowance of 25,000 people as being overseas or involved with education and training activities, 58,769 people are still not working in any sector.

3.4.1.1 Imported Labour

The Maldives started employing foreign labour in the 1980s and since then their numbers have increased rapidly. Between the census of 1985 and 1990, the local labour force grew by 8.8% while expatriates increased by 324% over the same period. The majority of these workers arrive from neighbouring countries Sri Lanka, India and Bangladesh, with a few workers from Europe. The majority are employed by the private sector. Tourist resorts rely heavily on imported labour to meet their requirements. According to Ghosh and Siddique (1997), this was "... because of the special skills required to work in jobs such as managers, accountants, chefs, engineers and machine operators etc" (p. 10). They also acknowledged that large

numbers of unskilled foreigners were employed as labourers, office boys and cleaners.

There is no doubt that locals should recognise the role played by foreign workers in the development of local economy, whereby a sudden halt of labour importation might jeopardise the economic growth of the country. In the same way, the economy is losing substantial funds due to overseas remittances made by foreign workers in the country. According to Ghosh and Siddique (1997), "... the wage-bill of foreign workers is US\$18 million a year and calculated at 1985 prices represents about 15% of GDP" (p. 11). In addition, the unemployment rate in the country was increasing with more and more people joining the labour force but with limited job opportunities. Jobs were available in the resorts but locals needed the attraction to these jobs. The skills set of locals should be matched to the requirements of the jobs.

3.4.1.2 Labour Legislation

In 1990, Vanden Driesen reported that there was no comprehensive labour legislation in the Maldives to protect workers from exploitation by their employers. Ghosh and Siddique (1997) said "... a legislation is now being drafted and hopefully will be put in place soon" (p. 11). In 2008 the Employment Act was enforced in the Maldives. It clearly stated the rights and obligations of employers and employees and established the Labour Relations Authority and Employment Tribunal. The main objective behind this Act was to define the rights and obligations of both employers and employees and to protect those rights. The absence of a labour law for so many years had affected both employers and their employees, stopping the development of a proper labour market.

3.4.2 Enclave Tourism: Wrong Concept for the Right People

Foreigners, having visited the Maldives over the years have praised Maldivians for their hospitality. Historians such as Bell (1940) have written about Maldivians as being very hospitable and courteous people. The friendly attitude of locals is of great value to a service industry such as tourism. The requirement for this is having the necessary knowledge, training and skills to deliver not only a physical product, but the emotional attachments that encompass the delivery which is referred to as service.

The concept adopted for tourism development in the Maldives is “one resort/one uninhabited island”. The Maldives has more than 1,190 islands with less than 200 being inhabited. Furthermore, land in the Maldives belongs to the Government hence this policy could be implemented with ease. In the initial stages there were only a few resorts. Therefore, in the absence of employment opportunities and with tourism being a novel industry of the country, people, especially the young, were willing to join the industry to meet foreigners and fulfill their curiosity. During the early stages, the majority of employees were of a low standard, not having the necessary training and skills required to fill the jobs available. In the early stages of Maldivian tourism development, Niyaz (1998) stated, “The workmanship was solely based on the talent of fellow Maldivians with the innovation and expertise of George Corbin” (p. 33). Locals who joined the industry had to reside in the resorts because there were no regular transport links between there and the inhabited islands. Today, there are a few resort operators who arrange regular ferry services between inhabited islands and the resorts.

Staff facilities within resorts were very basic. They were built in the centre of the island so that the island periphery could be kept aside for that of guests, therefore providing maximum privacy. Staff sleeping quarters were built as dormitories with bunk beds and common toilet blocks. Over the years these facilities have improved in the majority of resorts but further improvements are required. Above all, the fact that resort workers, being totally isolated from the community and unable to visit their family and friends on a frequent basis, remains the most difficult experience for those employees.

According to Riley et al. (2002), isolation and working of unsociable hours is the nature of some tourism jobs. According to Riley et al. (2002: p 67): “Employees in hotels and airports are often physically isolated, working unsociable hours when the rest of the population is at leisure. In these circumstances it would be expected that work values would be fairly dominant even out of hours, but the message for management is that this reinforcement process can work on both positive and negative raw materials.” However, in spite of difficulties faced by staff, their services appear to provide tourist satisfaction as the tourism industry has enjoyed impressive growth over the years. The government, realising the potential of tourism as being a great source of revenue to boost the country’s economic development, decided to expand the industry. The shortage of local labour is a pressing problem facing all sectors in the country. The reason for the high percentage of expatriates within resorts could be many and the following discussion is a brief review of possible reasons.

Initially, most job opportunities within the tourism industry tended to be unskilled, service oriented and male orientated. Only 8% of employees within the industry worked in managerial or supervisory positions, compared to that of 7% for expatriates in similar positions. Over the period of 1993 to 1997, the number of expatriates within the industry increased from 38% in 1993 to 47% in 1997, an increase of 9%.

Over this period, the bed increases were that of 9% (Ministry of Tourism, 1999). According to UNDP et al. (1991, p. 28), the rationale given by Government officials and representatives of the Maldives Association of Tourism Industry (MATI), for the expansion of the tourism industry, was that "... slowing down the development of tourism due to the present temporary scarcity of labour is not in the interest of the economic development of Maldives,". The Government also stated that it was important to create job opportunities for the future when the majority of the younger generation would be entering the work force. This has proven wrong, as the labour shortage situation of the tourism industry is the same if not worse after a decade.

Secondly, the Maldives has a very narrow human resource base. In 2004, 43% of the population (125,696) were below the age of 15 (MP&ND, 1999). Of this, 32% completed primary school, and only 6% completed secondary, pre-university and university education. "Provision of schooling to over one-third of the population, particularly for a growing adolescent and young population, is a national challenge for a small, economically disadvantaged and resource poor nation such as the Maldives" (Ministry of Education, 2000).

Some social factors may discourage locals from joining the tourism industry. Tourist resorts, developed on uninhabited islands, are segregated from the rest of the community; therefore, due to the lack of easy access to family, friends and relatives, locals are discouraged from working in tourist resorts. Tourist resorts have not been seen as a viable working environment for women. “It is against the wishes of the Maldivian society that female workers should be employed within tourist resorts”. (UNDP et al., 1991, p. 27).

The tourism industry is not viewed as a positive relative to other Maldivian industries. Some activities performed within tourist resorts are totally against the Islamic way of life. “The tourism industry is a relatively unattractive industry of employment for Maldivians as it entails long working hours, being far away from home, low standards of accommodation for staff, non prestigious work and only average salaries, making it difficult for resorts to compete on the labour market” (UNDP et al., 1991, p. 27). A decade has elapsed since identifying these reasons, so it would be appropriate to verify and document the changes and plan accordingly. Some of the above reasons may not hold true, therefore they will need to have verification.

Although the expansion of Maldivian tourism was managed very cautiously, some of the necessary basic infrastructure and software was not developed to meet the additional supply created. One of the fundamental requirements inadequately addressed was labour requirements for the expanding tourism industry. The government failed on several fronts regarding employment in the country in general, but specifically within tourism. The necessary institutional labour framework was

not introduced. This should have consisted of labour laws and regulations specifying the rights of employees and employers, working conditions and other necessary basic parameters. HR development and HRM issues were discussed in different forums but necessary action was taken poorly. Industry needs were poorly recognised and both the private and public sectors continued to argue as to who should train the necessary industry personnel. Eventually, as the industry needed to operate the easy option was chosen, that was to hire foreign workers. For every work permit issued, the government earned Maldivian Rufiyaa (MVR) 250.00 per month, being equivalent to US\$19.00. The private sector also benefited through the hiring of cheap labour from India, Sri Lanka and Bangladesh. To this date, no attempts have been made by the private sector or government, to understand the image locals have of the industry.

3.4.3 Resort Workers

Adler et al. (1999, p. 31) describe resort workers as:

“... Individuals who relocate around the world, impelled by their career aspirations or their search for the intense experience of the beauty, exotic nature, and extreme recreation found in various international destinations. These people have abandoned their conventional lifestyle anchored in security, continuity, and tradition and embarked upon a lifestyle of transience”.

While this may not hold true for locals and foreign workers from nearby countries working in the resorts, it surely applies to those young graduates from developed countries that are working in the Maldives. A large proportion of locals working in the resorts are young moving from resort to resort impelled by their career aspirations.

Adler et al. (1999) studied the characteristics of workers in a luxury resort in Hawaii called Lukane Sands. They divided workers into four categories based on their characteristics: new immigrants, locals, seekers and managers. New immigrants and locals remained geographically stable. Seekers and managers were mobile and travelled across the USA and to other countries. The two groups possibly related to this study, are the seekers and managers. Hence, information on their characteristics and other necessary information obtained from them for this study are presented.

The study reveals that seekers do not remain in the same job for a long period. They move from place to place. Their main driving force is not work but leisure and recreation. They travel to different corners of the world pursuing leisure experiences. These are young people, predominantly male and belong to the middle class. They mostly occupy jobs in the sports and recreation department and food and beverage outlets.

The managers are resort professionals, young and male dominated. Unlike seekers, managers mainly focus on their career. Most of them have attended a tourism and hospitality training institute. They came mainly from the USA, passing through the Hawaiian hotel as part of their career development. They are dedicated employees, working for long hours and enjoying it. Although their pay is comparatively less, the challenging nature of managerial positions is appealing to them. They are also able to mix work with leisure as part of their job. Resort workers tend to move across jobs and from one organisation to the other for a number of reasons. "Moving around serves several functions in management, giving depth and breadth of experience through different types of departments and hotels, helping them climb

the career ladder, accepting the transience that accompanied it and committing to its lifestyle” Adler et al. (1999: p 39).

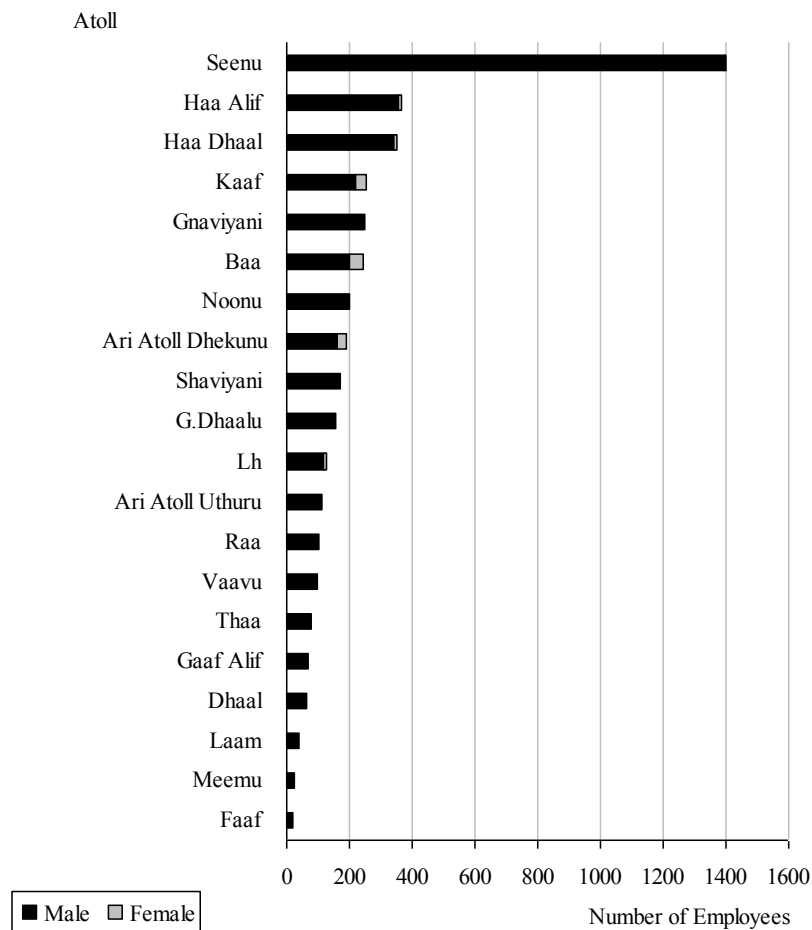
The situation is different in the Maldives. During 2010, there were 11,747 foreigners working in the resorts. The majority were from South Asia, primarily Bangladesh (4,132), India (3,788), and Sri Lanka (773). The majority of these people worked as labourers in resort maintenance departments (Department of National Planning, 2011). The profile of working foreigners is also different. Attempts to obtain recent profiles of both locals and tourists working in the resort were not successful.

The most recent profile available is from 2001 and conducted by Salih (2001), based upon data from 46 resorts. This information, presented here to profile both locals and foreigners working in resorts, is vital in understanding the characteristics and personality in deciding their career choices. This profile, based on a study conducted to examine the perception of resort operators regarding local employees, is part of the author’s study for a Masters Degree.

According to Salih (2001), the majority of local employees (33%) came from the southern-most atoll, Addu Atoll, followed by the two northern-most atolls, Haa Alif Atoll (8%) and Haa Dhaalu Atoll (8%). The remaining employees came from 19 different atolls, the least number of employees being from Faafu Atoll (21 employees). With regard to female employees, there were 144 employees working in the resorts. The majority of female employees resided in Baa Atoll (30%), followed by Kaaf Atoll (24%) and Ari Atoll Dhekunu (22%). There were no female

employees from Shaviyani, Ari Atoll Uthuru, Raa, Vaavu, Gaaf Alif, Dhaal, Laamu, Meemu and Faaf Atoll (Fig. 3.2).

Fig. 3.2: Permanent Residence of Local Employees by Atoll (N = 42)



Source: Salih (2001)

Most male expatriates (1,568) working in the resorts were between 26 and 35 years of age. The least number of male expatriates were in the 55 years of age and above bracket. Most female expatriates (109) were between 21 and 25 years of age. Similar to male expatriates, the least number of females were in the 55 year olds and above age bracket. When comparing local male employees and male expatriates the majority of both were in the same age bracket of 26 to 35 years. The major

differences between locals and expatriates were in the 21 to 25 year olds and to a lesser degree in the 15 to 20 years age bracket. In relation to female employees, the major difference between expatriates and locals was in the 55 years of age and above bracket. A significant number of locals were in the 55 year olds and above age bracket. On the other hand, only a very small number of female expatriates were in this age bracket.

With regard to the education of employees, the majority of local male employees (50%) had completed secondary education and the majority of male expatriates (28%) had only completed primary education. However, more male expatriates had completed higher education (16%) compared to their local counterparts. Only 5% of local male employees had completed higher education and only 1% had attained college or university education. 9% of male expatriates had completed such similar programmes. 3% of local employees had attended a course of training at the Faculty of Hospitality and Tourism Studies (FHT) but only 1% of male expatriates had attended any such FHTS training. Furthermore, 22% of male expatriates had not received any type of formal education compared to only 11% of local male employees.

From the female employees working in the Maldivian resorts in 2001, the majority of female expatriates (45%) had attended college or university, 36% had completed higher education, 15% had completed secondary level and 4% had attended courses at the FHTS. On the other hand, the majority of local female employees (74%) had attained only primary level education, 13% had completed secondary schooling, 5% had completed higher education, 5% had completed a FHTS course with only 3%

attending college or university. Overall, the majority of male employees had completed primary level education (28%) whilst the majority of females had completed college or university level education (45%). A significant percentage of male expatriates (22%) had not received any formal education.

Regarding the length of service by employees, results show that 41% of local males, 83% of local females, 34% of male expatriates and 72% of female expatriates, had been working in their present job for less than a year. This shows that the majority of employees (apart from male expatriates) had been working with their present employer for less than one year. The majority of male expatriates (53%) had been working in their present job for two to five years. It is also important to note that only 6% of local male employees had been working for the same resort for more than 10 years but only 1% of female expatriates for more than 10 years.

Upon completion of their annual leave, 75% of expatriates and 65% of locals consistently returned to work, while 35% of expatriates and 21% of locals only returned to work sometimes. 4% of expatriates rarely returned to work after their annual leave. The minimum number of hours expected to work in any resort was seven hours per day, the maximum being 12 hours, with the average being nine hours. The maximum number of days allocated to an employee as paid annual leave was 45. Only one resort did not apply annual paid leave. The average length of annual paid leave given to employees was 30 days. In addition to the profiling of employees within Maldivian resorts, Salih (2001), also presented services and facilities provided to staff. These are summarised in Table 3.5

The results show that most listed services provided to locals and expatriates had little variation. However, there were some inconsistencies in the provision of services and facilities between locals and expatriates within some resorts. 98% of resorts paid travel costs to expatriates for annual leave. However, only 40% of resorts paid travel costs to locals.

Table 3.5: Facilities and Services provided to employees

	Facility or Service	Locals		Expatriates	
		Yes %	N	Yes %	N
a)	Travel costs for annual leave	40	45	98	50
b)	Telephone services	75	47	72	47
c)	Postal services	53	47	49	47
d)	Orientation programme	64	45	58	45
e)	On the job training in the resort	86	49	81	47
f)	Educational classes in the resort	32	44	26	42
g)	Medical expenses	98	50	98	50
h)	In-house doctor	56	48	56	48
i)	Medical checkups including HIV screening	42	43	78	49
j)	Uniforms for all the employees	94	50	92	49
k)	Credit facilities	64	45	55	44
l)	Financial assistance	71	44	55	42
m)	Staff canteen	83	48	87	46
n)	Maternity/paternity leave	86	43	71	44
o)	Paid sick leave	100	49	94	49
p)	Employment rewards and recognition scheme	48	44	46	43

Source: Salih (2001)

3.4.4 Education and Training

The Maldivian tourism industry has grown at an exceptional rate. However, associated training and HR development efforts being key to remaining competitive, have not remained in par with this growth. Development and training of service and production employees for employment within resorts, guesthouses, hotels, and safari vessels is a fundamental need for the expansion of the Maldives. “Within any

economy seeking to operate competitively in the international tourism marketplace, appropriate human resources, especially the skills to deliver products and services of appropriate quality, are essential (Baum et al., 2007, p. 235). Various measures taken by the government, industry and international organisations have been to develop labour capabilities in the tourism industry (particularly in tourist resorts). However, these efforts are insufficient to meet the demand for labour within the industry.

This phenomenon is not unique to the Maldives, but also to poorer countries in different parts of the world (Hobson, 1994). “In many developing countries education priorities are clearly focused on primary level (from 4 to 11 years) wherein fundamental skills and abilities such as reading and writing are the focus of the development policy” (Lennon, 2002, p. 147). Vocational training to equip locals in taking jobs in sectors such as tourism is very limited. A well-trained local labour force is of paramount importance to the long-term sustainable tourism development in the Maldives. To achieve this, the education system of the country has to generate the required graduates to fulfil the available jobs.

3.4.4.1 Primary and Secondary Education

The Maldives has successfully adopted a unified national system of education with a common national curriculum across all schools in the country (MPND, 2002). In almost every island, school age children are able to complete seven years of schooling. The literacy rate in the Maldives in 2001 was 98.9%. Table 3.6 presents the broader picture of educational status from pre-primary to higher secondary.

The main problem facing the Maldivian education system, clearly illustrated in Table 3.6, is a lack of opportunity to continue from lower secondary to higher secondary and then to tertiary studies. In 2010, 24,588 students enrolled at lower secondary level, but only 2,243 students were able to continue to higher secondary level. This is of great concern, as students with great potential were unable to continue with further education due to the lack of opportunities.

The Maldives National University, established in 2011, has increasing opportunities for further education. In addition, a few private colleges in the country now offer tertiary courses. This is definitely an improvement on the education front, but not sufficient to cater for the needs of various economic sectors in their demand for trained professionals.

Table 3.6: Students in the Maldives

Year	Student Enrolment			
	1990	2000	2005	2010
Total Student Enrolment	62573	105356	102073	87,600
Level				
Pre – Primary	na	12894	13505	17,623
Primary (1 - 7)	14268	73522	57873	41,955
Lower Secondary (8 - 10)	1626	18254	28646	24,588
Higher Secondary (11 - 12)	152	638	1622	3,243
Special Classes 1_ /	na	48	76	191

1_ / For children with special needs

Source: Department of National Planning, (2011)

As the majority of students are financially incapable of migrating to the capital of Malé or attending overseas institutions, they have to join the local labour force. Students who score top grades at their higher secondary level may get a scholarship to study at overseas institutes. According to the Department of National Planning (2011), 1,745 students received tertiary education under the scholarship scheme

between 2000 and 2010 (Table 3.7). These scholarships, mainly awarded under bilateral aid, came from friendly nations.

The small size of the population may be a contributing factor for the low level of local participation in the resort labour market of the Maldives. Nevertheless, the weak educational sector exacerbates this situation.

Table 3.7: Scholarships, 2000 – 2010

Students Who Received Scholarships, 2000 - 2010									
Year	Total	Diploma		Degree		Masters		PhD	
		Male	Female	Male	Female	Male	Female	Male	Female
Total	1784	161	168	634	576	125	99	12	4
2000	154	26	17	46	35	16	9	-	3
2001	186	43	23	54	42	13	8	3	-
2002	247	23	52	80	62	15	13	2	-
2003	272	34	54	81	61	28	12	2	-
2004	143	5	1	62	48	15	10	2	-
2005	139	9	4	60	53	5	5	0	-
2006	243	19	13	100	91	11	7	2	-
2007	150	-	2	72	66	5	4	1	-
2008	89	-	-	22	49	3	14	-	1
2009	57	-	-	19	27	5	6	-	-
2010	104	2	2	38	42	9	11	-	-

Source: Department of National Planning (2011)

3.4.4.2 Higher Education and training

The Maldives College of Higher Education (MCHE), established in 1999, is the main public institution providing post secondary education in the Maldives. The MCHE, formed by bringing several vocational training institutions together under one umbrella, had the objective to train and develop a skilled labour force, enabling them to meet the demand for skilled labour in various sectors of the economy. The MCHE consists of the Faculty of Engineering Technology, the Faculty of Education, the Faculty of Health Science, the Faculty of Hospitality and Tourism Studies

(FHTS), the Faculty of Management and Computing, the Faculty of Shari'ah and Law, the Centre for Maritime Studies and the Centre for Open Learning. In 2010, parliament approved the National University Act, from which the Maldives National University was established. Regarding tourism and hospitality education and training in the country, the FHTS is the national centre in providing such training. There are other private training centres also offering tourism and hospitality related courses. Some resorts conduct apprenticeships and training programmes at industry level, whilst some operate training centres as off-campus to the FHTS.

3.4.4.3 Faculty of Hospitality and Tourism Studies (FHTS)

In April 1987, the School of Hotel and Catering Services (SHCS), established through funding from the European Economic Community (EEC) and the United Nations Development Program (UNDP), had the objective to train locals in meeting increasing demand from the tourism industry for trained professionals. This was the first formal specialised educational facility in the country “to introduce institutional training opportunities for entry levels of hotel and catering occupations” (Fayman 1993: p 10). As it evolved, its status changed from that of a school to an institute (Institute of Hotel and Catering Services). When integrated as a faculty of MCHE, the name changed again to reflect its new role, becoming the Faculty of Hospitality and Tourism Studies (FHTS). In February 2011, the MCHE was transformed into the Maldives National University (MNU).

Establishment of the specialised and dedicated educational and training facility for the tourism sector was a major step in the development of tourism in the Maldives. This allowed formal education delivery to potential employees within tourism and hospitality disciplines that the tourism industry desperately needed. To this date, it

has trained more than 6,500 graduates in a variety of programmes (FHTS, 2011). The main areas of training include basic hospitality training, diploma programmes including BTEC National Diploma in travel, tourism and hospitality, and language training. The FHTS introduced the first ever degree programme in hospitality and tourism during 2011.

Since this introduction, 82 students have studied for their Bachelor of Science degree within Tourism Management, Hotel and Resort Management and Culinary Arts Management.

At the time of its opening, the SHCS was under the mandate of the Ministry of Tourism. However, the institute falls under the umbrella of the college as one of its faculties since its integration with MCHE in 1999. Involvement of the Ministry of Tourism became minimal although a senior official of the ministry sits on the advisory council of the faculty.

Initially staffed purely by expatriates, the school assigned a local counterpart for each expatriate. The institute was fully localised other than for foreign language instructors, with the contract for expatriates completed in the early 1990s (FHTS, 2001).

From the beginning, the institute faced difficulties. It was unable to attract the required number of students with correct academic qualifications to undertake the courses it offered. This may have been due to many reasons including the lack of awareness of the career potential of tourism and hospitality training, attitude towards the tourism and hospitality industry and preference to other sectors over tourism and

hospitality training. According to UNDP/WTO (1992, p. 29), the low intake was beyond the control of the management of the institute, "... as the Maldivian Government has not released sufficient students of the right quality to undertake the General Hotel Services Certificate (GHSC)".

One should not forget that students of a higher academic level were required for other more pressing areas such as the National Security Services, health sector and education.

Regarding institute graduates, some are achieving very well in the industry. In fact, a graduate from the institute is at the helm of the largest resort – Sun Island (700 beds). However, very few students are able to hold onto these positions. This may be due to many reasons, including that of dissatisfaction with respective resort management and the facilities provided. (M. Saeed, personal communication, January 17, 2007).

Since its establishment in 1987, the FHTS has trained between 130 and 170 people per year including those completing short courses (Ministry of Tourism (n.d.). Between 2001 and 2010, the FHTS conducted 233 courses. On average, 276 students enrolled annually making a total to date of 2,763 (FHTS, 2011).

Although those completing short courses may not be equipped with the necessary skills, assuming them as skilled labour, numbers of trainees fell far below the amount of personnel required to meet the demand of the industry. Whilst numbers of FHTS graduates are unable to meet industry demand, the courses help equip students with a broad theoretical base relevant to the local situation. The main issue is

application of the theoretical base and the practical experience required within the work place.

Due to a lack of unified working environment and management philosophies in most resorts, students may find it difficult to apply the skills and knowledge they have learned, generating dissatisfaction, forcing them to leave the industry. As the institute does not always follow Graduates up, it makes it difficult to measure the actual success of graduates within the industry.

Graduates employed at managerial level in some resorts, have had little experience in the workplace. Contrary to what Singh (1997, p. 303) observed in India, where “fresh recruits are kept occupied with mundane routine tasks that have a low professional standing for prolonged periods”, FHTS graduates were employed at a supervisory or higher level without any experience. As a result, some students failed in their duties and lost confidence, therefore leaving their jobs. This mismatch led to the departure of graduates from the tourism industry too. Perhaps another reason could be the lack of understanding of students regarding problems associated with jobs within the tourism industry, particularly resorts. The unsociable working hours, the long distance away from home and low standard of accommodation facilities, “nervous tension and, last but more importantly, the psychological constraints arising from customer-servitor interaction” (Singh 1997: p 302) and (in some situations) average salaries may also cause graduates to leave the industry.

Most surprisingly is that in 2007 the Maldives Third Tourism Master Plan (TTMP) stated that: “Since the FHTS alone cannot meet the industry training requirements,

the Ministry [Ministry of Tourism and Civil Aviation] would advocate that the FHTS concentrate on diplomas and degree level programmes.

Thereby, other training institutes can conduct accredited short entry level courses as the first step towards a career path". (Ministry of Tourism and Civil Aviation, p. 54).

The FHTS has never been adequate in meeting industry requirements as discussed earlier. While new facilities such as training resorts will be developed (Ministry of Tourism and Civil Aviation, p. 54), there is no doubt the FHTS should be upgraded and improved to cater for the needs of the industry. As the FHTS is located in the capital of Malé where more than one-third of the population resides, it should be prioritised in the provision of education and training to meet industry requirements. This makes economic sense as it is in a better position for the industry than the development of new facilities.

There are several constraints reported, including lack of adequate faculty members, inadequate equipment and facilities, modern technology such as software used in resorts, library resources and proper computer laboratories, student recreational services, infrastructural constraints and staff development. It also has difficulty in placing students in resorts for internship as well as marketing and promotion of the FHTS in its ability to attract students (FHTS, 2011).

Despite these constraints, the FHTS, awarded high scores by external verifiers for the BTEC ND Travel and Tourism programme, also received an 'A' grade for the last two years from the Edexcel External Verifier from the UK. The FHTS also established such ventures within two resorts in offering skills-based certificate Level 3 courses, approved and certified by themselves. The FHTS (2011) reports that

approximately 60% of graduates completing full-time long courses chose hospitality and accounts-related employment.

There is no doubt that with the rapidly expanding tourism industry of the Maldives, the FHTS has a huge role to play. They plan to develop additional degree programmes including Masters level programs, also additional language courses (FHTS, 2011).

3.4.4.4 Private Institutes

The demand for post-secondary education in the country has been increasing rapidly. Government institutions have been unable to cater for this rapidly increasing demand. This vacuum in the national education system and its potential was realised by the private sector. Therefore, company investment has been implemented in post-secondary education and training, with most training centres becoming affiliated to internationally recognised institutes. Currently, there are several such centres offering courses accredited by the National Accreditation Board (Maldives Accreditation Boards). Most of these centres offer business and computer-related programs. For instance, Clique Training Centre, one of a handful of such centres, offers tourism and hospitality training programmes - The Association of Business Executives, UK (ABE) and Certificate, Diploma and Advanced Diploma in Travel, Tourism and Hospitality.

3.4.4.5 Industry Training and Apprenticeship

Continuous training and refresher programmes are essential to remain competitive in a highly competitive industry such as tourism. Some resorts in the Maldives recognise this and invest in employee training and development by employing in-house trainers to train staff on a continuous basis. Regular training programs cover

English language classes as well as short courses in areas such as front office, housekeeping and food and beverages.

The entry of international chains such as the Hilton, Four Seasons, Banyan Tree, and W Hotels into the Maldivian tourism industry has generated a positive attitude towards staff development in resorts run by locals. This trend needs to continue and strengthen. The introduction of the President's Award for Human Resource Development (PAHRD) is an excellent step in this direction. PAHRD, awarded annually, is for the tourist resort making the highest contribution to HR development. The winner of this prestigious award is determined by evaluating training efforts in the resort as well as staff facilities, services and recreational activities provided to staff (Training component 80%; HRD other than training 20%). However, for many reasons, this award was not given during the last few years.

Regarding apprenticeships, one of the resorts in the Maldives, the Four Seasons Kuda Huraa, introduced an outstanding one-year apprenticeship program in 2000 for students aged 16 to 20 years with a secondary level education certificate (GCE, Ordinary Level). The applicants had to be assertive, service oriented and with excellent disciplinary records. The program operates with a heavy focus on learning by experience, which is typical of European apprenticeship programs. Apprentices work five days, attend classroom teaching one day per week and have one day of rest. Apprentices, provided with a solid foundation on the theoretical knowledge and practical skills, are required to perform within the tourism industry. Graduates

cannot directly apply for vacancies at the Four Seasons, but have to wait two months prior to applying for a position.

Very well received by the public, this program began with five apprentices, increasing to 30 in 2004. The popularity of the program was phenomenal with 400 applicants during 2004. According to WTO (2004), “This one year program sets the benchmark for vocational training for the resort industry of the Maldives. It should form the model for apprenticeship schemes for the whole resort industry”. (p. 27). Currently, other resorts are also following this success by introducing similar programs.

3.5 ATTITUDE AND RELEVANT ATTITUDINAL THEORIES

Attitude is from the Latin word *aptitudo*, meaning suitability. The words attitude, perception, beliefs and values are closely associated to each other. However, usage within this study should be clearly specified therefore minimising ambiguity and confusion.

The etymology of the word, perception, is from the Latin word *percipere*, meaning to perceive. Psychology is a process whereby an individual organises and interprets the information received about his or her environment by their senses so that it becomes meaningful (Shiraev, & Levy, 2006). People interpret other people and events taking place around them by using their own emotions and values based on their experiences. “People create meanings of reality in their perception and then change reality using the power of their perceptions.” (Shiraev & Levy, 2006, p. 282). Shiraev and Levy (2006) also stated, “[p]hysiologists assert that perception involves activation of association areas in the cortex, thus integrating prior

knowledge with current sensation” (p. 105). This shows that several factors may contribute to the difference in the perception of people including socialisation norms, acculturation practices, experiences and culture.

However, Boone and Kurtz (2001) suggested that there are two types of factors influencing perception: stimulus factors (characteristics of the physical object) and individual factors (characteristics of the individual). Interaction between these two factors will form the perception of the individual regarding the object.

Several scholars have measured perception of attitudes towards tourism development by local residents (Ap and Pang, 2002; Ap and Crompton, 1998; Lankford, 1994; Lankford and Howard, 1993). Perception and attitude are quite often interchangeable. Although both terms have distinct meanings, perceptions are considered more appropriate in the local-tourism nexus (Ap, 1992). However, more scholars have utilised attitude instead of perception in their studies on local resident-tourism relationships.

The results of research to examine the perception of tourism revealed “... economic benefits positively impact on resident perceptions of tourism and that social and environmental detriments have the opposite effect” (Ap, 1992; Liu and Var, 1986; Pizam, 1978; Prentice, 1993). However, most research on the perception of locals on the impact of tourism appears to be lacking in theoretical underpinning or analytical framework (Ap, 1992; Matheison & Wall, 1982; Williams & Lawson, 2001). According to Jurowski, Uysal, and Williams (1997) there were also assertions that “... perceptions of economic, social, and environmental impact combine to

formulate the attitudes of residents regarding tourism and that these perceptions and attitudes are influenced by several exchange elements” (p. 4).

Based on the above discussion, the term ‘perception’ is omitted in this study in relation to the examination of the disposition of Maldivians towards resort employment. Instead, it will apply ‘attitude’ because “attitude is just a label that helps psychologists around the world better understand the social perception and cognition” (Shiraev & Levy, 2006, p. 283). Hence, through the study of ‘attitude’ by Maldivians towards resort employment, it will deliver information on how the locals see employment opportunities within their tourist resorts.

The other term that requires clarification is ‘values’ which is often used in relation to attitude. Value is defined as “... enduring belief that a specific mode of conduct or end-state of existence is personally and socially preferable to alternative modes of conduct and end-states of existence” (Rokeach, 1968: p. 160). The same way in which perception interchanges with attitude, values and attitudes do not differentiate. These two terms interchange in the discussion of extremely abstract objects such as ‘relationships’ and ‘global warming’. However, the two concepts cannot be clearly separated in certain aspects because, “... values are important in attitude research precisely because they refer to such abstract and all-encompassing objects, and thus influence a much wider range of other attitudes” (Williams & Lawson, 2001, p. 273).

Scholars in the field of psychology and marketing assume that values are to be antecedents of attitudes as cognition about the more abstract will influence them

with regard to the more specific objects in a hierarchical fashion (Williams & Lawson, 2001).

It can be concluded from this that it cannot be expected that the gender of an individual will influence his or her attitude towards resort employment, but that the emphasis the individual places on various principles will in turn influence their attitude towards resort employment. The attitude of people towards an object might reflect their values but sometimes their attitude might vary based upon other factors.

‘Attitude’ research has been mainly conducted by social psychologists, being the core concept in psychology and social psychology for decades. According to Fishbein and Ajzen (1975), based upon their review of generic attitude theories and research, it could be concluded that “... most investigators probably agree that attitude can be described as a learned predisposition to respond in a consistently favourable or unfavourable manner with respect to a given object” (p.6). However, they warned that in spite of the above consensus the disagreements between researchers were not eliminated. The disagreements basically involved the notion that attitude is learned, predisposed, and response could be consistently favourable or unfavourable towards the object.

These disagreements and diversity of viewpoints concerning attitude are reflected in a multitude of definitions of attitude. Continued research in this distinctive and indispensable concept has led to the emergence of a complex, multidimensional concept consisting of cognitive, affective and conative components. Many scholars, in their attempt to capture the multidimensional nature of attitude, have analysed it

along three major dimensions or components: cognitive, affective, and behavioural (Mcdougall et al., 1987; Yuksel et al., 2010).

The cognitive component denotes the knowledge of the individual regarding an object or event, including facts, thoughts and beliefs retained in the memory. The affective component, also known as the emotional component, refers to the feelings of an individual towards the object. The evaluation of the individual regarding the object derives from basic human emotions such as joy and fear. From a combination of these emotions and the evaluation, they tend to be either positive or negative (Shiraev & Levy, 2004). The conative or the behavioural component refers to the behavioural intention of the individual to act in a certain way in respect to an object.

According to Haddock and Maio (2004), research in attitude studies shows that attitudes often predict behaviour whereby this correspondence is likely to occur under certain conditions. Changes can also be made to the attitudes of people. In general, people with a positive attitude towards an object often possess beliefs, feelings and experiences that are in favor of the object and vice versa. However, the valence of beliefs, feelings and experiences on the overall attitude might differ. Researchers have attempted to measure the valence of the three components on overall attitude. Studies revealed that some attitudes were uniquely related to the beliefs regarding the attitude object, while other studies revealed that feelings were uniquely related to the attitude object itself.

In addition to the effects of beliefs, feelings and past experiences, Maio, Esses, Arnold and Olson (2004) proposed that salient motivation guides attitudes and

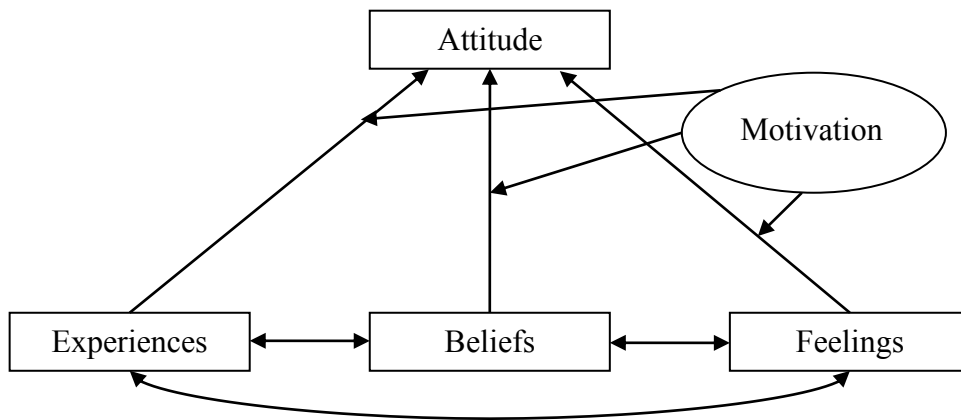
influences through the weighting of each component. “We propose that motivational goals exert a fundamental influence on the dominance of particular attitude components.”

(Maio et al., 2004, p. 11). Maio and Olson (2000) conceptualized these components into what they referred to as a Function-Structure Model (FSM) of attitudes (Fig. 3.3).

As illustrated in Figure 3.3, the model proposes that salient motivation plays a mediating role, influencing how each of the attitude components is evaluated. According to Maio and Olson (2000), some motives may be salient because “they are chronically or temporarily accessible for some individuals... Alternatively, temporary features of the immediate situation may be associated in the memory with a particular motive.” (Maio et al., 2004, p. 11). For instance, the presence of fast-food chain logos or food might activate utilitarian motivation to pursue food and beverage. This motive might be particularly strong in a person who is surrounded by people eating food. The effect of the salient motive on the weighting of each component, depend on the extent to which the components contain information that is relevant to the motives (Maio et al., 2004).

The type of motivation that may be influential is derived from seminal theories of three attitude functions: object-appraisal (ability of attitudes to sum up the objects around us favourably or unfavourably); social-adjustment (assists people to associate with people who are well-regarded by the community and vice versa), and/or external functions (served by attitudes that defend the individual from his or her internal conflicts) (Smith, Bruner, & White, 1956).

Fig. 3.3: The Function Structure Model



Source: Maio et al. (2004, p. 11)

3.5.1 Attitudinal Research in Consumer Behaviour

A large number of ‘attitude’ studies have been undertaken in the field of consumer behaviour with most theories and models being developed and tested exclusively in the USA (for example, Lutz, 1985; Muehling, 1987). According to Um and Crompton (1990), several multi-attribute models have been proposed to study attitude and perception of customers in the area of consumer behaviour, the main aim being to predict or explain consumer behaviour.

The two most general theories used in consumer behaviour are: the theory of reasoned action (Ajzen & Fishbein, 1977, 1980; Fishbein & Ajzen, 1975) and the theory of planned behaviour (Ajzen, 1988, 1991; Ajzen & Driver, 1991; Ajzen and Madden 1986; Schifter & Ajzen, 1985). The theories of reasoned action and planned behaviour are comprehensive theories and they specify few psychological variables that can influence the behaviour of an individual: intention, attitude towards the

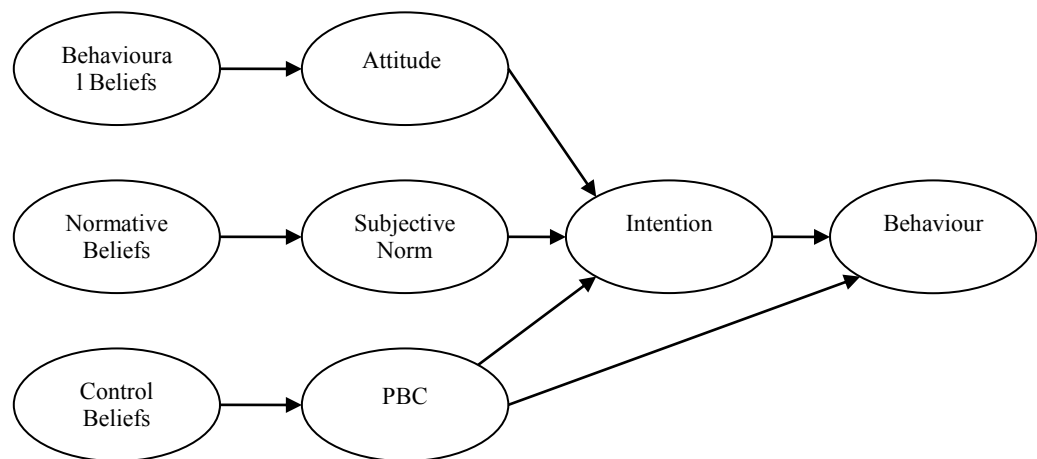
behaviour, subjective norm and perceived behavioural control and behavioural, normative and control beliefs (Albarracin, Fishbein, Johnson & Muellerleile, 2001).

According to the theory of reasoned action, attitudes are the product of explicit deliberation (Ajzen & Fishbein, 1980) involving the anticipation and weighted integration of valued consequences associated with an attitude object. Jordens and Van Overwalle (2004, p. 354) explained this theory by asserting that attitudes were the product of beliefs or expectations, defined as the subjective probability that the behaviour of the individual will lead to a certain consequence or outcome and the evaluation of the outcome. The intention of people influences overt behaviour and their overt action is a function of the intention to perform the behaviour (Ajzen & Fishbein 1980; Fishbein & Ajzen, 1975). Intention is influenced by the attitude towards performing the behaviour and the subjective norm which is the perception of what others think one should do or should not do. Although this theory assumes that behaviours are influenced only by intentions, other scholars suggest that attitudes and past actions influence future behaviour directly (Fazio, 1986; Bargh, 1997). The current behaviour of an individual may be correlated by future actions and behaviour may also be elicited without any intentional elaborations.

The second theory, Ajzen's theory of planned behaviour (TPB) (Ajzen, 1988, 1991, 2001), is the leading contemporary model within the deliberate tradition (Perugini & Bagozzi, 2004), shown in Fig. 3.4. According to TPB, the proximal cause of behaviour is the intention to perform that behaviour. Intention is influenced by attitude, subjective norms and perceived behavioural control. TPB has been empirically tested in many recent meta-analytic studies (See Godin & Kok, 1996;

Armitage & Conner, 2001; Sheeran 2002). Empirical evidence supports the important role played by the construct ‘intentions’ in explaining and predicting behaviour, but little is known about how people form intentions (Perugini & Bagozzi, 2004).

Fig. 3.4: The Theory of Planned Behaviour (TPB)



Source: Armitage and Conner, 2001

3.5.2 Studies on Attitude in Tourism

In the discipline of tourism, attitudinal studies are conducted through the focus of two parties: the host or residents as suppliers and the tourists as consumers. These studies focus on resident/host attitudes towards tourism development and its expansion and tourist attitudes. Although studies relating to the attitude of residents have dominated the discipline, tourist attitude research exists sporadically within tourism literature.

Tourist attitude studies have examined the role of attitude in the process of selection of a destination (Um & Crompton, 1990; Louviere & Meyer, 1981), impact of attitude on tourist behaviour (Ajzen & Fishbein, 1980; Litvin & MacLaurin, 2001),

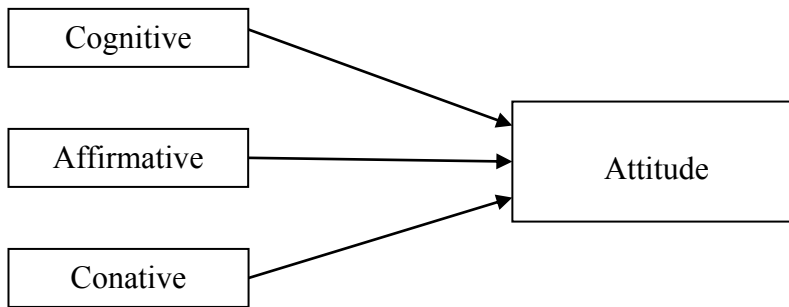
attitude-behaviour relations (Anastasopoulos, 1992), influence of tourism experience on changes in attitudes (Gomez-Jacinto, Martin-Garcia, & Bertiche-Haud'Huyze, 1999) and destination marketing (Mohsin, 2005). Some study results support the notion that attitude is an important factor in the decision-making process of the tourist and their behaviour.

The importance of attitudes by residents towards tourism development is of great practical concern to planners, developers, politicians and of great theoretical concern to researchers. New articles on the topic appear with increasing frequency and relevant research is proliferating. Andriotis et al. (2003) found 83 published articles based on quantitative research in this area.

Several theories have been advanced to underpin studies to ascertain attitudes and perceptions of locals on tourism development and the impact of tourism; for instance, play theory, compensation theory, and conflict theory (Bystrzanowski, 1989); attribution theory (Pearce, 1989); and dependence theory (Preister, 1989). However, the social exchange theory and social representations theory dominate studies in community attitudinal tourism research. (Andriotis et al., 2003).

According to Andriotis et al. (2003) a frequently used model in evaluating attitudes by residents toward tourism development is the Cognitive Affirmative and Conative (CAC) Model (Fig. 3.5). In this model, attitude is conceptualized into three components: cognitive, affirmative and conative (Boulding, 1956) and is used in tourism research.

Fig. 3.5: Cognitive, Affirmative and Conative Model (CAC Model)



Source: Adopted from Boulding (1956)

The cognitive component is concerned with how locals would describe the impact of tourism on the physical aspects such as landscape, the built environment and people. The affirmative component concerns how locals interpret the cognitive perception into feelings of like or dislike of the tourism industry. The third concept, the conative component, looks at the action or reaction of the individual; that is, whether the attitude of people towards tourism is favorable or not. Those in favor are most likely to support tourism development and expansion, while those who do not favor tourism may disapprove of development or expansion of the industry.

3.5.3 Attitude Studies in Employment

In general, the employed are more satisfied with their lives than unemployed people because of the benefits associated with working. These benefits include income, sense of purpose, social relationships, structure and activities, social relationships, skills development and creativity (Fagin & Little, 1984).

According to Fineman (1987), attitudes towards work were shaped by the view that work gives the employee self-identity, self-respect and status. This is explained through the fact that work is intrinsically rewarding and a crucial element of a

meaningful life, offering secure, predictable and increasing rewards for effort, leading to increasing power and control. As income is one of the most commonly cited benefits of employment, potential workers seek jobs offering wages that are sufficient to make it worthwhile, given economic and social constraints. Economics refer to this as a reservation wage (Berndt, 1991). On the other hand, within service industries such as the tourism and hospitality sector, attitudes of workers can significantly influence overall customer satisfaction (Johnson & Ashforth, 2008).

Attitudes towards employment have gained the attention of many scholars. Studies conducted in this area are focused on different aspects of employment such as job satisfaction, choice of employment and attitudes towards female employment.

A large number of studies on job attitudes have investigated the determinants of job satisfaction (Staw, Bell, & Clausen, 1986). The focus of these studies revolves around the debate between job enrichment and social-information processing theories. Based on Maslow's (1954) theory of individual needs, those scholars advocating job enrichment argue that most work duties fail to meet the needs of people for growth and stimulation, causing dissatisfaction with their work (Lawler, 1982). Staw et al. (1986) argues that "...attitudes of individuals are not a function of deep-seated needs but a product of how people socially construct the world around them (56). Staw and Ross (1985) and Staw et al. (1986) found that job attitudes were influenced by affective disposition, which implies that it may be difficult to improve job attitudes via external intervention.

3.5.4 Local Attitude Measurement

Measurement is a critical aspect of social and behavioural studies. As attitudes are intangible, use of appropriate and relevant methodology is vital in the success of attitudinal research. Irrespective of the well-thought out design and the perfect execution of other aspects of research, measurement can make or break a study. The variables of interest should correspond to the assessment procedures of the study. “Viewed in this light, the efforts entailed in careful measurement are amply rewarded by their benefits” (DeVellis, 2003, p. 160).

The Likert scale and Semantic Differential scale are the most successfully proven and widely used measurement scales within diverse applications. These two scales are also the most commonly used scales in attitude measurement. The Likert scale requires respondents to indicate varying degrees of agreement with or endorsement of, the statement (item) related to the phenomenon or object being studied. The number of options depends on the phenomena being investigated and the aim of the investigator. The response option could be either an odd or even number of choices for each item. According to Likert (1970), a common practice is to include seven possible responses: “agree strongly”, “mildly agree”, “agree”, “undecided”, “disagree”, “mildly disagree” and “disagree strongly”. When using this format, it is useful for the items to be fairly strong as mild statements may elicit too much agreement. The opposite is also true (DeVellis, 2003). It is also important to state the Likert items in clear terms.

The semantic differential scaling is adopted in referencing one or more stimuli. In attitudinal studies, once the stimulus (e.g., resort manager) is identified, it is then followed by a list of adjective pairs presenting opposite ends of a continuum (e.g.,

considerate and inconsiderate). The respondents have to indicate their response by placing a mark on one of the lines between the adjectives forming the option. The most common numbers of options are seven and nine. Adjectives could be unipolar or bipolar depending on the research questions, unlike the Likert scale that is recommended to be bipolar in attitudinal studies. While each bipolar adjective expresses the presence of opposite attributes (e.g., friendly and hostile), unipolar adjectives denote the presence of a single attribute (e.g., compassionate and non-compassionate). Although these two scales are widely used in tourism attitudinal study, the Likert scale is the most commonly used in investigating resident attitudes towards tourism.

3.5.5 Attitude to Resort Employment

The attitude of locals in relation to resort employment was captured by adopting measures applied by Kolvereid (1996) during a recent study of employment choices in the Maldivian context. The following five reasons were identified by Kolvereid (1996) for organisational employment: security, workload, social environment, to avoid responsibility and career. For this study, two to five items are proposed for each of the five reasons. In measuring the degree to which locals agree that the item is important to consider in their work career (1 = strongly disagree; 7 = strongly agree), a 7-point Likert scale was applied.

Attitude measures

1. Security
 - Job Security
 - Job stability
2. Work-load
 - Not having to work long hours

- To have leisure
 - To have fixed working hours
 - Not to have a stressful job
 - Have a simple, not complicated job
3. Social environment
 - Participate in a social environment
 - To be a member of a social group
 4. Avoid responsibility
 - Not taking too much responsibility
 - Avoid commitment
 5. Career
 - Have opportunity for career progress
 - Promotion

3.6 BELIEFS

Beliefs are central to many conceptualisations but quite often do not have an evaluative component. Beliefs and attitude are related in the sense that the overall attitude towards an object is a function of the aggregate of belief about that object.

The attitude of Maldivians towards resort employment will be somewhat affected by the conflict between the principles of Islam and other practices within tourist resorts. For example, the doctrines of Islam forbid consumption of alcohol, but alcohol is served within the Maldives tourist resorts. This conflict between belief and other activities practiced will have a bearing on the attitude of locals towards resort employment.

3.6.1.1 Religious Beliefs of Maldivians

Past research has been conducted on the relationship of religious orientation. Prejudice has focused on racism and certain groups of people involved in being against societal norms and values. Most available studies were mainly seen from a western perspective. They were mostly conducted in the area of social science whereby social scientists consistently found that people being more religious tend to also be more bigoted (Herek, 1987). This may hold true in less developed countries too. A study conducted by Armitage (2003), showed that in societies where belief was made heterogeneous, attitudes based on such belief sets were significantly less predictive of behavioural intention. This was contrary to societies where belief was made homogeneous, but where attitudes based on such belief sets were significantly more predictive such as the Maldives. Research on local participation of the labour market within tourist resorts, mainly comes from the organisational perspective rather than at national level. It covers examination of job satisfaction, career interest, customer satisfaction (Lalopa, 1997), psychological empowerment, trust, leadership, organisational culture, job satisfaction, and organisational commitment (Chiang & Jang, 2007). Although much research is focused on various psychological aspects of employees across different industries, a widely accepted framework was not sighted that focused on the implications of the belief system of locals, particularly their religious beliefs. Hence, producing empirical research into the beliefs of locals within the context of employment is imperative.

Maldivian Tourist resorts attracted locals at the introduction stage of tourism in the early 1970s. However, things have changed dramatically since then. Local participation in the industry, particularly in the area of resort employment, has been

declining over the years. This study has utilized the theory of planned behaviour as an initial framework. Thereafter, it was adopted in the Maldivian context, by taking into account the strong religious doctrines of the country as well as it being a 100% Sunni Muslim nation. The pre-eminence of religious beliefs over any other belief system in influencing behaviour was recognised through adopting the TPB model.

From the literature review, two dimensions were identified under religious belief: accommodationist and rejectionist. Qualitative and quantitative approaches were used to develop the religious belief scale. Initially, ten and nine items were formulated to measure the two dimensions respectively. These scales were later revised based on in-depth interviews and focus group discussions with locals, resort employees and government officials. As this study was the first of its kind, no previous scales were available for comparative purposes. However, based upon further scrutiny, pilot testing and factor analysis, the scale items were reduced to six.

A telephone interview was conducted in the Maldives using the six measurement scale items on the variable of religion. The scale items used were:

- Earnings from resort employment are “haraam” (forbidden).
- Muslims should not be working in tourist resorts.
- Muslims should not be utilising earnings from resort activities.
- Islam is against tourism.
- I believe that working in resorts is not suitable for Muslims.
- Females are not encouraged to work in resorts.

The objective of this study was to examine reasons for the low level of local participation within tourist resorts from a 100% Muslim country. Hence, it must take into account the religious connotations. The pre-eminence of religious beliefs over any other belief system in influencing the behaviour of the people must be recognised to understand the phenomenon successfully. The significant influence of Muslim doctrines on the life of Muslims can easily be understood from the first tenets of Islam, namely Al-Shahadah.

Of parallel importance and in accordance to Shahadah is the solemn belief in general resurrection, in the final day of judgment, in all the prophets of God and in the Scriptures of God, the total submission to the will of the Creator and acceptance of fate – be it good or bad (<http://saudinf.com/main/b631.htm>).

Therefore, Islam plays a central role in the life of every Maldivian individual. In fact, the belief system in the community is founded on Islamic doctrines. However, the attitude of locals towards tourism employment varies from country to country. The role played by the government in the development of a country and how the government portrays the tourism industry to the public, are critical in the understanding of the importance of tourism in relation to national development. This could have an impact on the level of acceptance by the community toward tourism.

In some Muslim countries tourists are more openly accepted, while in other countries international tourists are discouraged. This mainly depends on the degree of liberalism along with personal gains and losses (Henderson, 2003). According to Din (1989, p. 577), government attitudes of Muslim countries towards tourism could be classified into three areas: ‘accommodationist’, ‘rejectionist’, and ‘isolationist’.

The Maldives tourism and development and management falls under the typology of isolationist as tourists are segregated from locals. This may be due to the smallness of the islands and the initial entrepreneurs of tourism and how they introduced tourism to the country. Their methods were later adopted as the development policy of the country.

Due to the segregation of tourists from locals, their interaction remains minimal. However, resort employees are quite often exposed to “hedonism, permissiveness, lavishness and servitude, which collides with Muslim devoutness and its stress on ascetic abstinence and humility” (Din, 1989, pp. 551-552). However, the segregated tourism development of the Maldives has avoided the resentment experienced in other Muslim countries due to limited social interaction. Hence, the locals are rarely exposed to tourist activities which can offend them such as, “kissing or fondling in front of a mosque when prayers are happening, discos being next to a mosque, and video rooms showing blue movies.” (Sindiga, 1996, p. 429). As a result, Maldivians welcome tourists with open arms, but this is slowly changing. The recent Government policy changes to allow the operation of guesthouses on inhabited islands will increase dissent towards tourists in some areas.

The Maldivian antipathy to tourism is shifting among certain factions of the community. This is mainly occurring in the younger generation. The recent increase in greater Islamic fervor towards fundamentalism and extremism is a worry for the government. People who promote such teaching frequently travel to Madrasas in neighbouring Pakistan. However, the Government of Pakistan denied that Maldivians were studying in Madrasas. This denial came after the 29 September

2008 terrorist bombing in the capital of Malé, whereby tourists were the target. There was no official response to the query of the motive of this terror attack on innocent tourists. However, unofficial sources say that the beliefs of these people, “terrorists”, towards tourists, are antagonistic. They hate tourists and do not want them to come to their country. According to some terrorists, any earnings from tourism are ‘haraam’ (forbidden), as according to the teachings of Islam. This development is a threat to the Maldivian tourism industry and appropriate action is required sooner rather than later to curb this type of barbaric action.

The influence of religious beliefs on the attitude of Maldivians and their intention to work in resorts varies from person to person. While some families encourage their children to join the tourism industry others totally forbid it. Similarly, some individuals happily accept resort employment, while others do not regard resort employment as a viable option. The factors that contribute to this variation could be many including family background, family religion, level of educational, level of exposure to the outside world and to tourist resorts, having friends and relatives working in resorts, etc. However, the nature of this variation has not been examined in detail.

In terms of the variety of jobs available within tourist resorts, the housekeeping department (room attendants), food and beverage (F&B) department (waiting staff) and front office are the three main areas where Maldivians dominate. However, working as a cleaner or waiter is not held in high regard in some Muslim communities of Kenya (Sindiga, 1996). In fact, these jobs are seen as slavery by the Muslim Swahilis in Kenya. When Maldivians are asked why they are so keen to

work as waiters and room attendants, “slavery” jobs, they respond with a simple answer, “tips”, indicating the dominance of the intrinsic value of resort jobs.

Based on the above discussion, it is assumed that there are two dimensions of religious beliefs influencing the attitude of locals towards resort employment and their intention to work within them. These are those that accommodate tourism and accept employment in tourist resorts and those who totally forbid resort employment. The bipolar dimension has been adopted for this study. The proposed statements for measuring these dimensions are as follows, from which a 5-point Likert scale will be applied.

Rejectionist

- Earnings from resort employment are “haraam” forbidden.
- Islam is against tourism.
- Muslims should not be working in tourist resorts.
- My parents would never allow me to work in the resort.
- I have no friends working in a resort.
- I have no relatives working in a resort
- None of my friends work in a resort.
- I do not know anyone who works in a resort.
- Muslims should not be utilizing earnings from resort activities.

Accommodationist

- I believe that working in tourist resorts is not suitable for Muslims.
- I believe that my closest friends think that I should pursue a career as a resort employee (Kolveried, 1996).

- I believe that people who are important to me think that I should pursue a career as a resort employee (Kolveried, 1996).
- Resorts provide excellent employment opportunities.
- Muslims should work in resorts as in any other industry.
- I have friends working in resorts.
- My family has no objection to working in a resort.
- I believe working in the resort does not have a negative impact on religious beliefs.
- Resorts provide facilities to practice Islamic duties.
- Resort management give great consideration to ensuring Muslims can perform their religious duties.

3.7 ORIENTATION TO WORK

Tourism and hospitality jobs, like any other occupation, are regarded by some as attractive, while others associate negative connotations to both the industry and the job. Riley, Ladkin and Szivas (2002) raised an important query –do people evaluate the attractiveness of an occupation based on the job itself or the industry? What is the focus of the attention? They assumed that both concepts were significant in the choice of occupation (Riley, Ladkin & Szivas, 2002). They rationalized their assumption by stating that “... all individuals have a particular generalised attitude to work which influences many aspects of work, occupation and employment including choice of occupation” (p. 122).

Research on the attitude of people toward work was traditionally derived from their psychological needs and employment status. Argyle (1989) commented that the

process of occupational decision-making was expedited by a number of imperatives encountered by the individual, such as the need to secure a source of income, a partner and perhaps a lifestyle. Psychological needs also include security, effectiveness and control, positive identity and self-esteem, positive connection and esteem for and trust in others, autonomy and self-trust and comprehension of reality or world view. Although the basic human needs are universal, the level of emphasis on different needs varies between different societies and cultures. The way these needs are fulfilled is also shaped by social and cultural values.

In contrast to the traditional view, Goldthorpe, Lockwood, Bechhofer, and Platt (1968) proposed that society played a key role in the creation of values and attitudes towards work. Family members and the local community heavily influenced the creation of attitude to work.

“Wants and expectations are culturally determined variables, not psychological constants. From a sociological standpoint, what is in fact of major interest is the actual ways in which groups differently located in the social structure, actually experience and attempt to meet the needs, which at a different level of analyses may be attributed to them all” (Goldthorpe. et al., 1968, p. 178).

After investigating an unprecedented number of aspects of working life jointly with social and political attitudes, Goldthorpe et al. (1968) posited a three dimensional structure – instrumental orientation, bureaucratic orientation, and solidaristic orientation – to explain the attitude of individuals towards work. Crompton and Harris (1998) empirically tested these dimensions and confirmed that orientations

are the product of structure as well as work (cited in Riley, Ladkin & Szivas, 2002, p. 123).

According to Goldthorpe et al. (1968), values and attitudes of peoples towards work was rooted in their society: family and local community, which largely determines the attitude towards work. According to the authors, work attitudes were unrelated to the role and tasks the worker had to perform in his or her employment. This may be true depending on the society and the job itself. In the context of resort employment in the Maldives, some may disregard this employment because activities within resorts can contradict Muslim doctrines. Another example is from Saudi Arabia. According to Sadi and Henderson (2005), “Saudi Arabia has a history of discouraging conventional international leisure tourism because such travel is viewed as being incompatible with Islamic values and ways of life. ... Only 16% of hotel staff members are Saudis....” (p. 251).

Goldthorpe et al. (1968) referred to such work attitudes as orientation to work. After conducting empirical studies on various aspects of working lives, they suggested the three-dimensional structure in the consideration of how people interpret work. The first dimension, Instrumental Orientation (IO), explains the main objective of working, which is to acquire the necessary income to support one’s way of life. In other words, the objective is to fulfil the physical needs of the individual.

The second dimension is Bureaucratic Orientation (BO), indicating that work is valued for its long-term security, a career and a steady increase in income and social status. Finally, Solidaristic Orientation (SO), which depicts that the purpose of work

is not only economic but also carried out as a group activity. Moral considerations sometimes receive priority over economic ones. According to Riley, Ladkin and Szivas (2002), this concept was appropriate because tourism employment was more than just a job and implied a certain way of life. This is valid to work in the Maldives resorts. Resort employment requires the individual to make many sacrifices and be segregated from the community. Hence, a concept which simultaneously captures both work and 'life in society' would definitely be suitable in explaining the intentions of Maldivians to work within the resorts. Szivas and Riley (1999) explored orientation to working in tourism by using the framework of Goldthorpe et al. (1968) as their starting point. They developed a four-dimensional model to suit the specific characteristics of the tourism industry.

1. ***Instrumental utility (IU)***: Tourism employment is perceived solely as a means to the achievement of economic advancement (analogous to Goldthorpe's definition of Instrumental Orientation).
2. ***Positive, commitment to tourism (PCT)***: Tourism employment is favoured for the intrinsic value of the jobs it offers, for example the image, the pleasant surroundings, the variety of tasks involved and the potential job satisfaction.
3. ***Refugee orientation (RO)***: Tourism employment offers an escape route from a declining industry, an unpleasant job or even unemployment. For some, tourism is the 'less worse' of options, whereas for others it is seen as an opportunity for improvement. Tourism is seen as a contingency or a convenience.

4. ***Entrepreneurial orientation (EO)***: Tourism employment is appreciated for its suitability to one's private business, or is at least seen as a potential avenue towards becoming an entrepreneur.

The authors empirically tested this model among employees working in a Hungarian hotel. The results of the study indicated a structure that underpinned orientation towards tourism employment. 30 statements were used within their research. For the purpose of this study, these instruments were modified to suit the Maldives and validated during the initial stages of research design. The statements were measured on a 5-point Likert scale (5 = strongly agree, 3 = Neutral, 1 = strongly disagree). The statements used are outlined below:

Instrumental utility

- Resort employees earn more than the average salary of any other industry in the Maldives.
- Resort employees enjoy a reasonable standard of living.
- Resorts offer good earning opportunities.
- Resorts are profitable.
- Resorts provide extra money quickly.
- Resort employees earn an appropriate income.
- Resort employees achieve a better living standard.

Positive

- Resort jobs provide better working conditions.
- Resort jobs are interesting.
- Resort jobs enjoy a good image among the public.
- Resorts provide travel opportunities to employees.
- Resorts provide opportunities to learn foreign languages.

- Resorts provide opportunities to meet with new people.
- Resorts provide pleasant work surroundings.

Entrepreneurial

- It is easy to start a business in tourism.
- Resort employees start their own businesses after working in the resort for a few years.
- I see good business opportunities in tourism.
- I see tourism as the most profitable industry for a business.
- Resort employees quite often start their own businesses.

Refugee

- When locals are unemployed and need a job they join resorts.
- The tourism industry is a growing industry.
- The tourism industry has growth prospects.
- People who work in the resorts are mostly those who could not get a job elsewhere.
- The majority of locals who work in the resorts do not have any qualifications.

3.8 PERCEIVED BEHAVIOURAL CONTROL (PBC)

After conducting a literature review to examine the relationship between attitude and behaviour, Wicker (1969) concluded that attitude does not predict behaviour. Since then, sociologists and psychologists have worked at improving the predictive power of attitudes. The direction adopted was to develop integrated models of behaviour, including additional determinants of behaviour such as social norms or intention (Olson & Zanna, 1993). TPB was an extension to the theory of reasons action (TRA) (Ajzen & Fishbein, 1980) in this endeavour, to produce a better predictive model.

TRA was extended to include measures of control belief and PBC. PBC refers to the perceived ease or difficulty of performing the behaviour. Since its introduction, PBC has received a great deal of attention in social cognitional models predicting healthy behaviours (Armitage and Conner, 2000). PBC is held to influence both the intention and the behaviour. However, in the proposed model, PBC is not assumed as the property to influence behaviour, because of the dominance of Maldivian religious beliefs. Statements applied to capture the influence of PBC on the intention of locals to work within resorts are listed below. These statements were based on a study conducted by Kolvereid (1996), to predict employment status choice intentions among Swedish undergraduate students. The statements were adjusted to suit this study.

Perceived Behavioural Control (PBC)

- If I wanted to, I could easily pursue a career as a resort employee.
- As a resort employee, I would have absolute control over my work-related decisions.
- The number of events outside my control that could prevent me from being a resort employee is minimal.
- If I become a resort employee, the chances of success would be very low.
- If I pursue a career in the resort sector, the chances of failure would be (very low – very high).

3.9 INTENTION TO WORK IN RESORTS

According to Ajzen (1991), the construct intentions of TPB, are assumed to capture the motivational factors which influence behaviour. Intentions will indicate how hard or how little the locals try to find work in a resort. According to TPB, attitude

towards behaviour, subjective norm and the degree of PBC, determine the behavioural intention of an individual. However, for the purpose of this study, it is proposed that the attitude towards working in resorts, which is the degree to which the person has a favourable or unfavourable evaluation of resort employment, and the PBC, which is the level of ease or difficulty in accessing resort employment, influences the intentions of individuals to work or not to work within a resort.

It is assumed that people are faced with a vocational choice between resort employment and other sectors. According to Ajzen and Fishbein (1980), employment choice intentions could be explained in terms of the intention to perform each of the alternatives involved. For this study, all other choices of employment are grouped as 'other employment'. Intention to work in the resort is measured by use of the following three measures adopted from Kolvereid (1996). A 7-point Likert scale is used to measure the intentions to work in a resort.

Intention to work in a resort

- If you were to choose between resort employment and other employment opportunities, what would you prefer? (1 = would prefer other employment; 7 = would prefer resort employment)
- How likely is it that you will pursue a career in a resort? (unlikely – likely)

3.10 THEORETICAL ORIENTATION

Theoretical underpinning is the theory of planned behaviour [TPB] (Ajzen, 1991). TPB proclaims that the behaviour of individuals is guided by beliefs regarding the likely outcomes of the behaviour and the evaluation of these outcomes (behavioural beliefs), the beliefs as to how other people expect the individual to behave and the

motivations to comply with these expectations (normative beliefs), also beliefs of the presence of factors that may facilitate or impede performance of the behaviour, and the perceived power of these factors (control beliefs) (Ajzen, 1991).

This theory has been used to study a wide variety of issues such as leisure behaviour, employment turnover, smoking cessation, shoplifting, attending church, political participation and choice of travel. It was used to study employment decisions by Kolvereid (1996) in the prediction of employment status choice intentions. This was applied to self-employment and organisational employment among Norwegian undergraduate business students.

According to TPB, the subjective norm of the individual is determined by the combination of beliefs regarding how other people expect them to behave and the motivation of that individual to comply with normative beliefs. The normative beliefs refer to the perceived behavioural expectations of the important referent individuals and groups such as their spouse, family and friends.

This model is founded from a western perspective in that it is similar to many other theories and models of psychology and sociology. Hence, to accommodate the local unique characteristics of the Maldivian people, the model was modified. The point of departure was to use orientation to work (Goldthorpe et al., 1968) instead of the construct subjective norm in TPB, and to recognize the dominant role of society religious beliefs. Orientation to work was assumed to be more appropriate to this study as construct dimensions are more focused on employment and incorporates societal norms and normative beliefs, as well as behavioural beliefs. The second

point of departure is to incorporate the construct, religious beliefs. Being a 100% Sunni Muslim nation, the influence of Muslim doctrines on the attitude, intention and behaviour of locals, has been incorporated into the proposed model.

3.11 SUMMARY

This chapter presented an extensive review of literature in relation to the main constructs of the study as well as relevant background information. It has given a backdrop to a discussion regarding international tourism and its importance to global economic development and IMS.

The second part focused on HR related issues and concerns with a description of the vital role of HRM within the tourism industry. A discussion of HR within the Maldivian tourism industry was presented covering specific issues. Education and training in the Maldives was broadly covered, as this is the foundation for skills development of employees for resort employment.

The rest of the chapter addressed the major research constructs of the study. Each construct was clearly defined, followed by a thorough review and discussion of them covering relevant study of each. Construct attitude was defined and attitudinal theories and relevant studies reviewed. The second major construct ‘belief’ was defined, the impact of Maldivian religious beliefs discussed along with the Islamic belief system and its relationship to attitude and intention to work in resorts, presented. Similarly, orientation to work, perceived behavioural control and intention were reviewed and presented in the context of the objectives of this study.

Several prominent theories were reviewed and elaborated upon. These included TPB and FSM. The applicability of TPB to this study was justified with a rationale for the modification of the model, to make it fit the study setting.

This chapter is devoted to establishing the theoretical orientation and conceptual framework adopted for the study and stipulates the research hypotheses derived from the theoretical framework. It is divided into two sections. The first section confers with the theoretical framework and the last section addresses the relationships between constructs. These are then formalised accordingly.

CHAPTER 4: THEORETICAL FRAMEWORK

This chapter is devoted to establishing the theoretical orientation and conceptual framework adopted for the study and stipulates the research hypotheses derived from the theoretical framework. It is divided into two sections. The first section confers with the theoretical framework and the last section addresses the relationships between constructs. These are then formalised accordingly.

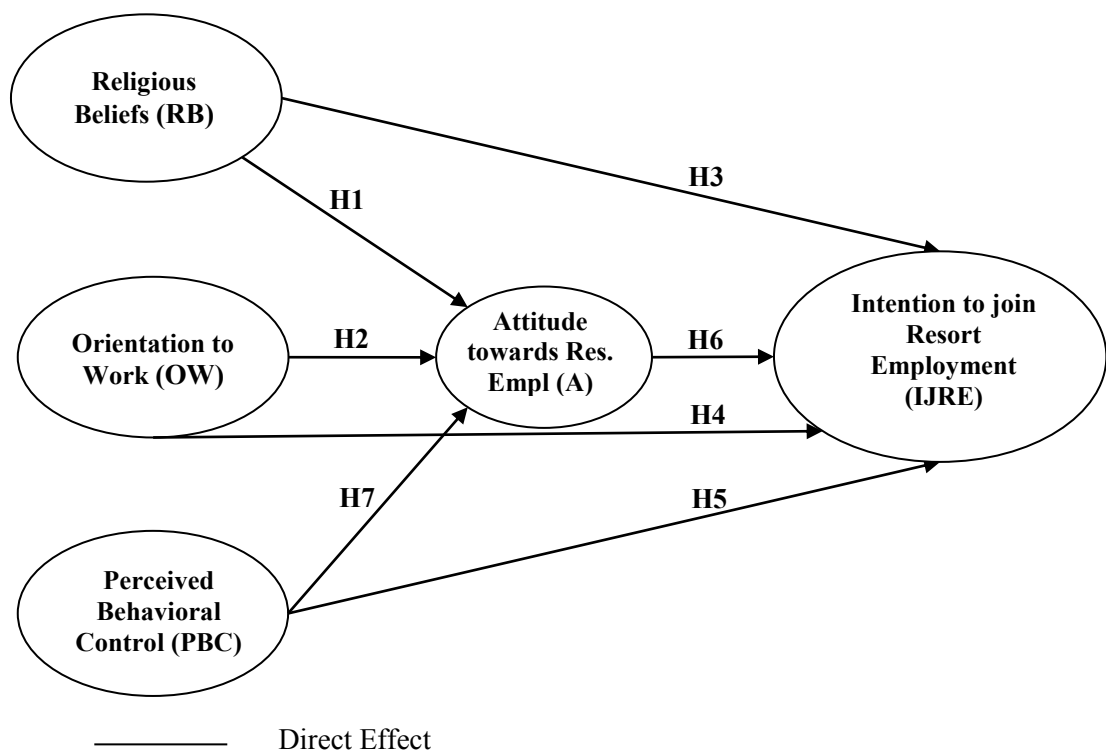
4.1 THEORETICAL FRAMEWORK

The primary objective of this study was to examine the low level of local participation in the complex Maldivian resort labour market. During this process, the relationships between the main constructs were analysed. To attain this objective, a theoretical framework was developed. This was based on extensive literature reviews as reported in Chapter 3, also by relying on a formal theory constructed through the use of an established, coherent explanation and relationship, as well as the author's own assumption that will be explicitly stated. Hence, it invokes a host of values and beliefs shared by other scholars in the local-tourism nexus, and its alignment to other researchers, so will be compelling to a wider audience.

A working model was established in relation to reasons for low local participation levels in Maldivian tourist resorts, this model synthesising somewhat similar research on local-tourism nexus and employment. The conceptual framework guided the study in formulating not only the research hypothesis, but the research design process too. It also assisted in the design of data collection and subsequent analysis in answering the research question(s).

The main constructs of the theoretical framework included religious beliefs (RB), orientation to work (OW), perceived behavioural control (PCB), attitude (A), and intention to work in resorts (I). In the proposed model RB, OW and PCB were designated as exogenous variables, whilst ‘A’ and ‘I’ were treated as endogenous variables. The constructs were integrated into TPB after a deviation as explained in Chapter 3. The inter-relationships between constructs were examined and research hypotheses developed in accordance with the principles of Structural Equation Modeling (SEM). The research model is presented in (Fig. 4.1).

Fig. 4.1: Hypothetical Model



The proposed model hypothesises shows that each exogenous variable may have a direct or indirect effect on endogenous variables. Inter-relationships between research constructs are stated below:

- 1) Beliefs have a direct effect on both attitude and intention;
- 2) Orientation to work has a direct effect on both attitude and intention;
- 3) Perceived behavioural control has a direct effect on attitude and intention; and
- 4) Whilst influenced by religious beliefs, orientation to work and perceived behavioural control and attitude can have a direct effect on intention. Religious beliefs, orientation to work and perceived behavioural control are exogenous variables. Although intention is an endogenous variable, attitude plays a partial mediating role between the three exogenous variables and intention. Hence, the three exogenous variables not only have a direct effect on intention but also have an indirect effect on intention due to their direct effects on attitude.

These four relationships are moderated by salient motivation and salient barriers. In general, individuals with a more liberalised religious view of resort employment, more favourable orientation to resort employment and greater perceived control, should have a stronger intention to choose resort employment. Likewise, individuals with a more positive attitude towards resort employment are more likely to accept resort employment.

4.2 HYPOTHESES

4.3 EFFECTS OF RELIGIOUS BELIEFS ON ATTITUDE AND INTENTION

Firstly, the effects of RB on attitude and intention are discussed. Past research discloses that choice of job is largely based on a person's attitude towards the

industry and work, their attitude towards work to a greater extent being rooted in society. In the Maldives, Islam is the only religion practiced and Islamic values and norms are strongly rooted within society. Religious belief will have a significant effect on the attitude of locals to resort employment and also their intention to work in resorts. The implication of religious beliefs on attitude towards resort employment or intention to work in resorts is almost non-existent within past literature. Therefore, there has been no methodological development found. From the extensive literature review for this work, it was observed that religious factors were considered in very few tourism studies (Ritter, 1975), let alone tourism employment. In Saudi Arabia, which is also a 100% Muslim nation, surveys and opinion polls suggested that Saudis expressed a fairly neutral attitude towards tourism and hospitality employment, but only 7% of total hotel employees were Saudis (Burns, 2007).

This research model could be the first to address the deficiency in academia on research into tourism employment in relation to religious beliefs. It is hypothesised that locals with a moderate Islamic outlook on life will have a more positive attitude towards resort employment, being more inclined towards acceptance of it. Thus, Hypothesis 1 and 2 were developed as follows:

Hypothesis 1: Religious belief of locals significantly affects their attitude towards resort employment.

Hypothesis 3: Religious belief of locals significantly affects their intention to join resort employment.

4.4 EFFECTS OF ORIENTATION TO WORK ON ATTITUDE AND INTENTION

Traditionally, attitude to work is believed to be the outcome of psychological needs and social status. In contrast to this view, Goldthorpe et al. (1968) proposed that it was not only psychological needs that created the outlook of an individual on choice of employment and his or her intention to work within a particular industry. According to them, society played a key role in the creation of attitude towards work and intention to work. After conducting several studies, they proposed a three-dimensional model to explain the attitude towards work.

Crompton and Harris (1998) empirically tested this model with dimensions proposed by Goldthorpe and his colleagues, confirming the proposed model as described in Chapter 3. Furthermore, Szivas and Riley (1999) explored orientation to work in tourism by using the same framework as a starting point but adjusted it to suit specific traits of the tourism sector, thereby developing a four-dimensional model. This model was empirically tested by the authors through hospitality industry employees, confirming that there was a structure underpinning orientation to tourism employment. Hence the following two hypotheses have been developed and are stated as follows:

Hypothesis 2: Orientation of locals to work significantly affects their attitude towards resort employment.

Hypothesis 4: Orientation of locals to work significantly affects their intention to work in tourist resorts.

4.5 EFFECTS OF PERCEIVED BEHAVIOURAL CONTROL ON ATTITUDE AND INTENTION

The majority of people tend to control their behaviour when responding to stress within their society. What is ethically right or wrong is determined by local people in reference to their social context (Bandura, 1977). Hence, if the view of society on tourism employment is positive then working in tourism will be seen by locals as having positive connotations. Therefore, the effect on attitude will be positive. Moreover, if resorts respect and uphold the values of the wider society (subject norms, Ajzen 1991), then locals will have less job anxiety and tension (Posner et al., 1985).

A favourable work environment improves role clarity and increases commitment to the organisation (Hunt et al., 1989). Therefore, if locals perceived that society would accept them as productive and treat them with dignity and respect as resort employees and having respect and authority in their jobs, then there would be a positive attitude towards resort employment and more people would have intentions to work in resorts. Thus, the following two hypotheses have been developed and posited:

Hypothesis 7: PBC significantly affects attitude towards resort employment.

Hypothesis 5: PBC has significant effect on intention to work in resort.

4.6 EFFECTS OF ATTITUDE ON INTENTION

According to TPB (Ajzen & Fishbein, 1980), attitudes were the product of explicit deliberation involving anticipation and weighted integration of valued consequences associated with the attitude object. Intention to work in resorts is influenced by attitude. A large number of empirical studies have been applied through the use of TPB to examine the influence of attitude on intention to perform certain behaviour, proving that attitude is a determinant of intention to perform certain behaviour (Armitage & Connor, 2001; Sheeran 2006). Thus, the following hypothesis was developed and posited:

Hypothesis 6: Attitude of Locals towards resort employment will significantly affect their intention to work in resorts.

4.7 SUMMARY

In this chapter, the theoretical framework applied to the research was presented. The interrelation between construct beliefs, orientation to work, perceived behavioural control and attitude and intention were developed and statements hypothesised and posited. In total, seven hypotheses were generated based on extensive literature reviews as in previous chapter.

CHAPTER 5: METHODOLOGY

This chapter explains methods applied to achieve the research objectives, together with a presentation and discussion on data collection and analysis. The overview of the tourism and hospitality industry research process, followed by the research design and the development of research instrument is outlined. The two-stage survey instrument development process will be explained, including translation, pre-testing and pilot testing of the instrument. Secondly, data collection procedures, population and sampling techniques and sample size, are discussed. This is followed by a description of proposed data analysis methods. The conclusion will highlight some of the challenges encountered during the research and the anticipated limitations of the study.

5.1 OVERVIEW OF THE TOURISM RESEARCH PROCESS

The rapid development of tourism across the globe over the latter half of the 20th century has precipitated the need for research and information, becoming an important tool (Jennings, 2001) both nationally and internationally. The importance of tourism research is summarised by Jennings (2001): “[t]he role of research is all pervasive in the overall tourism system” (p. 6).

Tourism research is conducted to understand various aspects of the industry. Information obtained is used in strengthening planning and management regimes, to develop more satisfying experiences for tourists and to improve the lives of those who are part of this global industry. There are two types of research found within tourism studies: pure research and applied research. Pure research is undertaken to

construct theories, frameworks and models to advance knowledge regarding various aspects and to confirm, modify, or reject existing theories.

There are a number of models pertaining explicitly to tourism found in literature that could be divided into three broad categories: theoretical, planning/management processes and forecasting models (Getz, 1986). Each of these categories can be divided into sub-categories some of which are mentioned below (Getz, 1986).

These theoretical models included Whole System Models (Wolfe, 1964; Leiper, 1981), Spatial/Temporal Models (Butler 1980; Young 1983), Motivational/behavioural models (Pearce, 1982), Economic Impacts (Pearce, 1981) Social/Cultural Impacts (Doxey, 1975; Getz, 1983) and Ecological Impacts Models (Pearce, 1981).

Planning and management processes include Area-development Models (Gunn, 1979; Mill & Morrison, 1985), Project Development (Kaiser and Helber, 1978), Management and Marketing (Doswell and Gamble, 1979), and Planning as a conceptual system (Getz, 1983).

Forecasting models can be sub-divided into Econometric Models (Loeb, 1982), Time Series (Wandner and Van Erden, 1980), Autoregressive Integrated Moving Average, Fractionally Integrated Autoregressive Moving Average, Physical Based models, Survival Model, Cox Model, Weibull Model, Logistic Model (Barros, Correa & Crouch 2008), and Electrical Analogue Models. Research can take an

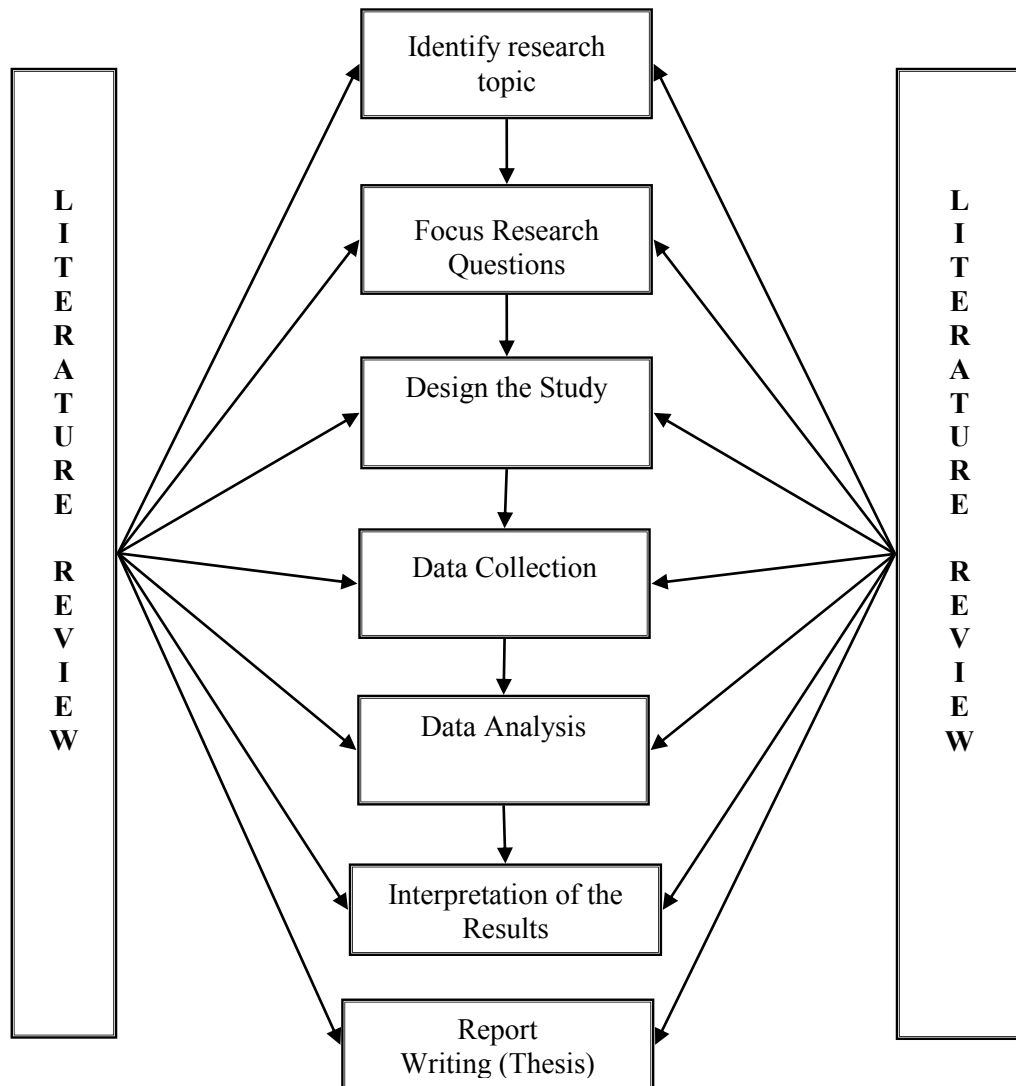
exploratory, descriptive, or explanatory approach; however, most of the pure research undertaken is explanatory in nature.

Applied research, as the name denotes, involves the application of findings in real life situations at a particular level. It could be in planning, management, development, identifying and solving problems and improving products and services. Most tourism research projects fall under this category. Applied research could draw on exploratory, descriptive, explanatory, causal, comparative, evaluative or predictive approaches. As these approaches are not mutually exclusive, research could be applied through a mixed approach. The approach depends on the type of information being collected.

Once the approach has been clarified, the next steps are to determine an appropriate research methodology. Two methods are defined, those being qualitative and quantitative. These methodologies are governed by specific paradigms. Similar to other research approaches, one methodology or both methods could be used for any study depending on its objectives. Therefore, this study utilised a mixed method approach.

The research process, modelled by different authors through various numbers of steps, ranges from two to seven depending on the details required representative of the model. The model depicting the process followed for this study is outlined in Fig. 5.1.

Fig. 5.1: The Research Process



Source: Adopted from Veal (1992)

5.2 RESEARCH INSTRUMENT

This section is composed of the development of research instrument. The overall aim of this study was to explore the reasons behind the apparent reluctance of Maldivians to work in resorts. The research design was exploratory in nature and both a qualitative and quantitative approach was adopted.

In order to explore the phenomenon, the study examined the influence of beliefs of Maldivians, orientation to work, attitude, and PBC on the behavioural intention of locals towards resort employment. A description of the respondents, including demographics and other relevant aspects, were required in understanding the phenomenon from a reliable aspect. A telephone survey, conducted for data collection, was to probe relationships and to empirically test the proposed model.

Due to the complexity of the issue being investigated, combinations of quantitative and qualitative methodologies were used. Through the use of mixed methodology, the weakness of each method was compensated by the other. Although a combined method was applied, the main emphasis was on the quantitative dimension so that it would be easier to aggregate, compare, summarise and provide opportunity for statistical analysis (Babbie 2007; Jennings 2001).

The in-depth interviews provided the qualitative measure applied to investigate reasons why locals were reluctant to work within resorts, thereby validating the proposed measures. The qualitative method allowed respondents to express their views rather than agreeing or disagreeing with pre-defined possible answers. Therefore, explanations would be well-grounded whereby rich descriptions and explanations of processes would occur in the local context (Miles & Huberman, 1984). The quantitative measure was provided through a telephone survey conducted through locals living in the capital, Malé, and those working within tourist resorts.

The survey was carried out across multiple sites and cross-sectional. Data was collected at one point in time from selected eligible Maldivians. Eligible respondents

consisted of those being 16 years of age and above at the time of the survey. All locals of 16 and above are regarded as working age people in the Maldives. A telephone survey, conducted in the capital Malé, was to achieve the research objectives. Because 34.68% of the total population reside in Malé (MPND, 2007), it was the obvious choice.

Face-to-face in-depth interviews with 10 locals were carried out to elicit reasons why locals do not want to work in resorts. The mix of locals included a local who had never worked in a resort, an employee from a resort, a father, a mother, a lower secondary school student, a higher secondary school student, a college student, a government official from a relevant ministry, a resort manager, and a human resource manager from a resort. Interviews, conducted by the author, were extended when further clarification, was required. Listed below is the initial question set for the in-depth survey:

- What are the most important aspects that locals consider when choosing their career?
- What are the most important factors that locals consider when choosing their area of employment?
- Why do you think locals work in resorts?
- Why do you think that locals do not work in resorts?
- What are the most important benefits of working in a resort?
- What are the biggest drawbacks for people working in the resorts?
- Do you believe that Muslims should work in resorts as any other employment? Please justify your reasons.

The interviews were voice recorded and content analysed (Weber, 1990; Wimmer & Dominick, 2005; Huang & Hsu, 2005). Content analysis enabled systematic identification of interview properties (e.g., the frequency of particular words helped to detect the more important structure of communication between the interviewer and the interviewee).

Findings from the in-depth interviews combined with the results of literature reviews were utilised to draw upon a preliminary self-administered questionnaire. The original questionnaire was prepared in English and translated into the local language, Dhivehi. It was immensely important to ensure that the original intended meaning of the questionnaire remained intact. It was crucial because a poorly translated questionnaire can render the data gathered as worthless. Hence, the preliminary questionnaire was translated using the translation/back-translation method, involving bilingual individuals independently translating from English to Dhivehi and back again, until agreement was reached (Behling & Law, 2000).

A pilot test was conducted in Malé through locals using the preliminary questionnaire. Through the completion of fifty surveys, data extracted proved useful toward the current study. The pilot test assisted in verification and clarity of the questionnaire format, variance in responses, internal validity and analysing and reporting of data. Results were analysed through item analysis and factor analysis. Those with low reliability or low loading factors were deleted, making the final questionnaire highly reliable. This enabled the questionnaire to be finalised and the format modified from a self-completed questionnaire to a telephone questionnaire.

5.2.1 Preliminary Research Instrument

The preliminary research instrument was developed based upon literature reviews and the author's personal experience through working in the Ministry of Tourism, Arts and Culture of the Government of Maldives. The questionnaire was of self-completion format and divided into two broad sections. Section A contained measurements of religious beliefs, orientation to work, PBC, attitude and intention to work in a resort. Section B targeted the demographic profile of respondents. A sample of the preliminary questionnaire is shown in Appendix 1.

In-depth interviews, conducted in 2006, were through representatives from government organisations, tourism industry representatives and students who had completed secondary school. Interviewees consisted of Officials from the Ministry of Education, Ministry of National Planning and Development, Ministry of Higher Education, Employment and Social Security, Ministry of Youth and Sports and government-run secondary schools, along with the largest girls' (Ameeniyaa School) and boys' school (Majeediyya School). These institutions were chosen based upon the relevance and role they have in addressing the issue being investigated. The person selected from each agency department was officially identified by their organisation based on the requirements of the author. In addition, the previous Deputy Minister of Ministry of Tourism, present Minister of Transport and Communications, Mr. Mohamed Saeed and the Secretary General of Maldives Association of Tourism Industry (MATI), Mr. Sim Ibrahim Mohamed, were also interviewed.

On 17 December 2006, interviews took place with the Director of Ministry of Education, Assistant Principal of Majeediyya School (largest boys' secondary

school in the Maldives) and Deputy Principal of Ameeniyya School (largest girls' secondary school in the country). On 20th December 2006, Minister of Transport and Communications who served as Deputy Minister of Ministry of Tourism for more than 10 years, the Secretary General of Maldives Association of Tourism Industry (MATI), (a private organisation representing tourism industry operators), the Deputy Director of Ministry of Youth and Sports and Executive Director at Ministry of Planning were interviewed. Interviews with the Deputy Director of Ministry of Higher Education and Employment and Social Security were conducted on 7th January 2007. On the following day, a focus group discussion was held with four youths aged between 16 and 20 at the Ministry of Youth and Sports. Each interview lasted approximately 40 minutes and focused on the reasons for low levels of local participation in the Maldivian resort labour market. The interviews were audio recorded and later transcribed.

At the outset of each interview, the researcher explained the purpose of the interview. The first question put to interviewees asked for them to indicate the reasons why they believed that a high proportion of people working in resorts were foreigners. The second question asked what actions they would suggest to assist in increasing local labour participation within the industry. To ensure the validity and reliability of the interviews, specific prompts were used to encourage elaboration and to ensure a rich description.

The sample was chosen from relevant authorities and individuals who were involved in HRM and development of the country. These interviews provided the view point of those government agencies. The interviewees identified the following reasons as

possible causes for low levels of locals working within resorts. Interviewees also suggested solutions or actions that could reverse this scenario.

Causes identified:

- Lack of public awareness of employment opportunities.
- Lack of information about benefits of working in resorts.
- As tourist resorts are being developed on uninhabited islands, employees having to stay in resorts for long periods, disturbing their family as well as social life.
- Low pay.
- Social status of resort employment.
- Inadequate training and skills development opportunities in hospitality and tourism related fields.
- Lack of career opportunities in resort employment.
- Religious and cultural belief conflicts.
- Availability of cheap expatriate labour.
- Societal preference for desk work or blue collar work.

Suggested Solutions:

- Awareness campaigns.
- Career guidance and counselling.
- Public and private sector partnership.
- Vocational training focused on job opportunities in resorts.
- Introduction of minimum wage.
- Industry image enhancement programs to be run in local media.

The overall purpose of this study was to discover possible reasons why Maldivian rates of participation in the resort labour market, was low. To achieve the objectives of the study, it was critical to identify the themes related to not taking work in resorts. The coding process of interview data was carried out by the author. The attempt to involve an independent judge for coding and to strengthen the reliability of the coding process was unfortunately unsuccessful. Interview transcripts were coded and emerging themes relating to locals not working in resorts were sought. These themes were coded through the use of statements that were thereafter applied as survey instrument items. From reasons finalised in stage two, examination through internet based discussions with locals and others were carried out.

Rather than depend purely on in-depth interviews to elicit reasons why locals seem reluctant to work in resorts, existing literature was also reviewed. However, as no published materials were found on this topic, it was observed that this phenomenon was yet to be fully studied in the Maldivian context. Therefore, appropriate aspects from most relevant studies were utilised, particularly from similar settings.

In stage three, the research instrument, being a structured questionnaire, was drawn up and divided into two sections. The first section (Section A) dealt with the measurements of major constructs whilst the second (Section B), generated a profile of respondents. Questions in this section included age, gender, marital status, education, income, place of permanent residence and the duration of living in Malé, the capital and business centre of the Maldives. The latter point was included because it is believed that the individuals' length of stay in Malé would influence their perspective on the resort labour market.

5.2.2 Translation of Research Instrument

The research instrument was initially prepared in English. As the native language of the Maldivian people is Dhivehi, the questionnaire was translated into Dhivehi so avoiding confusion or misunderstanding caused by language barriers. Differences in languages poses an obvious challenge in securing similarity in meaning and upholding wording subtleties, as well as cultural relevance of questionnaire items (Chang, Chau and Holoroyde, 1999), while transferring concepts and meaning from one language to another. Hence, a systematic translation having adequacy checks is a critical step to ensuring reliability and validity of the instrument (Maneesriwongul and Dixon, 2004; Sireci and Berbero-Glu, 2000; Yu, Lee and Woo, 2004). To ensure the validity of study findings, attention was given to the procedures for translating English into Dhivehi. The equivalence of the translated Dhivehi questionnaire to the English version was an important pre-requisite in identifying culturally specific expressions of the concepts under investigation.

The survey instrument was translated by two experienced, independent bi-lingual translators from English to Dhivehi, whereby the two translated versions were compared and discrepancies resolved by consensus. Where discrepancies occurred due to lack of equivalent Dhivehi/English words, close substitutes were found (Colgate, 2007).

The translated instrument was reverse translated (also referred to as back-translation or double translation) (Brislin, 1970; Skaff, Chesla, Mycue, and Fisher, 2002; Yu et al., 2004) into English and comparisons made to the original version, as recommended by Reynolds, Diamantopoulos, and Schlegelmilch (1993). The original English and translated versions were compared to isolate possible artificial

translation bias that could have been introduced during the translation process. The translation was also reviewed to clarify any erroneous translation and lack of clarity. From this, bi-lingual college students checked the equivalency of the questionnaire. Based on the results, necessary adjustments were made to further enhance the equivalence of the Dhivehi version to English.

5.2.3 Pre-testing Questionnaire and Pilot Studies

There is always the possibility of error within a survey instrument such as ambiguous questions, or a question that the respondent cannot answer etc. Therefore, the questionnaire required pre-testing (Babbie, 2007). To pre-test the initial questionnaire a sample of 20 Maldivians with internet access were relevant for this purpose. This was to ensure that respondents interpreted questions correctly, that adequate instructions were provided, for errors in skip patterns and appropriateness of the sequence of questions. It would also ensure other faults that the questionnaire may produce.

After revision of the questionnaire based on pre-testing, a pilot study was conducted in relation to the research instrument. Unlike the pre-test, the pilot study encompassed people residing in Malé having characteristics of the target sample. Conducted by five trained local interviewers, each carried out 10 interviews for the purpose of the pilot study. At this stage, it produced estimates of rate of production, as well as providing other benefits of pilot testing. Each interviewer submitted a test report on the interviews he or she conducted; the report included the number of interviews completed, number of partial interviews, average time per interview, questions respondents had difficulty in responding to and the potential causes, questions where answers were not serious, questions that worked particularly well,

other difficulties and any other remarks (Blankenship, 1977). Each report was evaluated for question clarity, questionnaire format, response variance and internal validity of questionnaire items (Babbie, 1990).

The completed questionnaires were coded and data entered and analysed exactly as outlined for the final study. The intention was to prepare a draft report based on the pilot study. Through this process, it became apparent that data was incomplete and therefore unable to perform all analyses required. In situations where data is missing, to permit the intended analysis, information can be approximated. These steps helped the author to "...uncover as many errors as possible before committing major resources to the final survey" (Babbie, 1990, p. 227). The questionnaire was revised based upon the pilot study findings.

5.2.4 Pilot Study

The extensive review of literature identified variables and items to examine within the specified conceptual framework of the study and to achieve the objectives. However, factors and items identified in the literature review were based upon a western perspective. Hence, the items were adjusted to the Maldivian context and qualitative research was carried out to verify whether these items would be appropriate if applied to the Maldivian resort employment research.

Fourteen in-depth interviews and two focus group discussions were held in December 2006. Group participants were chosen based on their expertise in resort employment and the Maldivian labour market. This is referred to as judgmental sampling which is defined as "... picking up cases that are judged to be typical of the population in which there is interest, assuming that errors of judgment in the

selection will tend to counterbalance one another” (Judd, Smith and Kiddler 1991, p. 136).

The interviews and focus group discussions were conducted by the author. At the beginning of each interview, the background of the study along with the purpose and objectives of the interview were explained. This was followed by open-ended questions on the reasons that interviewees felt were factors that discouraged locals from choosing resort employment and the solutions they foresaw to solve these problems. Additional questions were used to probe the responses of participants where further details were required, also to clarify responses and enhance the productivity of the interview process. All interviews were audio recorded and the author also made notes on important points raised by interviewees. The average time for each interview was approximately 30 minutes.

The interviews were transcribed and the content analysed. Based on the analysis, statements relating to low level participation of locals in resort employment were identified. Twenty-five statements were generated and statements with similar characteristics were grouped together. A second opinion to purify the statements and grouping was obtained from a PhD candidate as suggested by Churchill (1979), (Table 5.1).

Table 5.1: Statements Generated from Qualitative Study

Factors	Statements
Proximity	<p>Parents do not want to send their children to work in the resorts.</p> <p>Isolation from the community and being segregated from the rest of the community discourages people from joining the tourism industry.</p> <p>Older people work in the resorts out of the necessity once they start family they quit jobs in resorts.</p>
Low Social Status	<p>Locals perceive resort employment as jobs that do not carry a social status.</p> <p>There is a perception among some people that tourism is not a desirable industry in the Maldives.</p> <p>Society do not accept resort employment as a desirable activity</p> <p>Tourism is seen as an evil activity.</p> <p>Social marketing is need to promote the dignity of labour.</p>
Remunerations	<p>Remunerations are not competitive enough given the fact that the resort employment is somewhat unusual in the Maldives.</p>
Gender	<p>Females are not encouraged to work in tourism or even any other industry</p>
Training & Skill Development	<p>Resort operators should have a social responsibility to train locals.</p> <p>Government could impose requirements on resorts to contribute to national training fund based on their recruitment of expatriates</p> <p>Resorts should partly hire unskilled people and equip them with the necessary skills.</p> <p>Resort operators has an obligation to train people.</p> <p>People do not see human component as important in adding value to their product</p> <p>There is a need to invest more in human resource development for the resorts.</p> <p>Resort operators cannot hire people who lack the training and skills to perform the respective jobs.</p>
Awareness	<p>Awareness need to be created among the young people about the employment opportunities available in the resorts.</p>
Isntitutional Arrangementment	<p>The lack of a labour law and the required labour regulations also contributing factor to fewer locals working in the resorts.</p>
Career	<p>Resort jobs are not seen as a professional job among the society.</p> <p>Resort employment is not accepted by the locals as an option to build their professional career due to being isolated from the community.</p> <p>Students need to be given the knowledge and the information so that they can consider resort employment as an option to consider when deciding on their professional career.</p> <p>Parents do not see resort jobs as a suitable career for their children.</p> <p>Few locals choose resort employment as a career.</p>
Size of population	<p>The small number of working population of the Maldives is a contributing factor for the low level of local participation in the resorts.</p>

Having compiled the statements, the decision was made as to which statements and factors should be included in the final survey instrument. Statements listed under factors 'size of population', 'institutional arrangement' and 'gender' were applied to all sectors of the economy. The lack of a labour law and necessary institutional arrangements affects not only resorts but fisheries and other industries too. Hence, these statements were excluded from the final survey questionnaire. Statements listed under 'training and skills development' were more of a solution to the problem rather than a contributor to the scenario within the resort labour market. The statements falling under 'proximity' were modified and included within 'attitude', as these statements related to the attitude of locals towards choice of employment. The views of respondents regarding 'low social status', were included in the final questionnaire under the factors of 'orientation – positive', 'orientation – societal norms', as the last statement was an action that would benefit the labour force. Therefore, the latter statement was not included in the final survey instrument. Similarly, the statement regarding 'creation of awareness', also suggested action to revert the issue. Should there be a lack of awareness about working in resorts, it would appear in the final survey results. This was because the instrument in depicting this variable was included in the final questionnaire. Statements that fell under the heading 'remuneration' were included in the final survey questionnaire under the factor 'orientation – instrumental utility'. In regard to the factor 'career', the factor analysis did not support it to be a contributing variable to the phenomenon. However, as 10 interviewees mentioned the importance of 'career' in choosing employment, the decision was made to include the variable 'orientation – career' as in the pilot study, but statements were modified to suit the telephone interview.

The pilot study was conducted in December 2007 and January 2008 to develop and test the adequacy of research instruments, to design a research protocol, to collect preliminary data, assess proposed data analysis, develop research questions, obtain data to help plan the full study, to estimate resource requirements and to decide between approaches to be used in administering the main survey. The pilot study also assisted the author in identifying questions that respondents failed to answer, level of compliance of protocol in answering the questions, time taken to complete the survey forms as well as data entering, data analysis and identifying some of the challenges.

The pilot study was conducted between 200 volunteers. Careful thought was given to candidate selection in ensuring similarity with them and to the target population, which was residents of the capital, Malé. Hence, the pilot questionnaire was distributed to people residing in Malé. However, due to the novelty of the study, the pilot study was also administered to employees within the Maldives tourist resorts. Resort employees were asked to answer all questions including a special section (questions 45 to 74) specifically devised for employees working within resorts. The pilot questionnaire was hand delivered to volunteers in Malé and to resort employees through three resort managers who volunteered their participation. The human resource managers distributed the questionnaires to employees, then collected and returned them to their head offices in Malé. The author collected them from the respective offices.

The questionnaire consisted of 88 items (30 of which were targeted only to resort employees) and 12 questions. The 30 items were included to categorize employees and reasons for their decision to take resort jobs, also to test whether the underpinning scale identified by Riley, Ladkin and Szivas (2002) held true for Maldivian resort employees.

The numbers of items for each variable were: religion - 10, orientation – 29, perceived behavioural control – 5, attitude – 16 and intention – 3. The original pilot study questionnaire was in English, being translated to Dhivehi prior to conducting the pilot study. A provision was given to respondents to make any additional comments. Feedback suggested the questionnaire as being lengthy and some questions being repetitive. According to Clark and Watson (1995), it is important to keep the initial pool of items broader and more comprehensive than in previous literature and should also include content that will ultimately be shown to be unrelated to the core construct. They further state that “... subsequent psychometric analyses can identify weak, unrelated items that should be dropped from the emerging scale. This is because it is powerless in detecting content that should have been included but was not” (p. 6). This also applied to the final survey instrument, the telephone survey. Should telephone surveys become longer than 20 to 30 minutes, the response rates could decline in numbers.

Factor analysis was to be used to reduce the measurement scale. According to Hair, Anderson, Tatham and Black (2002), as a rule of thumb, factor analysis required a sample size at least five times that of the number of scale items. Based on this

principle, a sample size of 440 was required to conduct a factor analysis of the 88 items. However, due to resource constraints, the pilot sample size amounted to 200.

Out of the 200 questionnaires administered, 147 were completed. These were deemed to be relevant, representing a 73.5% response rate. Out of the 147 questionnaires, 65 were completed by resort employees, with 82 being completed by locals residing in Malé. Three questionnaires were incomplete, therefore were not included in the analysis.

Males dominated the respondent rate (65.3%) while the percentage of females claimed 34.7%. This was due to the high percentage of male tourist resort employees. Data clearly showed characteristics of the young population working within resorts, showing 49.9% as being of 20 – 29 years of age, 40.1% having never been married and 52.4% as having no children. With regard to academic achievements, 50.3% had completed lower secondary school. More than half the respondents (62.6%) were working in the tourism industry. Of these, 48.3% worked within resorts whilst 14.3% worked in other areas of tourism. Nearly a third of the respondents earned between Rf. 3000.00 – 4999.00.

From the 44 item scale (Section 1 – Statements 1 - 44 and 75 – 78), purification was processed by computing internal consistency reliability estimated by the coefficient alpha index (Cronbach, 1951), being item to total correlation and exploratory factors analysis (EFA). Results indicated that the Cronbach reliability coefficient for the 44 item scale varied between 0.38 and 0.912 for the seven factors. This required the

removal of some items to improve the value of the Cronbach reliability coefficient for the 61 item scale. Nevertheless, the removal of items was complicated.

The reasons for this was that there were no longer any clear standards stating the level of reliability to be considered acceptable (Clark & Watson, 1995) although Nunnally (1978) recommended an alpha value of 0.80 and 0.90 for basic and applied research respectively. However, many authors characterised reliability as between 0.60 and 0.70 as good or sufficient (Dekovic, Janssens, & Gerris, 1991; Holdne, Fekken & Cotton, 1991). Nunnally (1970) recommended deletion of items with item-to-total correlation value of less than 0.30.

Analysis of factors was conducted to extract underlying factors and reduce the item pool. Factor loadings obtained from EFA with Varimax rotation were further considered to test the factors and eliminate poorly performing items. Factors with Eigen values higher than 1.0 were selected. Items having factor loadings lower than .50, plus those with .50 or higher loadings on 2 or more factors, were deleted one by one, along with trivial items. After each omission, alpha values were re-computed with new values obtained and evaluated for further deletion. The process was run till no further items were eligible for omission.

After five rounds of the above procedure, a satisfactory factorial structure was arrived at. The new structure contained only half of the original items after deletion (Fig. 5.2). The instruments to be included in the final survey instrument based on factor analysis, literature review and personnel judgment are shown in Fig. 5.3.

Fig. 5.2: Deleted Statements

1. My parents would never allow me to work in the resort.
2. Muslims should work in resorts like any other industry.
3. I have friends working in the resorts.
4. I believe working in resorts does not have a negative impact on peoples' religious beliefs.
5. Resorts provide facilities to practice Islamic duties.
6. Resort management gives great consideration to ensure that Muslims can perform their religious duties.
7. Resort employees earn more than the average salary in any other industry of the Maldives.
8. Resorts are profitable.
9. Resort employees achieve a better living standard.
10. Resort jobs provide better working conditions.
11. Resort jobs enjoy a good image among the public.
12. Resorts provide travel opportunities to employees.
13. Resorts provide pleasant work surroundings.
14. It is easy to start a business in tourism.
15. Resort employees start their own businesses after working in the resort for few years.
16. I see good business opportunities in tourism.
17. I see tourism as the most profitable industry for a business.
18. Resort employees quite often start their own businesses.
19. When locals are unemployed and need jobs, they join resorts.
20. Tourism industry is a growing industry.
21. Tourism industry has growth prospectus.
22. How likely is that you will pursue a career in any other employment? (Please circle one)
Unlikely 1 2 3 4 5 6 7 Likely
23. Show your level of agreement/disagreement for the following statements.
 - a. I consider the following in deciding my work career:
 1. Not having to work long hours
 2. To have leisure
 3. To have fixed working hours
 4. Not to have a stressful job
 5. Have a simple, uncomplicated job
 6. Participate in a social environment

Fig. 5.3: Statements to be used in the final study based on the Factor Analysis and Literature Review

1. Earnings from resort employment is "haraam" forbidden
2. Muslims should not be working in tourist resorts
3. Muslims should not be utilizing earnings from resort activities
4. Islam is against tourism
5. I believe that working in tourist resorts is not suitable for Muslims
6. Resorts provide excellent employment opportunities
7. Resort employees enjoy a reasonable standard of living

8. Resorts offer good earning opportunities
9. Resorts provide extra money quickly
10. Resort employees earn an appropriate income
11. Resort jobs are interesting
12. Resort jobs provide good working conditions
13. Resorts provide opportunities to learn foreign languages
14. Resort jobs enjoy a good image among the public
15. Resorts provide opportunities to meet with new people
16. I believe that my closest friends think that I should pursue a career as a resort employee
17. I believe that people who are important to me think that I should pursue a career as a resort employee
18. I have friends working in resorts
19. My family have no objections to working in a resort
20. If I wanted to, I could easily pursue a career as a resort employee
21. As a resort employee, I would have absolute control over my work-related decisions
22. The number of events outside my control which could prevent me from being a resort employee is minimal
23. If I become a resort employee, the chances of success would be very low
24. If I pursue a career in the resort sector, the chances of failure would be very high
25. A - I consider the following in deciding my work career:
 - a. To be a member of a social group
 - b. Avoid responsibility
 - c. Not taking too much responsibility
 - d. Avoid commitment
 - e. Job Security
 - f. Job stability
 - g. Promotion
26. People who work in resorts are mostly those who cannot get a job elsewhere
27. Majority of locals who work in the resorts do not have any qualification
28. If you were to choose between resort employment and other employment opportunities, what would you prefer? (Please circle one)
29. How likely is it that you will pursue a resort career? (Please circle one)
 Unlikely 1 2 3 4 5 6 7 Likely

The remaining 25 items of the final factor analysis explained 70.00% of the variance. The Kaiser-Meyer_Olkin Measure (KMO) of Sampling Adequacy for the final round of factor analysis was 0.720, being higher than the index recommended by Garson (2001). The approximate Chi-square for the Barlet's Test for Sphericity was 1758.901, significant at the level of 0.000 (Table 5.2).

Table 5.2: Results of Factor Analysis

Factor Analysis Results of Pilot Study				
Factor/Item	Loading	Eigenevalues	Variance Explained (%)	Reliability Aplha
Religion (1)		5.028	20.112	0.912
Earnings from resort employment is “haraam” forbidden (2)	0.892			
Muslims should not be working in tourist resorts. (3)	0.891			
Muslims should not be utilizing earnings from resort activities. (4)	0.907			
Islam is against tourism.(5)	0.739			
I believe that working in tourist resorts is not suitable for Muslims (6)	0.765			
Orientation				
Orientation - Instrumental Utility (2)		3.538	14.153	0.789
Resorts provide excellent employment opportunities (9)	0.565			
Resort employees enjoy a reasonable standard of living (17)	0.636			
Resorts offer good earning opportunities (18)	0.818			
Resorts provide extra money quickly (20)	0.818			
Resort employees earn an appropriate income (21)	0.710			
Orientation - Positive (4)		2.767	11.067	0.754
Resort jobs are interesting (24)	0.699			
Resorts provide opportunities to learn foreign languages (27)	0.707			
Resorts provide opportunities to meet with new people (28)	0.781			
Societal Acceptance (4)		1.960	7.839	0.796
I believe that my closest friends think that I should pursue a career as a resort employee (Orientation)	0.862			
I believe that people who are important to me think that I should pursue a career as a resort employee (O8)	0.894			
My family has no objection to working in a resort (O12)	0.696			
Attitude				
a. I consider the following in deciding my work career				
Avoid Responsibility (5)		1.515	6.062	0.732
To be a member of a social group (i)	0.719			
Avoid responsibility (j)	0.725			
Not taking too much responsibility (k)	0.822			
Avoid commitment (l)	0.631			
Security (6)		1.449	5.796	0.757
Job Security (a)	0.830			
Job stability (b)	0.720			
Promotion (n)	0.815			
Orientation - Refugee (7)		1.241	4.966	0.751
People who work in the resorts are mostly those who could not get a job elsewhere (38)	0.859			
Majority of locals how work in the reosrts do not have any qualification (39)	0.732			
Overall			69.994	0.751
KMO = 0.720				
Bartlett's Tesof Sphercity: Chi-square = 1758.901, $p < .000$				

The psychometric properties of instruments were assessed with great consideration to issues of reliability, dimensionality, convergent and discriminant validity.

Corrected item-total correlations were computed to support the issue of convergent validity. According to Tabachnick and Fidell, (1996) if the inter-item correlation equals or exceeds 0.32 then the convergent validity of the scale is supported. The reliability coefficients for seven variables were computed and are shown in Table 5.2. The overall Alpha coefficient was 0.751. Results showed that the coefficient for all variables exceeded the cut-off value of 0.70 (Nunnally, 1978). The Pearson correlation matrix with means and standard deviations of the variables are presented in Table 5.3.

A further discussion of the variable 'attitude' was important at this juncture due to the impact of attitude on intention to work in resorts. Attitude and perception tend to be interchanged within academic literature. However, according to Jurowski, Uysal, and Williams (1997) attitudes of residents towards tourism was the result of a combination perception of economic, social, and environmental impacts being influenced by multiple elements. Furthermore, within psychological studies, it appears that attitude assists researchers to better understand social perception and cognition (Shirav & Levy, 2006). Hence, 'attitude' was used in this study to investigate the perception and cognition towards resort employment by locals. Most of the attitudinal studies found in tourism literature focused on the attitude of locals towards tourism development and its impacts (Ap, 1992; Liu and Var, 1986; Pizam; 1978; Prentice, 1993). According to Fineman (1987), attitude towards employment depends on how employment is viewed, giving that person an identity, self-respect, and status. According to the author, work is intrinsically rewarding and is a crucial element of a meaningful life.

The statements developed in capturing the attitude of locals to resort work were constructed based upon extensive literature reviews, focus group discussions and in-depth interviews. The seven statements developed were: “I consider the following in deciding employment: a) to be a member of a social group; b) not taking too much responsibility; c) avoid commitment; d) job security; e) promotional opportunity; f) being able to visit family frequently; g) opportunity to develop a long-term career. Respondents were requested to rate these statements according to their agreement or disagreement using a 5-point Likert scale (5 = strongly agree and 1 = strongly disagree). The seven statements were scrutinised through application of a pilot study. The results of this scrutiny successfully showed that these statements were reliable. Therefore, these seven statements were used in the final telephone survey questionnaire.

Table 5.3: Correlation Matrix, Means and Standard Deviation of the items

Construct correlation matrix, means and standard deviation of the items							
Factors	REL	OIU	OPO	SA	AAR	ASE	ORE
Religion (REL)	1.00						
Orientation - Instrumental Utility (OIU)	0.02	1.00					
Orientation - Positive (OPO)	-0.23**	0.422**	1.00				
Societal Acceptance (SA)	-0.14	0.294**	0.176*	1.00			
Attitude - Avoid Responsibility (AAR)	0.23**	-0.01	-0.25**	0.02	1.00		
Attitude - Security (ASE)	-0.16	0.17*	0.29**	-0.12	-0.20*	1.00	
Orientation - Refugee (ORE)	0.28**	-0.06	-0.08	-0.16	0.13	-0.04	1.00
Means	2.14	3.60	3.89	3.43	2.73	4.26	2.64
Standard Deviations	0.96	0.81	0.88	0.98	0.99	0.76	0.98

Note: ** Correlation is significant at the 0.01 level (2-tailed); * Correlation significant at the 0.05 level (2-tailed).

As discussed above, the factor analysis clearly showed that omissions of some of items were necessary. However, as the pilot study sample was less than 200, some items derived from the literature review being relevant to the model, required inclusion within the final survey.

Hence, the final questionnaire adopted for the telephone survey included factors which did not meet relevant statistical criteria based on this analysis.

5.3 DATA COLLECTION

Several methods available to researchers for implementing research instrument-based surveys include mail surveys, face-to-face interviews, telephone surveys, household surveys, and internet-based surveys and intercept surveys. “Choosing the most appropriate survey technique poses an important dilemma.” (Frey, 1989, p. 33). The data gathering method should be based on the nature of the problem being investigated, the nature of the population being studied and the availability of resources. After taking these factors into consideration and evaluating advantages and disadvantages of various methods, the telephone survey was identified as the most appropriate technique for the following reasons. Firstly, according to the Maldivian telecommunications company, Dhiraagu (2007), there is one telephone for every three people within the capital, Malé. Secondly, all aspects of telephone surveys, including sampling and data collection, have improved since Dillman’s 1978 work on telephone surveys. According to de Leeuw, Joop, Korendijk, and Lensvelt-Mulders and Callegaro (forthcoming), in the last 30 years telephone surveys have become more and more popular due to social and technological changes. This is supported by Nathan (2001) who stated that in countries such as Canada, Australia and parts of Western Europe and North America, telephone interview is the dominant form of data collection methods for household surveys, individuals and establishments. Thirdly, the response rates for other traditional methods such as face-to-face interviews are declining (Tourangeau, 2003). The quality of data is sometimes questioned due to several reasons.

These reasons could be that of increasing refusal rates due to households being inundated with requests for information, telemarketing and marketing surveys, the social desirability of respondents to answers and non-completion of questionnaires once the process is started (Frey 1989). Fourthly, the norms of telephone usage identified by Frey (1989) make the telephone survey more appropriate for this study. The telephone ringing will compel someone to answer the phone and the person who dialled should normally terminate the call (Ball, 1968). Telephone behaviour is such that the answering party is obliged to participate actively as the telephone receiver is rarely silent (Frey, 1989).

Similar to any other technique, careful planning and necessary preparatory work undertaken to conduct the telephone survey was performed in a credible manner. Telephone interviewers were given the necessary training required in establishing rapport and maintaining interest of the respondent until the interview end. In addition, clear instructions were given on how to enter responses accurately and clearly. Supervisors trained to assist interviewers, were available during the interview. Telephone interviews, conducted from a central location in Malé, allowed supervisors to assist immediately if the need arose.

The survey cost and time was taken into consideration when selecting the survey technique. Expenses incurred in administering mail surveys are the lowest, followed by the telephone, with the most expensive being face-to-face interviews (Hochstim, 1962; Siemiatychki, 1979; Tourangeau, 2004). Telephone surveys outweigh mail surveys and face-to-face interviews in terms of time consideration.

According to Frey (1989), on average, mail and face-to-face surveys took three to four months to obtain an acceptable response rate while telephone surveys could be completed in a shorter period. According to Smith, Chey, Jalaludin, Salkeld and Capon (1995), telephone surveys were a cost-efficient and amenable method of delivery at community level, having reasonable response rates.

Until the development of random digital dialling, telephone surveys had been criticised for the lack of sample frame, as telephone directories do not include unlisted numbers, numbers installed after the directory issuing date, also numbers recently modified. Although this criticism was eliminated through the development of random digital dialling, households without phones, especially in rural areas, cannot be included in the sample frame. There is no information available regarding characteristics of non-subscribers in the Maldives. Additionally, temporarily disconnected numbers cannot be contacted either, but similar difficulties exist within other techniques too.

Researchers always attempt to get a high response rate because they "... provide an indication of the generalisation of study results to the target population" (Rogers, Murtaugh, Edwards & Slattery, 2004, p. 85). Different methods are used to calculate response rates which are not often revealed. Some researchers calculate the response rate by dividing the number of completed questionnaires by the sample size (all eligible), while others arrive at the figure by dividing the number of completed questionnaires by the sample size minus non-eligible or unreachable elements of the sample (Frey, 1989).

Frey stated that telephone surveys achieved lower response rates compared to face-to-face surveys, in general. According to Tourangeau (2004), there are three main forms of non-response: none-response due to non-contact, refusal to take part in the survey, and inability to participate (e.g., language, religious and cultural barriers). Non-contact rates are significant, particularly if digital random dialling is used. This may be due to busy signals, answering machines, disconnected services, voice messages or simply no answer (Frey, 1989). In addition, technological advancements in telecommunications such as caller ID and call blocking have created barriers in contacting (Link and Oldendick, 1999) households in some countries, but these gadgets are not yet common in Maldivian households. Furthermore, as the cost for telephone call-backs are cheap the non-contact rates could be reduced, with barriers to access being overcome by leaving messages on answering machines (Xu, Bates and Schweitzer, 1993).

Even if the surveyor is able to contact a potential respondent, he or she may refuse to participate. Refusal to participate is another reason for lower response rates but reasons and refusal rates are yet to be studied in the context of the Maldives. Many researchers and research companies offer incentives to counter the resistance to participate (Tourangeau, 2004). Similar to attempts in achieving high response rates, every effort was made to ensure that data collected was accurate and complete. The following steps were taken to ensure that responses reflected the views, beliefs, and attitudes of respondents.

Firstly, interviewers and supervisors were trained in telephone interviews of which were thereafter conducted in a central location under close supervision by trained

supervisors. Secondly, respondents sometimes give answers that would seem to be socially desirable or what the interviewer would like to hear. These types of survey responses are commonly associated with those whereby the interviewer is physically present. Hence, it is assumed that this type of response would be lower within telephone surveys. Thirdly, variation in data collection occurs when more than one interviewer is utilised. Some questions, particularly difficult questions and those that interviewers believe should not be asked, such as income level, tend to be ignored. This situation was avoided by close supervision of interviewers (Groves and Kahn, 1979). Additionally, questionnaire length, the number of responses required and duration to complete the questionnaire, could also lead to a compromise in data quality and even incompleteness of questions. Hence, the decision was made to keep the questionnaire within 15 to 20 minutes following Frey's (1989) recommendation. Dillman (1978) also reported that few terminations occur when telephone interviews are kept to an average of 20 minutes. Privacy and anonymity issues are also a concern for some respondents. As the questionnaire did not require any information which could locate the identity of the respondent, this would not be a problem in securing participation.

Data was collected in late 2007. A postcard, delivered to households informing participants of the survey call was carried out prior to the first telephone contact. It explained the purpose of the survey and informed them that an interviewer would be contacting them by phone during the month of September 2007. However, this was not fulfilled due to several constraints. Telephone calls were made between 6 pm and 11 pm weekdays (Sunday to Thursday) to minimise disturbance to households. A maximum of five attempts were made to reach potential respondents at all

working numbers (Hsu, Kang and Wolfe, 2002). In every household, one male or female above the age of 18 but who celebrated his or her birthday the most recently was interviewed, ensuring a balance between male and female respondents.

5.3.1 Population and Sampling Procedures

The requirement for the telephone survey was that of the working age population (people aged 18 and above). When reaching working age, the facts to assess various employment opportunities become available for consideration. Prior to deciding on the type of industry and work he or she would prefer, several considerations would be made including that of societal, economical, family related factors as well as status. During the assessment of employment opportunities, views of family members, friends and others might be sought to ensure the most appropriate job opportunity is selected. However, some may not go through this process and may decide to accept the first offer of employment. Hence, it is believed that by interviewing working aged people, relevant information would be forthcoming to achieve the objectives of the study. As the working population of the Maldives was too large to study in itself, given the time, human and financial resources available, along with the geographical distribution of the population, the decision was made to choose a target sample (Neuman, 2000) or a sampling frame (Babbie, 2007) of the entire population.

The finalised sampling frame was to be that of the working age population residing in the capital, Malé. The reason for choosing Malé was that 35% of the entire Maldivian population resided on the island (Ministry of Planning and National Development, 2007). In addition, Malé is also the central business district of the nation, with most tourist resorts having offices there. Additionally, resort vacancies

are announced in Malé, therefore the first contact for those seeking tourist employment occurs in those resort offices.

A systematic sampling (probability sampling) technique was applied to conduct the survey. This allowed equal opportunities to every member of the population to participate in the study giving results of the study findings to the entire population (Jennings, 2001). According to Babbie (2007), probability sampling methods "... counter the problems of conscious and unconscious sampling bias." (p. 215). However, Jennings (2001) highlighted certain difficulties in the choice of probability sampling to sample population. These difficulties included determining the sample size, accessibility, availability and accuracy of sampling frames, defining the sampling unit and the need for greater organisation and planning than required for non-random sampling. The difficulties were dealt with successfully by embracing objective and systematic selection of subjects, defining subjects in an unambiguous manner, selection of subjects without bias and using ethical and scientifically justified processes (Sarantakos, 1998). Hence, random sampling, a deductively based paradigm associated with quantitative research techniques, was applied to generate a list of study respondents.

Random sampling permits a structured and systematic selection of participants, making the probability of a subject being selected to be equal. In addition, the selected sample would be representative and the study findings generalised (Jennings, 2001).

As previously explained, the sample frame, being a list of all members of the working population residing in Malé, had to be obtained. Possible lists included electoral roles, telephone directories, national registration identification records and birth records. For the purpose of this survey, the Maldives telephone directory was used as the sample frame. The decision was based on the purpose of this study, the people to be sampled, low prevalence of missing numbers in the directory, and the resources available to support the survey (Lavrakas, 1993). According to the national telecommunications carrier of the Maldives, Dhiraagu, during 1999, there were 130 lines per 100 households in Malé, corresponding to one telephone line for every three people.

The survey method chosen for this study was that of the telephone and the random digital dialling (RDD) approach (Cooper, 1964) was applied to generate the sample. Working aged men and women in the overall population defined the set of eligible respondents. RDD surveying for working aged men and women was ultimately the most practical and cost-effective method of choice for telephone sampling, as more than 50% of households in Malé were likely to contain an eligible respondent.

Telephone prefixes in the Maldives conform to geographical boundaries, namely by atoll. Each atoll is given a dedicated prefix. However, telephones in the capital of Malé have more than one prefix as the nearby islands of Villingili and Hulhumalé are designated as part of the capital. Six prefixes are assigned to telephones in Malé being: Malé – 331, 332, 333, and 334; Hulhumalé 335 and Villingili 339. Based on the number of residential telephone lines in operation for each prefix, random telephone numbers were generated in the proportion that each prefix exists within

Malé (Lavrakas, 1993). As dedicated prefixes were allocated to Malé, interviewers were able to reach only eligible households because telephone prefixes conform to the sample frame.

Having identified the prefixes and the telephone number information of each, a computer was programmed to assign the number of random suffixes to each prefix in proportion to the total of each prefix until the required sample size was generated. A prefix stratified sample of numbers was then generated (Lavrakas, 1993).

5.3.2 Sample Size

Research data was obtained through random samples of working aged people residing in Malé, generated by using the Maldives telephone directory. The sample size for this study was determined by giving due consideration to the size of the Maldives working age population, the homogeneity of the population, the geographic dispersion of the population, time and financial limitations along with personnel being available to conduct the study (Jennings, 2001). It was vital that the correct sample size should be identified, as there is a direct relationship between sample size and reliability of findings (Alreck and Settle, 1995). According to Stevens (2002), most scholars recommended a minimum sample size of 200 to obtain accurate results in maximum likelihood confirmatory factor analysis, a method to be applied to this data analysis.

Maldivian labour regulations stipulates the minimum working age as 16 but did not state a retirement age at the time of this survey (a retirement age of 65 has just recently been introduced). Therefore, for the purpose of this study, a retirement age of 65 was applied as practised in many countries. The working population was

estimated at 190,000. The time allocated for data collection was three months, including preparatory work, training, questionnaire printing and data entry.

Several methods are available to calculate the sample size. Neuman (2000) relates the sample size to the population size and proposes that for populations less than 1000, 30% should be used as the sample, a minimum of 10% of the population for those over 10,000 and a sample of 1% for those over 100,000. However, this method is criticised by several authors including Ticehurst and Veal (1999), who stated that what mattered most was the sample size when applying probability sampling.

Other methods to determine sample size are based on statistical methodologies. Statisticians have developed tables that could assist in determining sample size based on the degree of freedom. This concludes that the estimation of the sample reflects the parameters of the population for those studies where the sizes are known. According to Jennings (2001), there are rules of thumb in determining the sample size.

Firstly, studies based upon populations smaller than 1,000, the smaller the sample size, the lower the level of confidence in applying the findings to the wider population. Hence, with small populations, the sample size needs to be larger. Secondly, for larger populations, small samples are acceptable because increasing the sample size does not increase the degree of confidence by a great extent. It is important to mention that irrespective of the method or the logic applied in selecting a sample, “[t]here will always be some degree of sampling error” (Babbie, 2007, p. 215). Field (2005) reviewed many suggestions about the sample size necessary to

conduct factor analysis and concluded that in general over 300 cases were probably adequate, but commonalities after extraction having a probability above 0.5. Hence, based on the above discussion, the sample size for this research was determined at 400.

5.4 DATA ANALYSIS

Data was analysed using the structural equation modeling (SEM) approach. It is a comprehensive statistical approach in testing hypothesised relationships among observed and latent variables (Hoyle, 1995). SEM is similar to correlation, multiple regression and ANOVA approaches in four fundamental ways. Firstly, SEM is based on linear statistical models as other models. Second, statistical tests are valid only if certain assumptions are met. The third point is that SEM does not offer statistical tests for causality. Fourthly, adjustments to initial statistical hypothesis after viewing of data, increases the likelihood of sample-specific results (Hoyle, 1995). Hoyle (1995) stated that SEM differs from other approaches in that it requires formal model specification to be estimated and tested. It also has the capacity to estimate and test relations between latent variables and the ambiguity associated with SEM.

The decision to apply an SEM approach to this study was because it provided a more comprehensive and flexible approach to research design and data analysis. It tests more complex and specific hypotheses than those of other methods.

5.4.1 Limitations

The methodology adopted suffers several limitations that relate to the measurement and interpretation of results. Firstly, the use of a single questionnaire to measure several constructs would subject the study to common method bias. Secondly, as the

sample was selected from published telephone directories, the sample may have been biased due to the following reasons: One, there is always the potential of sample bias associated with telephone interviews because all eligible respondents may not have telephones, some may have their numbers unlisted or may not be willing to participate. Two, the common problems associated with telephone interviews may have affected the outcome of survey findings. Thirdly, respondents may not have expressed their true feelings about employment opportunities, particularly those currently working in the industry or those gaining benefits from it. Some respondents may not have received any resort information, particularly in the Maldives, where tourist resorts are a total 'no go zone' for locals. Finally, as the study was conducted in the Maldives, the findings may have limited extensions to other countries or regions. As culture and religious beliefs (plus other factors) may influence choice of employment or even choice of industry, the results of this study should not be construed to be representative of other countries. The goal was to identify the reasons for low levels of local participation within the Maldives resort labour market. Reasons for low levels of local participation in the resort labour market from the perspectives of locals, attitude and perception of resort employment opportunities and the tourism industry, have not been previously studied.

CHAPTER 6: RESULTS

This chapter presents the research findings. Firstly, the demographic profiles of respondents are described. This is followed by examination of each construct in relation to internal consistency and reliability of the measuring scales. The empirical results showing overall fit measures are also presented. The overall goodness-of-fit measurement is elaborated on using Chi-square (P-value), Chi-square/degree of freedom, Goodness-of-Fit (GFI), Root Mean Square Error (RMR), Adjusted Goodness-of-Fit Index (AFGI), Comparative Fit Index (CFI) and Parsimonious Goodness-of-Fit (PGFI). Thereafter, the overall fit of the model is presented with the test of hypothesis.

6.1 RESPONSE RATE

A total of 400 questionnaires were printed. The response for each questionnaire was obtained through phoning the respondents via a randomly selected telephone number using the Maldives Telephone Directory. A total of 355 questionnaires were completed. Out of the 355 questionnaires, 354 questionnaires were of use. One questionnaire was excluded due to missing and/or multiple responses. Rationale for respondents unwilling to answer some of the questions is unknown. Despite several attempts to obtain the reason for reluctance in answering questions, it was not successful. The response rate was 88.75% that was adequate to run SEM, for analysing the data.

6.2 DEMOGRAPHIC PROFILE OF RESPONDENTS

The demographic profile of respondents was compiled through the analysis of demographic data through the generation of descriptive statistics using the Statistical Package for Social Sciences (SPSS) version 16.0 and is presented in Table 6.1.

The characteristics showed that the gender balance of respondents was slightly inclined towards female (53%) with male representation being (47%). Half of the respondents fell within the 20 to 29 years old bracket (50%), followed by those aged 18 to 19 years (18%). Next were those between 30 to 39 years of age (17%) with 10% of respondents being 40 to 49 years of age. 3% of respondents fell between the ages of 50 to 59 while 1% of respondents were aged 60 to 64 years, while another 1% were 65 and above. Slightly more than half of respondents had never been married (53%). More than one-third of them were married (39%), while 7% were divorced and 1% widowed. While more than 64% of respondents did not have children, 20% had one child, with 17% having more than 2 children. More than half the participants permanently resided in Kaafu Atoll (54%) where the capital Male is located, followed by Seenu Atoll (10%) and Gaaf Dhaalu Atoll (6%). However, only 9% had been residing in Male for less than 12 months. A quarter of respondents (25%), had been residing in Male for two to three decades. The educational achievement of the majority of respondents was upper secondary level; Grade 8-10 (47%). Whilst no doctorate degree holders were among the respondents, 2% had completed a Masters Degree and another 5% a Bachelors Degree. More than two thirds (63%) of respondents were employed and 36% unemployed. Slightly more than half of respondents (52%) earned less than MVR 10,000.00 per month salary.

Table 6.1: Respondents' Demographic Profile

Respondents' Demographic Profile		
Attributes	Valid (N)	Percentage
Gender (Valid N = 340)		
Male	160	47
Female	180	53
Age (Valid N = 340)		
19	61	18
20-29	170	50
30-39	58	17
40-49	34	10
50-59	10	3
60-64	3	1
65 and/or older	3	1
Marital Status (Valid N = 340)		
Never Married	180	53
Married	133	39
Divorced	24	7
Widowed	3	1
No of Children (N = 340)		
None	214	63
1	68	20
2-3	51	15
4-5	3	1
6 and more	3	1
Permanent Residence Atoll (Valid N = 340)		
Kaafu	184	54
Other Atolls	156	46
No of Years residing in Male (Valid N = 340)		
12 months or less	31	9
1- 9 Yrs	82	24
11-19 Yrs	78	23
20-29 Yrs	85	25
30-39 Yrs	24	7
40-49 Yrs	24	7
50 years or more	17	5

Education (Valid N = 340)		
Grade 1-7	41	12
Grade 8-10	160	47
Grade 11-12	61	18
Certificate	7	2
Diploma	37	11
Bachelors Degree	17	5
Masters Degree	7	2
PhD	0	0
No Formal Education	3	3
Employment Status (Valid N = 340)		
Yes	218	63
No	122	36
Income (Valid N= 214) (MVR 15.42 = US\$ 1)		
Missing	130	37
less than MVR 4999.00	90	25
5000-9999	95	27
10000-14999	24	7
15000-19999	7	2
20000-24999	1	0
25000 and above	8	2

The demographic profile of respondents shown above displays the general characteristics of the population of the Maldives (MPND, 2007) and is highly consistent with the census of 2006. The demographics of the sample did not deviate in any major way from the characteristics of the population of the Maldives.

6.3 DATA CLEANING

Data cleaning is an important step in data analysis to detect and remove errors and inconsistencies from data in order to improve the quality of data (Rahm & Do, 2002). The quality issues are present due to misspellings during data entry, missing information or other invalid data and these issues are addressed through

consolidation of different data representations and elimination of duplicate information.

The data collected were cleaned prior to data analysis and the objective was to assure the appropriateness of the data for further analysis and meets the assumptions of SEM. The issues of missing observations and outliers were not found to be a problem in the data set as most of the instruments used a 5-point Likert scale and the a structured telephone interview was used to collect the data.

With regard to inconsistency, some of the statements were negatively worded and required recoding to ensure consistency of the data. All the negatively worded statements were recoded to ensure consistency and is shown in Table 6.2

Table 6.2: Questionnaire Statements with Recoded Statements (R)

Questionnaire - Statements Indicating Recoded Statements (R)	R = Recoded
1. Resorts provide excellent employment opportunities	
2. Earnings from resort employment is “haraam” forbidden	R
3. Resort employment is interesting	
4. I believe that my closest friends think that I should pursue a career as a resort employee	
5. If I wanted to, I could easily pursue a career as a resort employee	
6. People who work in the resorts are mostly those who could not get a job elsewhere	R
7. Muslims should not be working in tourist resorts	R
8. Resort employees enjoy a reasonable standard of living	
9. Resort employment provides good working conditions	
10. The majority of locals who work in resorts do not have secondary qualifications	R
11. As a resort employee, I would have control over my work related decisions	
12. Muslims should not be utilizing earnings from resort activities	R
13. Resorts offer good earning opportunities for Maldivians	
14. Resorts provide opportunities to learn foreign languages	
15. I believe that people who are important to me think that I should pursue a career as a resort employee	
16. The number of circumstances outside my control which could prevent me from being a resort employee are minimal	
17. Islam is against tourism	R
18. Resort employment provides additional money for employees quickly	
19. Resort employment enjoys a positive image among the public	
20. I have friends working in resorts	
21. If I become a resort employee, the chances of succeeding in my job would be very low	
22. I believe that working in resorts is not suitable for Muslims	R
23. Resort employees earn an income higher than those working in other sectors	
24. Resorts provide opportunities to meet foreigners	
25. My family has no objection to me working in a resort	
26. If I pursue a career in the resort sector, the chances of failure would be very high	
27. Only when locals are unemployed and need a job do they seek work in resorts	R
28. Females are not encouraged to work in resorts	
29. I consider the following in deciding employment;	
a. to be a member of a social group	
b. not taking too much responsibility	
c. avoid commitment	
d. job Security	
e. promotional opportunity	
f. being able to visit family frequently	
g. opportunity to develop a long term career	
30. If you get the opportunity to work in a resort and in another sector, please indicate the likelihood of you choosing resort employment.	
31. Please indicate the likelihood of you working in a resort.	

Prior to conducting further analysis, all the means of all the items were calculated for all the statements and is presented in Table 6.3.

Table 6.3: Means and Standard Deviations of Items

Questionnaire - Statements Indicating Recoded (R)	Mean *	Std. Deviation
1. Resorts provide excellent employment opportunities	3.87	0.975
2. Earnings from resort employment is "haram" forbidden	3.64	1.066
3. Resort employment is interesting	3.21	1.173
4. I believe that my closest friends think that I should pursue a career as a resort employee	2.58	1.178
5. If I wanted to, I could easily pursue a career as a resort employee	3.36	1.175
6. People who work in the resorts are mostly those who could not get a job elsewhere	4.06	0.974
7. Muslims should not be working in tourist resorts	3.81	1.033
8. Resort employees enjoy a reasonable standard of living	3.44	0.963
9. Resort employment provides good working conditions	3.43	0.978
10. The majority of locals who work in resorts do not have secondary qualifications	3.34	1.165
11. As a resort employee, I would have control over my work related decisions	3.51	1.062
12. Muslims should not be utilizing earnings from resort activities	3.67	1.079
13. Resorts offer good earning opportunities for Maldivians	3.72	0.986
14. Resorts provide opportunities to learn foreign languages	3.60	0.985
15. I believe that people who are important to me think that I should pursue a career as a resort employee	2.56	1.115
16. The number of circumstances outside my control which could prevent me from being a resort employee are minimal	2.91	1.118
17. Islam is against tourism	3.63	0.999
18. Resort employment provides additional money for employees quickly	3.62	0.984
19. Resort employment enjoys a positive image among the public	2.97	1.175
20. I have friends working in resorts	3.55	1.088
21. If I become a resort employee, the chances of succeeding in my job would be very low	2.53	1.109
22. I believe that working in resorts is not suitable for Muslims	3.54	1.046
23. Resort employees earn an income higher than those working in other sectors	3.50	1.076
24. Resorts provide opportunities to meet foreigners	4.18	0.710
25. My family has no objection to me working in a resort	2.95	1.224
26. If I pursue a career in the resort sector, the chances of failure would be very high	2.52	1.109
27. Only when locals are unemployed and need a job do they seek work in resorts	3.65	1.166
28. Females are not encouraged to work in resorts	2.84	1.222
29. I consider the following in deciding employment;		
a. to be a member of a social group	3.97	0.826
b. not taking too much responsibility	3.21	1.243
c. avoid commitment	3.05	1.287
d. job Security	4.06	0.855
e. promotional opportunity	4.09	0.897
f. being able to visit family frequently	3.98	0.998
g. opportunity to develop a long term career	4.25	0.780
30. If you get the opportunity to work in a resort and in another sector, please indicate the likelihood of you choosing resort employment.	3.09**	1.991
31. Please indicate the likelihood of you working in a resort.	3.82***	1.942

* Scale: 5 = strongly agree, 1 = strongly disagree

** Scale: 7 = will definitely choose resort employment, 1 = will definitely choose another sector

*** Scale: 7 = Definitely, 1 = No chance at all

6.4 DATA NORMALITY VERIFICATION

Preliis 2.70 was applied to test the univariate and multivariate normality. This test was applied to ensure that the distributional assumptions of maximum likelihood estimation were met. This was through univariate and multivariate normality on the 31 variables selected to measure beliefs, orientation to work, perceived behavioural control, attitude and intention (Table 6.4).

Univariate skewness (SK) values of data ranged from -1.26 to 0.58 and univariate Kurtosis (KU) values ranged from -1.27 to 1.55. Results revealed that data was distributed normally, as none of the absolute values of SK exceeded 2, with the absolute values of KU not exceeding 3 (Kline, 1998).

The table shows that each variable was distributed normally as all SK values were below the recommended cut off value: +/- 2.00 (Nunnally, 1978). KU values were also below +/- 3.00, which is the accepted cut off value (Kelloway, 1998). These results clearly illustrate that the scale questions do not suffer from any normality related bias, thus can be applied to SEM analysis (Hair et al., 2007).

Table 6.4: Univariate and Multivariate Normality Test Results (31 items; n = 354)

Item	Description	Skewness	Kurtosis
<i>Belief</i>			
REL2	Earnings from resort employment is “haraam” forbidden	-0.429	-0.216
REL7	Muslims should not be working in tourist resorts	-0.817	0.409
REL12	Muslims should not be utilizing earnings from resort activities	-0.532	-0.259
REL17	Islam is against tourism.	-0.486	0.042
REL22	I believe that working in resorts is not suitable for Muslims	-0.644	0.019
REL28	Females are not encouraged to work in resorts	0.217	-1.021
<i>Orientation - Instrumental Utility</i>			
OTWI1	Resorts provide excellent employment opportunities	-1.239	1.484
OTWI8	Resort employees enjoy a reasonable standard of living	-0.681	0.002
OTWI13	Resorts offer good earning opportunities for Maldivians	-1.011	0.902
OTWI18	Resort employment provides additional money for employees quickly	-0.676	0.074
<i>Orientation - Societal Norms</i>			
OTWS4	I believe that my closest friends think that I should pursue a career as a resort employee	0.325	-0.815
OTWS15	I believe that people who are important to me think that I should pursue a career as a resort employee	0.299	-0.807
OTWS19	Resort employment enjoys a positive image among the public	-0.082	-1.051
OTWS20	I have friends working in resorts	-0.876	-0.082
OTWS25	My family do not object me to work in a resort.	0.004	-1.025
<i>Orientation - Positive</i>			
OTWP3	Resort employment is interesting	-0.414	-0.827
OTWP5	If I wanted to, I could easily pursue a career as a resort employee	-0.352	-0.888
OTWP9	Resort employment provides good working conditions	-0.712	-0.077
OTWP14	Resorts provide opportunities to learn foreign languages	-0.589	-0.141
OTWP23	Resort employees earn an income higher than those working in other sectors	-0.583	-0.282
OTWP24	Resorts provide opportunities to meet foreigners	-1.227	1.522
<i>Perceived Behavioural Control</i>			
PBC6	People who work in the resorts are mostly those who could not get a job elsewhere	-1.261	1.553
PBC10	The majority of locals who work in resorts do not have secondary qualifications	-0.315	-0.883
PBC11	As a resort employee, I would have control over my work related decisions	-0.535	-0.344
PBC16	The number of circumstances outside my control which could prevent me from being a resort employee are minimal.	-0.09	-0.991
PBC21	If I become a resort employee, the chances of succeeding in my job would be very low	0.473	-0.521
PBC26	If I pursue a career in the resort sector, the chances of failure would be very high	0.425	-0.644
PBC27	Only when locals are unemployed and need a job do they seek work in resorts	-0.758	-0.28
<i>Attitude</i>			
ATT29A	a. to be a member of a social group	-0.166	1.032
ATT29B	b. not taking too much responsibility	-0.218	-1.163
ATT29C	c. avoid commitment	0.025	-1.269
ATT29D	d. job Security	-1.1	1.637
ATT29E	e. promotional opportunity	-1.251	1.759
ATT29F	f. being able to visit family frequently	-1.014	0.603
ATT29G	g. opportunity to develop a long term career	-1.193	1.164
ATT30	If you were to choose between resort employment, and other employment opportunities what would you prefer? (Please circle one)	0.583	-0.773
<i>Intention</i>			
INT31	How likely is it that you will pursue a career in a resort? (Please circle one)	0.029	-1.055

6.5 THE FACTOR ANALYTIC MODEL

Based on extensive literature reviews and theoretical knowledge, the factors were designated as latent variables, with items loaded on them treated as observed

variables (Huang, 2007). The causal relationships were represented in the seven hypotheses of the path model. However, empirical hypotheses evaluation was complicated due to the fact that latent constructs could not be directly observed. Hence, the evaluation was based on sets of observed or measured variables that served as indicators of latent variables, with the relationship between observed and latent variables being estimated using factor analysis. Factor analysis is the best known statistical procedure to investigate relations between sets of observed and latent variables (Byrne, 2001); hence, this approach was used to analyse data. The co-variation among variables was examined to gather information on their underlying factors. Both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were used in factor analysis. SEM was applied to estimate relationships of the proposed model.

EFA was utilised as links between the observed and latent variables were unknown. EFA procedures work in an exploratory mode and determine how and to the level of extent, the observed variables are linked to their underlying factors. The results of EFA are presented in Table 6.5.

Table 6.5: Exploratory Factor Analysis Results (EFA)

Factor/Item	Eigen-value	Factor Loading	Variance Explained (%)	Cum. %	Cronbach Alpha
Orientation to work (OTW)	3.562		23.74	23.74	0.84
OTWS15 I believe that people who are important to me think that I should pursue a career as a resort employee		0.93			
OTWS4 I believe that my closest friends think that I should pursue a career as a resort employee		0.88			
OTWS19 Resort employment enjoys a positive image among the public		0.78			
OTWS25 My family do not object me to work in a resort.		0.67			
OTWS20 I have friends working in resorts		.44*			
Religions Beliefs(REL)	2.193		14.62	38.37	0.77
REL12 Muslims should not be utilizing earnings from resort activities		0.78			
REL7 Muslims should not be working in tourist resorts		0.77			
REL2 Earnings from resort employment is "haram" forbidden		0.77			
REL22 I believe that working in resorts is not suitable for Muslims		0.67			
REL17 Islam is against tourism.		.37*			
REL28 Females are not encouraged to work in resorts		.26*			
Attitude Towards Resort Employment (ATT)	2.020		13.47	51.83	0.74
ATT29E c. promotional opportunity		0.84			
ATT29G g. opportunity to develop a long term career		0.81			
ATT29D d. job Security		0.76			
ATT29A a. to be a member of a social group		.46*			
ATT29B b. not taking too much responsibility		.32*			
ATT29C c. avoid commitment		.30*			
ATT29F f. being able to visit family frequently		.27*			
ATT30 If you were to choose between resort employment, and other employment opportunities what would you prefer? (Please circle one)		.22*			
Perceived beh.control (PBC)	1.222		8.14	59.98	0.70
PBC10 The majority of locals who work in resorts do not have secondary qualifications		0.75			
PBC26 If I pursue a career in the resort sector, the chances of failure would be very high		0.72			
PBC6 People who work in the resorts are mostly those who could not get a job elsewhere		0.70			
PBC11 As a resort employee, I would have control over my work related decisions		.70*			
PBC16 The number of circumstances outside my control which could prevent me from being a resort employee are minimal.		NL**			
PBC21 If I become a resort employee, the chances of succeeding in my job would be very low		NL**			
PBC27 Only when locals are unemployed and need a job do they seek work in resorts		NL**			
Behavioral Intention (INT)	1.005		6.70	66.69	-
INT31 How likely is it that you will pursue a career in a resort?		0.89			
Orientation to work – Instrumental Utility (OTWI)	0.785		-	-	0.46
OTWI8 Resort employees enjoy a reasonable standard of living		.51*			
OTWI1 Resorts provide excellent employment opportunities		.43*			
OTWI13 Resorts offer good earning opportunities for Maldivians		.28*			
OTWI18 Resort employment provides additional money for employees quickly		NL**			
Orientation to work – Positive(OTWP)	0.624		-	-	0.38
OTWP3 Resort employment is interesting		.40*			
OTWP5 If I wanted to, I could easily pursue a career as a resort employee		.24*			
OTWP9 Resort employment provides good working conditions		NL**			
OTWP14 Resorts provide opportunities to learn foreign languages		NL**			
OTWP23 Resort employees earn an income higher than those working in other sectors		NL**			
OTWP24 Resorts provide opportunities to meet foreigners		NL**			

Notes:

KMO (Kaiser-Meyer-Olkin Test of Sampling Adequacy) = 0.741

Bartlett's Test of Sphericity: Chi-square = 1644.482, $p < 0.0001$

Overall alpha coefficient = 0.794

* indicates factor loadings below 0.60 cutoff value,

** indicates factor loading that are "not loaded" under designated factor.

Items with * and ** are omitted (Nunnally, 1978)

As can be seen in Table 6.5, the Kaiser-Meyer-Olkin Test of Sampling Adequacy (KMO) indicated sampling adequacy of 0.741, indicating a satisfactory level for the appropriateness of factor analysis. The chi-square value of Bartlett's Test of Sphericity (BTS) value was 1644.82, significant at the .0001 level and supported the correlation among variables, which was significant for factor analysis. In addition, Cronbach's alpha of the total scale was 0.79, and Cronbach's alpha for factors were 0.70, 0.74, 0.77 and 0.84. This was above the general lower limit of 0.70 (Hair et al., 2002) indicating satisfactory reliability for the overall scales and all factors. The results were statistically significant, meaning that the numbers of observations for this research were adequate to run the required tests.

In relation to factor loading, results produced a five-factorial solution as consistent with the theoretical model with hypothesized relationships. To be more precise, independent variable, Orientation to work (OTW), Attitude towards work (ATT), Perceived Behavioural Control (PBC), and Religious Beliefs (REL) as well as dependent variable Intention to work in resorts (INT) are found to be strong factors. When the eigenvalue of these factors analysed, it can be seen that they are all above the cut-off value of 1.00. As for the factor loading, all the values above the recommended level being 0.60 (Nunnally, 1978). Orientation to work represented 28.6% of data variance, where all factors combined explained the 66.69%. Orientation to work in the tourism context has not been widely researched despite the potential of tourism to generate employment opportunities. Goldthorpe et al., (1968) described attitude to work as orientation to work after conducting empirical studies in which they proposed a three dimensional structure to examine how people

interpreted work. They included instrumental orientation, bureaucratic orientation, and solidarity orientation. Riley, Ladkin and Szivas (2002) accepted this analogy and according to them, tourism was more than just a job. They adopted Godthorpe and his colleagues' theory to the tourism context and included an additional dimension. The four dimensions identified were instrumental utility, positive commitment to tourism, refugee orientation and entrepreneurial orientation. They empirically tested their proposal among employees working within a Hungarian hotel and declared that there was a structure underpinning orientation to tourism employment. 30 statements were used within their study.

The intention of this study was to explore orientation to work among Maldivians in the context of tourist resorts in the Maldives. The instruments used by Riley, Ladkin and Sziva (2002) were adopted in the Maldivian context. The scales developed, were based on focus group discussions and face-to-face interviews. The original scales applied as instrumental utility were – 7 statements, positive – 7 statements, entrepreneurial – 5 statements and refugee – 5 statements. The instruments were pilot tested and through factor analysis were reduced to 15 statements in total. Based on the pilot test and discussions with Maldivian experts, a new dimension was created, being societal norms, the rationale being that tourism employment was more than just a job and implied a certain way of life (Ladkin and Szivas, 2002). Therefore, this dimension was adopted as it captured both work and a certain lifestyle as required in Maldivian resorts.

The results of this study showed that respondents agreed that statements falling under orientation to work generally influenced their intention to work within resorts.

However, the results of exploratory and confirmatory analysis disagreed with the three dimensions as proposed in the Riley et al. (2002) model. In contrast, the results showed that in the Maldivian context orientation to work is one dimensional – societal norm. Statements under this dimension were:

- I believe that my closest friends think that I should pursue a career as a resort employee.
- I believe that people who are important to me think that I should pursue a career as a resort employee.
- Resort employment enjoys a positive image among the public.
- I have friends working in resorts.
- My family do not object to me working in a resort.

The reliability coefficients of this dimension were quite high. The exploratory factor analysis results showed a reliability coefficient of .84 clearly indicating that instruments applied to this study were highly reliable. However, the remaining four dimensions were omitted in the final analysis because research findings did not support their inclusion. Further empirical research is required in development of the four dimensional instruments.

The factor analysis of statements in capturing attitude showed that out of the seven original statements, three were statistically significant enough to be applied to further analysis. These three statements were: (d) job Security, e) promotional opportunity, and g) opportunity to develop a long-term career. The reliability analysis produced a Cronbach's alpha of 0.74, showing internal reliability. Thus, attitude combined with the remaining factors was statistically significant and adequate to run the required tests. This proved consistent with the structural model and hypothesised relationships.

The results produced a factorial solution as consistent with the theoretical model and hypothesised relationships. To be more precise, the independent variables, orientation to work, attitude, PBC and belief – as well as the dependent variable, intention, were found to be strong factors. The eigenvalue of their factor analyses showed they were all above the cut-off value (1.00). Reliability test results revealed that each Cronbach alpha value was well-above the recommended value of 0.70 (Cronbach, 1955). Finally, the overall Cronbach value of scale was found to be 0.794. This concluded that the constructs of this study demonstrated strong evidence of uni-dimensionality, convergent validity, reliability and discriminate validity, all considered as necessary pre-conditions before proceeding to SEM (Bollen, 1989; Schumacker, & Lomax, 2004). Following EFA, CFA was appropriately applied to test the hypothesised five-factor structure identified by EMA through 354 validated samples.

Table 6.6 shows the CFA model. The *t*-values for all standardised factor loadings of items were found significant ($p < 0.01$) assuring item reliability. Factor loadings and *t*-values of the CFA model were almost consistent with those of EFA. This showed that the factorial structure achieved through EFA was confirmed through the CFA analysis.

The estimates of structural coefficients provided the basis for testing the proposed hypotheses with the proposed structural model. Mean, standard deviations and composite scores are presented in Table 6.7. The composite scores were calculated by averaging items representing that measure to test the relationship among study dimensions.

Table 6.6: Confirmatory Factor Analysis Results (CFA)

	Factor/Item	Standardised Factor	t-Values
Orientation to work (OTW)			
OTWS15	I believe that people who are important to me think that I should pursue a career as a resort employee	0.96	22.86
OTWS4	I believe that my closest friends think that I should pursue a career as a resort employee	0.81	17.75
OTWS19	Resort employment enjoys a positive image among the public	0.71	14.80
OTWS25	My family do not object me to work in a resort.	0.60	12.11
OTWS20	I have friends working in resorts	0.42	1.76*
Religious Beliefs(REL)			
REL12	Muslims should not be utilizing earnings from resort activities	0.78	14.95
REL7	Muslims should not be working in tourist resorts	0.75	14.26
REL2	Earnings from resort employment is "haraam" forbidden	0.60	10.73
REL22	I believe that working in resorts is not suitable for Muslims	0.65	10.98
REL17	Islam is against tourism.	0.53	1.95*
REL28	Females are not encouraged to work in resorts	0.41	0.87*
Attitude Towards Resort Employment (ATT)			
ATT29E	e. promotional opportunity	0.79	8.65
ATT29G	g. opportunity to develop a long term career	0.65	8.93
ATT29D	d. job Security	0.65	12.11
ATT29A	a. to be a member of a social group	0.56	1.85*
ATT29B	b. not taking too much responsibility	0.48	1.44*
ATT29C	c. avoid commitment	0.43	1.16*
ATT29F	f. being able to visit family frequently	0.38	0.93*
ATT30	If you were to choose between resort employment, and other employment opportunities what would you prefer? (Please circle one)	0.32	0.81*
Perceived beh.control (PBC)			
PBC10	The majority of locals who work in resorts do not have secondary qualifications	0.81	10.17
PBC26	If I pursue a career in the resort sector, the chances of failure would be very high	0.79	11.36
PBC6	People who work in the resorts are mostly those who could not get a job elsewhere	0.60	9.53
PBC11	As a resort employee, I would have control over my work related decisions	0.52	1.83*
PBC16	The number of circumstances outside my control which could prevent me from being a resort employee are minimal.	0.47	1.56*
PBC21	If I become a resort employee, the chances of succeeding in my job would be very low	0.39	1.44*
PBC27	Only when locals are unemployed and need a job do they seek work in resorts	0.28	0.79*
Behavioral Intention (INT)			
INT31	How likely is it that you will pursue a career in a resort?	0.64	12.00
Orientation to work – Instrumental Utility (OTWI)			
OTWI8	Resort employees enjoy a reasonable standard of living	0.53	1.76*
OTWI1	Resorts provide excellent employment opportunities	0.41	1.55*
OTWI13	Resorts offer good earning opportunities for Maldivians	0.37	0.88*
OTWI18	Resort employment provides additional money for employees quickly	0.29	0.64*
Orientation to work – Positive(OTWP)			
OTWP3	Resort employment is interesting	0.58	1.82*
OTWP5	If I wanted to, I could easily pursue a career as a resort employee	0.50	1.72*
OTWP9	Resort employment provides good working conditions	0.43	1.30*
OTWP14	Resorts provide opportunities to learn foreign languages	0.36	0.89*
OTWP23	Resort employees earn an income higher than those working in other sectors	0.31	0.74*
OTWP24	Resorts provide opportunities to meet foreigners	0.27	0.51*

Notes:

* indicates factor loadings below 2.00 +/- cutoff value, these items are omitted (Nunnally, 1978)

All correlations were significant at 0.01 levels. The correlation among study variables ranged from -0.218 (belief and attitude towards resort employment) to 0.56 (perceived behavioural control and intention). The low correlation showed that the constructs were sufficiently differentiated as research constructs. Overall, the results provided additional support for the discriminant validity of the scale (Hair et al.,

2007). Out of all constructs, attitude towards resort employment appeared as the most diverse among the five factors.

Table 6.7: Construct Correlation Matrix, Mean and Standard Deviation

Variables	OTW	REL	ATT	PBC	INT
Orientation to work (OTW)	1.00				
Religious Beliefs (REL)	0.40	1.00			
Attitude tow. resort empl. (ATT)	0.36	0.22	1.00		
Perceived beh. control (PBC)	0.28	0.42	0.32	1.00	
Behavioral intention (INT)	0.50	0.35	0.52	0.56	1.00
Means	2.76	2.33	4.13	2.37	3.82
Standard Deviations	0.96	0.81	0.68	0.74	0.94

Notes:

Composite scores are calculated by averaging items representing that measure. Responses range from 1 to 5. Higher scores indicate favorable responses. All correlations are significant at the 0.01 level.

6.6 STRUCTURAL MODEL

With the correct and complete data modelled to fit the driving theory estimation of the structural coefficients, the structural model was completed. This provided the basis for hypotheses testing. The model coefficients are presented in (Fig. 6.1) (path coefficients) and in (Fig. 6.2) (t-value).

Fig. 6.1: Estimated Model – Standardized Loading on Path Diagram

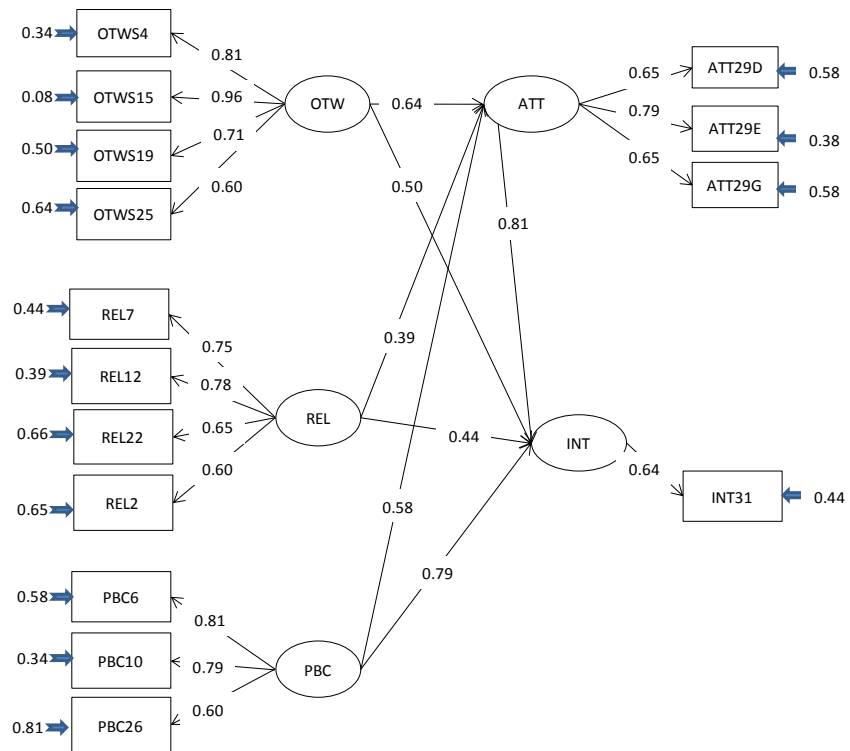
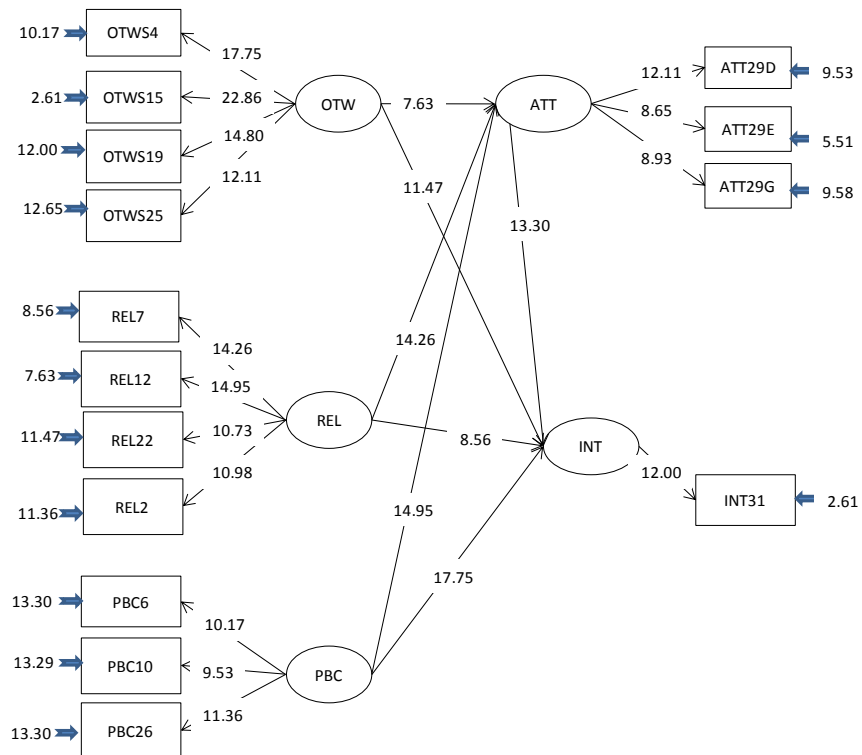


Fig. 6.2: Estimated Model – *t*-Values on Path Diagram



As shown in Fig. 6.1 and Fig. 6.2, orientation to work had a significantly positive effect on attitude towards resort employment and intention to work in resorts ($\gamma_1 = .64$, t -value = 7.63; $\gamma_2 = .50$, t -value = 11.47, respectively) thus supporting H₂ and H₄ respectively. Belief had a significantly positive effect on attitude towards resort employment and intention to work in resorts ($\gamma_3 = .39$, t -value = .14.26; $\gamma_4 = .44$, t -value = 8.56, respectively) supporting H₁ and H₃ respectively. Perceived behavioural control had a significantly positive effect on attitude towards resort employment and intention to work in resorts ($\gamma_5 = .58$, t -value = 14.95; $\gamma_6 = .79$, t -value = 17.75) supporting H₇ and H₅. Furthermore, attitude towards resort employment had a significantly positive effect on intention to work in resorts ($\gamma_7 = .81$, t -value = 13.30) supporting H₆.

6.7 TESTING OF HYPOTHESIS

When the structural model was found to fit the observed data satisfactorily and path coefficients proven to be of statistical significance, the proposed hypotheses of the theoretical framework were scrutinised. The structural paths of the hypothesised model presented were discussed in Chapter 3. In this section, those paths are evaluated and tested to assess whether the hypothesised model was robust. (Kline, 1998). The hypotheses were tested using the estimated structural paths of the model.

Evaluation of the structural model involved checking that all significant path coefficients were in the hypothesised direction (Nunnally, 1978). Results revealed that all relations were significant between latent constructs and in the hypothesized direction, strongly supporting the conceptual model and respective hypotheses (Zikmund, 1994). This was followed by the testing of each hypothesised relationship. Hypothesised relationships are presented in Table 6.8.

Hypothesis 1 posited that the religious beliefs of locals significantly affected their attitude towards resort employment. This hypothesis was tested through examination of path coefficients between belief and attitude. The path coefficient from belief to attitude was significantly positive indicating support for the posited hypothesis.

Hypothesis 2 posited that the orientation to work by locals significantly affected their attitude towards resort employment. The results showed that the path coefficient from orientation to work to attitude was significantly positive, indicating support for the hypothesis.

Table 6.8: Estimated Model – *t*-Values on Path Diagram

Hypotheses	Hypotheses – Path	Coefficient	t-value	Results
H1: Effect of Religious Beliefs on Attitude	H1: REL → ATT	0.39	14.27**	Supported
H2: Effect of Orientation to work on Attitude	H2: OTW → ATT	0.64	7.63**	Supported
H3: Effect of Religious Beliefs on Intention to work In resort	H3: REL → INT	0.44	8.56**	Supported
H4: Effect of Orientation to work on Intention to work In resort	H4: OTW → INT	0.50	11.47**	Supported
H5: Effect of Perceived Behavioural Control on Intention to work in resort	H5: PBC → INT	0.79	17.75**	Supported
H6: Effect of Attitude on Intention to work in resort	H6: ATT → INT	0.81	13.30**	Supported
H7: Effect of Perceived Behavioural Control on Attitude	H7: PBC → ATT	0.58	14.95**	Supported

Notes: * $p < 0.05$, ** $p < 0.01$ level
 $C^2/df=2.41$; $GFI=0.91$; $AGFI=0.90$; $CGI=0.93$; $NFI=0.73$; $NNFI=0.78$; $RMSEA=0.056$

Hypothesis 3 posited that the religious beliefs of locals significantly affected their intention to join resort employment. The path coefficient from religious belief to intention to join resort employment was positive and significant, supporting the hypothesis.

Hypothesis 4 posited that orientation to work by locals significantly affected their intention to work in tourist resorts. Evidence showed that the path coefficient from orientation to work to intention was significantly positive, thus supporting the hypothesis.

Hypothesis 5 posited that PBC had a significant effect on intention to work in resorts. The results showed that the path coefficient from perceived behavioural control and intention was positive and significant. Hence, Hypothesis 5 was supported.

Hypothesis 6 posited that the attitude of locals towards resort employment would significantly affect their intention to work in resorts. Examination of the path coefficient showed that attitude to intention was positive and significant, thus supporting Hypothesis 6.

Finally, Hypothesis 7 posited that perceived behavioural control significantly affected attitude towards resort employment. Evidence showed that the path coefficient from perceived behavioural control to attitude was positive and significant. Hence, Hypothesis 7 was supported.

Religious beliefs had a significantly positive effect on attitude, and a significantly positive effect on intention to work in resorts. The remaining two factors, orientation to work and PBC also had a significant direct effect on both attitude and intention to work in resorts. The results proved that religious belief and attitude toward resort

employment and intention to choose resort employment had a significant positive relationship.

The remaining relationships were also significantly positive – orientation to work and attitude, orientation to work and intention to work in resorts, PBC and intention to work in resorts, perceived behavioural control and attitude to work, attitude to work and intention to work in resorts. Thus, all hypotheses were accepted.

Overall, the model fit indices indicated a reasonable fit to the data set, specifically, $\chi^2/df = 2.41$, RMSEA = .056, GFI = .91, AGFI = .90, NNFI = .88, NNFI = .89, CFI = .93. Moreover, overview of the modification indices provided in the LISREL output suggested no major model modifications (Jöreskog, & Sörbom, 1996).

An overview of the strength of standardised path coefficients between latent constructs revealed that there was no high-valued coefficient, which could be indicative of multicollinearity problems (Nunnally, & Bernstein, 1994). A path coefficient is considered high if its value exceeds .90, which also indicates multicollinearity problems (Bollen, 1989). All standardised path coefficients were below .47. In summary, the evidence showed that Hypothesis 1, 2, 3, 4, 5, 6, and 7 were fully supported. The standardised path coefficients in the hypothesised direction were statistically significant at 0.05 and 0.01 levels.

6.8 SUMMARY

Research results presented in this chapter were of a systematic manner. The respondent profile was firstly described, followed by data screening. Model testing was implemented for constructs proposed in the theoretical framework. EFA and

CFA were actioned to examine whether the underlying structure for the construct remained valid. The model was found to fit the data satisfactorily, as showed in the fit indices. Thereafter, the hypothetical relationships proposed in Chapter 3 were examined through SEM analysis.

CHAPTER 7: DISCUSSIONS AND IMPLICATIONS

This chapter extensively discusses the research findings in reference to relevant literature reviews on tourism employment, particularly in relation to local involvement. The Implications of these findings will help theoretically, particularly for Maldivian tourism industry operators, Maldivian Government Policy makers in human resource development, planning and management, tourism planning and development, the education sector and industry operators.

7.1 BELIEFS

Research relating to belief has mainly been conducted in the area of psychology. Previous studies have focused on a diverse range of topics including tourism. However, little research has been conducted in the area of tourism employment in relation to belief. The extensive literature reviews did not generate any such known studies. It is argued that there is always an opinion on the possible outcome before anyone takes action (Holton, 2008).

7.1.1 Religious Belief

Religious belief and its effects have been widely researched within psychological studies but very little has been done in relation to tourism employment. However, religion has been found to be studied in the context of tourism but only in a small number of papers. One such study addressed the needs of tourism religion while on vacation. Felischer and Nitzav (1995); Hoffmann (1994) and Weidenfeld (2006) studied the ethics of the tourism industry but no research was cited on the effects of religious beliefs on intention to work in resorts.

This research employed a comprehensive procedure to develop religious belief measurement scales in context of the intention of Maldivians to work in local resorts. The survey participants indicated their responses through relevant statements. This was to measure the influence of religious beliefs using a 5-point Likert scale, whereby 1 = strongly disagree and 5 = strongly agree. The results showed that Maldivians agree that income from resorts were forbidden (“haraam”), because the mean score for this statement was 3.64. The responses from males and females to this statement differed slightly, while the highest number of males and females gave their answer as ‘3’, which corresponds to “undecided” (31.3% and 42.2% respectively). This indicated the low level of understanding regarding this sensitive issue. An Islamic scholar who visited the Maldives was interviewed on state television – Television Maldives. A question was directed to him having a similar connotation. According to the Islamic Scholar, wages and salaries from activities that are forbidden in Islam, such as serving alcoholic beverages and serving pork dishes etc., would be forbidden to the person who served such drinks or dishes but not for his or her family and others.

These types of statements would definitely hinder locals from joining resort employment. What the scholar didn’t realise was that most Maldivians prefer to work as waiters and room attendants due to the high income it produces, not as salaries and wages but as generous gratuities from tourists. The data also showed that more males (57.2%) than female respondents (48.6%) agreed with the statement, in that income from resorts is forbidden.

The tendency of males to attend more Islamic lectures at mosques could be the reasons for their agreement with the statement, as they have more opportunities to discuss these issues with those with extreme views. The results showed that if more men agreed with this statement then it was very likely that they would not choose resort employment. In addition, they may also object to their children, distant relatives and friends taking jobs in resorts.

Education plays a key role in the development of society. The Society's attitude and outlook on life along with well-being, depends on the level of education attained. Hence, differences between respondents based on their level of education was analysed in the context of the statement "income from resorts is forbidden in Islam". The results are of great interest. In terms of educational level, the number of people rejecting the statement increased with the increase in educational achievements. However, as the population is young and there is a lack of opportunities to complete tertiary education, most that completed Grade 10 and the few completing Grade 11 and 12, joined the workforce. However, an alarming number of respondents within Grade 1 to Grade 12 disagreed with the statement: Grade 1–7 (46.1%), Grade 8–10 (53.8% and Grade 11–12 (49.2%). These results are of great concern. It calls upon the educational sector, in conjunction with the tourism sector, to address this issue, as the implications could be detrimental to the industry. This clearly showed that education could play a key role in acceptance of employment opportunities within the Maldives tourist resorts. Currently, travel and tourism is taught as a subject in secondary schools as an optional subject. However, the high percentage of students accepting that income from tourism is forbidden is alarming.

With regard to respondents of various income levels, they tended to disagree with the statement in that income from resorts is forbidden with little variation. However, within each income bracket, most respondents were indecisive.

The indecisiveness of respondents implied the lack of uncertainty regarding the status of income from resorts in the context of Islam, as to whether it was forbidden in Islam or not. There are several implications of these results for both religious scholars and the industry. An urgent need is identified for clarification regarding income from resorts in the context of Islam. This is much required by the adult population and more importantly, among the young.

The second statement under religious beliefs was “Muslims should not be working in resorts”. The responses to this statement were analysed in relation to sex, age, education and income. Both male and female respondents agreed that Muslims should not be working in resorts (66.2%) and (66.9%) respectively. However, the indecisiveness was also shown for this question– male (26.5%) and female (21.9%). The slight variations indicated the uncertainty regarding resort employment and religious connotations associated with working amongst women. This implies, as stated earlier, the importance of increasing awareness and clear guidance about the status of resort employment within Islam.

In regard to the level of educational achievement and responses to the second statement, the majority across all educational levels agreed that Muslims should not be working in resorts. However, again, the indecisive number of respondents was higher in all educational levels apart from those with a doctoral degree.

This result echoed the need for clear knowledge on resort employment and its application within Islamic teaching. In terms of income, the majority of respondents reported their agreement with the statement that Muslims should not be working in resorts. Again, in all seven income brackets, the percentage of respondents who were indecisive clearly indicated the complexity and sensitivity of this issue within the local community.

The results showed that religious belief had a negative influence on attitude towards resort employment as well as on intention to work within resorts. This is in line with revelations of the focus group discussions as well as the in-depth interviews. Those who are moderate and liberal in their religious outlook on life accommodate tourism and are willing to work in resorts, while those who hold a less liberate and extreme view, are unlikely to work in resorts.

The sensitivity of this issue was clearly displayed within the results. The indecisiveness in responding to the religious belief statements was a clear indication of the lack of understanding or ambiguity regarding the relationship between resort employment and Islam. The most alarming result was the negativity of youngsters towards resort employment. This calls for strategic action to address this backlash felt by locals about resort employment and Islam.

7.2 ORIENTATION TO WORK

With the highest reliability α of 0.84 among all variables, the variable - orientation to work, explained 23.74% of variation within the structural model. It had a positive direct effect on both attitude with a t-value of 7.63 and on intention to work with a t-value of 11.47. The mean values of the four statements used to measure orientation

to work using a Likert scale 1 to 5 (1 = Strongly disagree and 5 = Strongly agree) were:

1) I believe that my closest friends think that I should pursue a career as a resort employee (mean = 2.58);

2) I believe that people who are important to me think that I should pursue a career as a resort employee (mean = 2.56);

3) Resort employment enjoys a positive image among the public (mean = 2.97); and

4) My family has no objection to me working in a resort (mean = 2.95).

The fact that the mean value of the four statements are low is a clear indication that societal acceptance of tourism employment is not at the level it should be, particularly in a country where there are not many job opportunities and the unemployment rate is on the rise along with the cost of living. This is clearly illustrated by growing desperation within the country through increasing antisocial behaviour, increasing violence, robbery and gang violence and most importantly the number of adolescents involved in substance abuse. Despite most job opportunities giving priority to locals, plus that of a strict foreign employment regime, the number of unemployed in the country is increasing rapidly.

The results call for immediate action to reverse the societal acceptance level of employment opportunities within tourist resorts. This could be achieved provided there is will-power and commitment to reap the benefits of tourism for the wider community. This year celebrates forty years of tourism in the Maldives, but the numbers of locals working in resorts is not increasing on comparative terms.

Hence, both the government and industry need to join hands to address this issue in a holistic manner with long-term vision.

7.3 ATTITUDE

Attitude refers to the degree to which a person has a favourable or unfavourable approach to the behaviour intention in question. This investigation showed that the attitude of Maldivians towards resort employment was relatively positive as all statement mean values applied to measure the variable attitude, were 4 and above. Aspects considered by Maldivians when selecting a job are job guarantee, career building and opportunities for climbing the ladder within the organisation hierarchy.

The results also showed that attitude had a direct effect on intention to work in resorts with a *t*-value of 13.30. This clearly supported the posited hypothesis – attitude had a direct effect on intention of locals to work in resorts.

The results have great implications for resort operators. Maldivians seek employment opportunities to ensure career development and career advancement. The entry of international hotel chains into the Maldivian resort market has pushed local resort operators to adopt internationally recognised best practice, to keep abreast of new entrants. Those resorts having correct organisational management structures and the necessary tools for training and staff development opportunities do not lack interest from locals. These organizations include international brands such as Four Seasons, Banyan Tree, One and Only, Hilton, Conrad, World of Astoria and Holiday Inn. This, in turn, calls for training of locals to enable them to meet the employment criteria of these chains, therefore qualifying for jobs in resorts operated by those brands.

It also underlines the need for improvement of the educational system, upgrading the curriculum of tourism and hospitality management institutes to meet industry requirements, rather than operating in isolation. Industry operators need to be involved in the operation of tourism and hospitality institutes and close cooperation needs to be established. Industry acceptance of trainees will pave the way to increase local participation in the resort labour market.

7.4 PERCEIVED BEHAVIOURAL CONTROL

The study results showed that PBC with a reliability of α (0.70) was the lowest in relation to other factors. For orientation to work it was 0.84, religion 0.77 and attitude 0.74. In the proposed model, PBC was posited as a direct predictor of intention and attitude. These results supported Hypothesis 5 and 7. Because this was a novel study on resort employment no precedent study was available to confirm or reject the results.

Maldivians may see resorts as somewhere for people having limited or no suitable qualifications to do any other job. In reality, it is completely the opposite. Tourism is a very diverse industry, generating a wide variety of jobs requiring people with almost no skills, to highly skilled and professional staff. For example, tourist resorts in the Maldives can be compared to a small city where tourists and staff reside, with support services for both locals and tourists being produced on site. Hence, jobs created in these resorts are diverse. These jobs range from beach cleaners to highly skilled professional management staff, food and beverage services as well as entertainment and recreational activities. Therefore, local understanding of the caliber of staff working in these resorts may not be accurate.

This is due to the failure of both Government and industry operators in giving accurate information regarding the industry and deserving recognition to locals who have achieved enormous success within the Maldives resorts.

This has several implications for industry operators, national tourism organisations and national education agencies, as well as tourism promoters. The Maldives spends millions of dollars in promoting the Maldives abroad, while little effort is made to promote the industry internally. If employment opportunities available to locals were well-communicated to potential local employees, then the findings of this study in relation to orientation to work would have been different. The results of this study call for urgent attention from policy-makers both at national and industry level and action required to reverse the public outlook on resort employment.

7.5 MEASUREMENT OF STRUCTURAL RELATIONS

7.5.1 Effects of Belief on Attitude and Intention

From the examination of extensive literature reviews, no studies were found that examined the relationship between religious beliefs and attitude to work and religious beliefs and intention to work in resorts. Hence, this study structurally tested these relationships based on a model derived from TPB. The results could not be verified due to lack of comparable studies in confirming or rejecting the findings.

The following four instruments were used to investigate effects of the religious belief on attitude to work in resorts and their intention to work in resorts in the final model. They were measured using a 5 point Liker scale whereby 1 = Strongly disagree and 5 = Strongly agree.

- Earnings from resort employment is “haraam” forbidden (mean = 3.64)
- Muslims should not be working in tourist resorts. (mean = 3.81)
- Muslims should not be utilising earnings from resort activities. (mean = 3.67)
- I believe that working in resorts is not suitable for Muslims. (mean = 3.54)

The mean value of all instruments was more than 3. This indicated that locals could be categorised into the bipolar dimensions of “rejectionists” nor “accommodationists”. Thus, the author calls for further investigation to understand the effect of locals’ religious beliefs (Islamic doctrines) on attitude and intention towards resort employment in the Maldives.

7.5.2 Effects of Orientation to Work on Attitude and Intention

The importance of orientation towards work by employees gained attention from researchers recently. A few studies have attempted to identify the orientation towards work by employees, one being undertaken by Wrzesniewski in 2003. The orientation to work by the employee is the effect on attitude and their behaviour towards work from interplay between the individual and work (Scroggins, 2008). The researcher matched the employee orientation to work with career paths or jobs that befitted the orientation. However, these studies were not based upon resort employment but more on the commercial business and public sector.

This thesis tested the relationships in a structural model on the intention to work in resorts in the Maldives. It was found that the orientation towards work of Maldivians had a positive effect on their attitude towards resort employment and also on their intention to work in resorts.

Based on these results, it could be concluded that employees have a career orientation towards work and seek advancement within the organisation to attain influential positions, prestige and higher compensation. They work for value rewards through increased compensation, which facilitates self-esteem and makes them believe in their success. Those resorts with professional HRM practices have career orientation as part of their management systems. Employees are guided through their career path and are informed of career advancement opportunities. The number of Maldivians working in these resorts is comparatively higher than those who do not have such aspects in their management regime. Due to the absence of any previous studies on orientation towards resort employment, there is no precedence to conform to, or to reject the findings discussed in this paragraph. However, wherever possible, similarities and differences between this study and other research are highlighted.

7.5.3 Effect of PBC on Attitude and Intention

The results showed that PBC had a positive effect on attitude towards resort employment and on intention to work in resorts. Thus, the posited hypotheses on the relationship between PBC and attitude towards resort employment and between PBC and intention to work in resorts are supported. PBC added significantly to the prediction of the intention to work in resorts by Maldivians. Although no investigation was sighted in lengthy literature reviews on the use of PBC in predicting intention to work in resorts, PBC has been found to be very good for explaining intention. In fact, it was found to be as good as attitude in health-related behavioural studies, in relation to the domain of health (Godin & Gerjo, 1996). PBC is found to account for considerable variance in intentions (Ajzen, 2006).

This PBC investigation accounted for 8.14% of variations. The posited relationship between PBC and attitude towards resort employment and intention to work in resorts were reasonable, holding to be true in this study. Hence, respondents do not see that they are constrained to work in resorts. In fact, they believed that they could easily be successful in working within resorts. This clearly showed that Maldivians were confident of success when working in resorts.

7.5.4 Effects of Attitude on Intention

Increased globalisation and factors of influence, particularly the national culture of employees, have gained significant attention from organisational researchers. According to Armitage and Conner (2001), the relationship between attitude and intention have been widely investigated by applying TRA and TPB in a diverse range of research fields, finding a strong relationship between these two constructs. However, the examination of tourism literature indicated that the primary focus was on the attitude of locals towards tourism development. This resulted in only limited investigations into the attitude of locals towards tourism generated employment opportunities. This study found that the attitude of locals towards resort employment was important in predicting the intention of locals to work within resorts. The locals' religious beliefs on resort employment has a positive effect on their attitude towards resort employment and attitude showed a positive effect on locals' intention to work in resorts.

7.5.5 Summary of Findings

	Hypothesis	Results
H 1	<i>Islamic extremism (negativity) of locals is directly linked to their intention to work in resorts.</i>	Supported
H 2	<i>Positive orientation towards resort employment by the locals is directly linked to their intention to work in resorts</i>	Supported
H 3	<i>Islamic extremism (negativity) of locals is directly linked to their attitude to work in resorts.</i>	Supported
H 4	<i>Positive orientation towards resort employment by the locals is directly linked to their intention to work in resorts.</i>	Supported
H 5	<i>Positive perceived behavioral control by the locals is directly linked to their intention to work in resorts</i>	Supported
H 6	<i>Positive attitude towards resort employment by the locals is directly linked to their intention to work in resorts</i>	Supported
H 7	<i>Positive perceived behavioral control towards resort employment by the locals is directly linked to their attitude towards resort employment</i>	Supported

7.6 THEORETICAL IMPLICATIONS

Several salient implications could be derived from the results of this investigation. At macro level, religious belief, orientation to work, PBC and attitude, are most important factors influencing intention to work in resorts. Media campaigns, workshops, seminars, print and electronic media, the World Wide Web and social media, could be utilised by various responsible agencies to influence the public outlook on resorts.

The introduction of religious beliefs to the TPB model had significant implications. It was able to examine the effects of religious beliefs on the intention of locals to work within tourist resorts particularly in countries, regions or at local level where a particular belief system is the foundation of societal norms, values and beliefs. The extension of the TPB model through introducing the variable (belief) assisted the identification of impacts of religious beliefs on the intention of locals to work in resorts and its predictability of intentions to work in resorts. This resulted in a percentage of 14.62%. Special attention is required to be given to religious beliefs.

The positive effect of this variable on attitude towards work in resorts and on intention to work in resorts has great implications. This investigation utilised Islam as the religion, as it is imperative that religion plays a key role. Investigation of interaction of religion and tourism could illuminate many topics of interest within tourism economics (Scott & Jafari, 2010). Tourism development and expansion is quite often justified by politicians and developers as powerful generators of employment for locals, critical for alleviating poverty in poor regions and crucial from the policy and industry perspective. Potential areas of interest include social development, national, regional and rural development. These areas would facilitate the conceptual and theoretical foundation of tourism to be better understood in countries such as the Maldives.

The effect of orientation to work explained the highest percentage of variance in this investigation. It is a crucial factor as it depicts the public view on resort employment.

7.7 PRACTICAL IMPLICATIONS

The results of this investigation gave a clear insight to relevant national government agencies and industry operators to plan strategically various activities to increase the level of intention of locals to work in resorts. This is recommended because it is easier to link strategic activities to target the four specific areas: 1) religious beliefs of locals regarding resort employment; 2) their orientation to work; 3) perceived behavioural control; 4) their attitude towards resort employment and lastly, factors that affect their intention to work in resorts.

At a time, when both resort management and government institutions are focusing on education and training of locals to equip them with skills to work in resorts, it is advisable that they understand the underlying dimensions of locals' intention to work in resorts. Furthermore, Maldivian resort operators can build this into their organisational management structure. That is, attributes that locals seek at reasonable cost to increase their intention to work within resorts. Hiring of foreign employees and increase in labour turnover exerts enormous pressure on resorts. The increase in Bangladeshi employees is a good example in the Maldivian context. Therefore, in comparison, the development of recruitment campaigns, HR development and management tools, will only have limited resource/cost implications.

The religious belief set of locals appears to have a positive effect on both attitude and intention of locals to work in resorts. This is more visible among the young population who are studying at secondary level. These people will be entering the labour market in the near future. Hence, a strategic action plan is recommended to address the negative connotations associated with resort employment from a religious perspective along with a nationwide campaign to attract locals to resort employment. The high level of uncertainty regarding resort employment in the context of religion is of great concern. The level of public understating of Islam and resort jobs is alarmingly minimal. As this is a very sensitive issue within a 100% Muslim nation, activities to increase the understanding of the relationship between religion and resort employment must be implemented strategically. This is because the likelihood of worsening the situation and creation of public antagonism is quite likely, particularly at a time when changes in the society are occurring rapidly.

While job security, career advancement and job promotion are important aspects of HRM, locals require a strategically targeted campaign to clarify the ambiguities and doubts regarding resort employment in the context of Islamic teaching. Religious scholars and religious teaching institutions need to clearly state the status of salaries and wages in the context of Islam.

Resort HR managers should work closely with employees to help plan their careers. Resort management needs to be more flexible, providing movement through the organisation to increase the likelihood that individual employees can form a career progression path that is attractive to them. Very often, resort employees, for example waiters, have to move into management positions in order to progress to a higher level. This is the traditional mobility path. Resort management should consider adopting the more modern HRM principles in allowing waiters to have a progressive career path to reach higher-level positions. This would allow them to feel successful, without having to change profession. Similarly, resort managers need to use job redesign to create meaningful work for resort staff whereby greater skills and talents are required. This would allow increased levels of autonomy therefore allowing resort staff to experience work that is more meaningful.

Resorts should run open day programs for neighbouring island communities, particularly for school children and parents, to help change their attitudes regarding resort employment. Educational tours and weekend visits should also be organised by resorts in collaboration with secondary schools and tertiary institutions. A strategic action plan, to include both awareness and resort employment promotion campaigns should be implemented for the long-term basis.

Both print and electronic media require utilising to run this campaign. Social media such as Facebook, Twitter and other such internet-based tools should be adopted to run campaigns, targeting the younger population in particular. Television programmes should be telecast using successful employees as raw models. Their way of life and achievements within resorts need to be exposed to the public as part of the campaign.

Education and training is vital to increase the employability of locals in the increasing up-market resorts, especially those managed by international firms. Locals require training and to be tuned into the management philosophies of those internationally acclaimed brands. It calls for an overhaul of the current Faculty of Hospitality of Tourism Studies, now under the umbrella of the recently established Maldives National University. Professional academics with international exposure should be recruited; the facility requires total refurbishment to a standard on par with the ultimate luxury resorts being developed.

The industry and national government need to build a closer partnership and work sincerely to balance tourism development within the country and its religion. The recent increase in Islamic fundamentalism and the changes in the attire of locals require addressing rather than kept silent in the fear of losing political advantage. This needs to be done for the sake of the nation, as the major generator of employment in the Maldives is tourism. Should people not want to work within the tourism industry unemployment will increase creating greater challenges, which will not be easy to overcome.

Based on the results of the study it is recommended to undertake the following actions to educate the public on Islam and resort employment.

- Conduct regular awareness programs about resort employment within the regular Islamic teaching.
- Undertake in-depth studies about the local's understanding about the relationship between resort employment and Islam.
- Run regular programs for secondary school children on Islam and tourism.
- Public Address by influential Islamic scholars on working at various jobs in resorts and the status of earnings from these jobs in the Islamic doctrine.
- To refrain from using tourism industry as a tool for political gain.
- Conduct regular visits to resorts for parents and secondary school children to experience directly the working environment in resorts.
- Conduct television and radio programs portraying successful local resort employees and their family life regularly.
- Introduce localisation policy at middle and senior management level jobs.
- Introduce apprenticeship programs.
- Introduce minimum wage in the country through labour law.

The findings of this study will be of great value to tourist destinations and regions with some of the characteristics similar to the Maldives, particularly 100% Muslim countries such as Saudi Arabia and others. The results will be of great value in countries with strong religious belief system as religion plays a key role in the socio-economic and political lives of the society (Von Der Mehden, 1980). The impact of Buddhism in the development of nations such as Burma, Thailand and Indonesia and

the impact of Islam in countries in the Middle East, Malaysia and Indonesia are some of the examples.

Island microstates in the Pacific, Caribbean, and in the Indian Ocean could also gain valuable insight as most of these nations heavily rely on tourism for their economic development and foreign workers are hired to work in the tourism sector to a great extent. Hence, the findings could be of great value to them too. Saudi Arabia heavily relies on foreign labour to fill vacancies in their tourism and industry. Governments of these countries need to give attention on changing attitudes and values in the populace to pave way for the development of the tourism industry.

7.8 SUMMARY

This chapter covered extensive discussions based on the results of the investigation and its implications. The results for each variable were discussed with variations across gender, income and other relevant dimensions. Following these discussions, the effects of each variable were elaborated upon showing necessary implications. The chapter concluded outlining the implications for both the theoretical and practical front. Recommendations and solutions were proposed to increase local participation within the resort labour market of the Maldives at national and industrial levels.

CHAPTER 8: CONCLUSIONS

This chapter concludes the entire study. It starts with a synopsis of the study after which major findings are presented. This is followed by the achievements of objectives of the study. Limitations and opportunities for future research are presented.

8.1 SYNOPSIS OF THE STUDY

The research question that directed this thesis was “what are the reasons for the low levels of local participation in the Maldivian resort labour market?” The Maldives is an Island Microstates with limited resources and employment opportunities. Therefore, the low level of local participation in the resort labour market is cause for great concern. The reasons for concern are that it may adversely affect national economic development because tourism is the main industry of the country. Furthermore, unemployment is quite high and is on the increase. Hence, it is imperative to investigate the reasons for the low levels of local participation. In this context, an explanation of the ‘why’ question was sought through developing and empirically testing a structural model to explain the intentions of locals to work in Maldivian resorts and its interrelationship with key behavioural constructs which were adjusted to incorporate the unique features of Maldivian resorts. The behavioural constructs consisted of religious beliefs, orientation to work, perceived behavioural control and attitude towards resort employment. The model was developed based upon extensive literature reviews. A telephone survey directed at landline phones in Malé was conducted. This produced the data required to enable the investigation to be implemented.

Literature reviews revealed substantial studies regarding tourism employment, but were mostly applied to locals, their potential and their participation rate within the tourism industry. Only a limited number of studies were conducted that highlighted the perception by locals towards career development within the tourism sector (Roney & Öztin, (2007). Several researchers have also studied the perceptions of secondary or high school students towards employment within the tourism industry (Ross, 1994; Getz, 1994; Airey & Frontistis, 1997; Cothran & Combrink, 1999) and others have studied the perception of undergraduate tourism and hospitality management students (Casado, 1992; Barron & Maxwell, 1993; Jenkins, 2001). Very few have focused on factors that hamper locals from working in the tourism industry (Shakeela, 2010). Previous tourism employment studies have focused on the characteristics of tourism employment and are widely documented including perception of tourism employment, image of tourism careers and motivational factors to work in the tourism industry. Tourism literature lacks comprehensive information regarding the intention of locals to work within tourism. This may be because there is no scale to measure the constraining factors. However, the intention of this investigation was to investigate how the hampering factors were perceived and how locals link them to their intention to work in resorts. Tourism employment is commonly studied in the western context. The tourism industry in the Maldives is unique as all resorts are enclaves. As tourists, employees are segregated from their communities and forced to live on an uninhabited island with their clients.

Religious belief is considered a critical factor, among other interrelated influences, that determines the behaviour of Maldivians as their religion, Islam, is the apex of their belief system. It is the internal belief system of Maldivian people and therefore

their way of life. A belief system is a psychological and spiritual construct. The whole belief system is based on this construct. The use of religious belief as a construct within this research has created a novel study in the investigation of the intention of locals to work in the tourism industry. The complexity of religious belief as a research construct could be the reason for research in this area having been avoided thus far. Despite the lack of comprehensive information regarding the intention of locals to work in resorts, the aim of this thesis was to show how constraining factors were perceived by locals and how they linked them to their intentions to work in resorts. Hence, this research has invaluable implications for both academia and the industry.

Although behavioural intention studies have been conducted to incorporate factors such as societal norms, perceived behavioural control and attitude towards tourism employment, religious belief has not been explored by tourism researchers. The effect it has upon the attitude of locals towards resort employment and their intention to work is a novelty. The findings of this thesis will therefore be a critical milestone in terms of not only academic purport, but also to industry operators, national tourism organisations, national educational agencies, educational institutions, tourism and hospitality education, religious scholars vested with responsibility to provide employment opportunities for the young generation, as well as sustainable development of the nation.

This study investigated the possible effects of religious beliefs on attitude towards resort employment and intention to work in resorts and examined the effects of orientation to work on the attitude towards resort employment and the intention to

work in resorts. The effect of perceived behavioural control on attitude towards resort employment and intention to work in resorts was also scrutinised. The effect of these factors on the intention of locals to work in resorts will provide vital information in developing strategies to specifically address this issue and to attract locals to tourist resort work. Leading on from the extensive literature review, a structural model was proposed, illustrating the interrelationships among constructs being studied. The proposed model hypothesised religious beliefs as affecting both attitude and intention to work in resorts. Orientation to work was hypothesised as having an effect on both attitude and intention to work in resorts, and perceived behavioural control was posited to affect the intention to work in resorts by individuals.

8.2 REITERATION OF FINDINGS

This thesis investigated the intentions of Maldivians to work within tourist resorts of the Maldives. It adopted the theory of planned behaviour model, tailor-made to incorporate characteristics of the Maldivian people specifically because of them being 100% Sunni Muslims. The five factors of the model were religious belief, orientation to work, perceived behavioural control, attitude towards resort employment and intention to work in resorts. They were supported by exploratory factor analysis and confirmed by confirmatory factor analysis, proving statistically valid and reliable (Tabachnick & Fidell, 2006). Major findings of the study are recapitulated in the following paragraphs.

The positive effect of religious belief is a significant finding of this study. As this is a sensitive issue, it is not as widely discussed, as it should be. The Maldivian Government and the industry should clearly explain the ruling in Islam regarding

working in tourist resorts. The majority of research respondents were indecisive regarding statements under the religious belief variable, making it clear that they had doubts and were not sure on this issue. Hence, if the government and industry want to attract more locals to resort employment, the industry should strive to meet the gap in public knowledge regarding religion and work.

Orientation to work reflected the level of societal acceptance of resort employment and how the public perceive resort employment. Industry operators need to create a more positive outlook regarding resort employment amongst the public. The competitiveness of resort employment within the labour market requires increasing, as those jobs need to attract locals. Tourism employment is historically perceived as unfavourable by the public. Since the entry of international brands into the Maldivian tourism industry, the image of resort employment has been received by the public more favourably. This should be sustained and enhanced with more resorts introducing management philosophies similar to those of international brands. This study suggests adopting correct organisational and human resource management principles that fit the Maldivian context.

The results indicated that perceived behavioural control had a positive effect on both attitude and intention to work in resorts. More respondents perceived that they had control over their career advancements once they joined the industry. However, according to the results of this study, the profile of the resort employee is not highly regarded by the public. They are seen more as dropouts from high school and those who are unable to get jobs elsewhere. Therefore, employees, the industry and

national level bodies need to join hands to reverse the negative connotations associated with the industry by the population.

The results of this study revealed that the attitude of Maldivians towards resort employment positively influenced their intention to work within tourist resorts. Perceived behavioural control and orientation to work had a positive effect on attitude, religious belief had a positive influence on both attitude towards resort employment and intentions to work in resorts. This clearly showed that public attitude towards resort employment was not so bad in general. However, the influence of religion played a key role in keeping locals away from joining the resort labour market. For this reason, resort owners, operators, industry associations, government authorities (especially religious institutions), and educational institutes should collaborate and implement a strategic marketing and promotional campaign of resort employment opportunities.

8.3 ACHIEVEMENT OF STUDY OBJECTIVES

The objectives of this study were stated in Chapter 1. They are reiterated in this subsection in light of research findings, ensuring that the set objectives of the study were achieved.

The first objective was to present a comprehensive conceptual model, capturing the influence of religious beliefs, orientation to work and perceived behavioural control on the intention of locals to work in resorts. This research identified a five variable integrated model to capture the influence of the above-mentioned factors on the intentions of Maldivians to work in resorts. Statistical analysis showed that this

model was reliable and valid for the proposed investigation. Hence, the first objective was fully achieved.

The second objective was to identify the underlying structure of the attitude of Maldivians towards resort employment. This thesis disclosed a four variable underlying structure, those being religious beliefs, orientation to work and their perceived behavioural control. This structure was identified through exploratory factor analysis. The investigation revealed that orientation to work and perceived behavioural control had a positive effect on the attitude of Maldivians towards resort employment, and the religious belief had a positive influence on their attitude towards resort employment. Thus, the second objective was achieved.

The third objective was to identify perceived difficulties by locals to working in resorts. Structural equation modelling results revealed that their main difficulty was due to religious beliefs. Religious belief had a significantly positive effect on the attitude of locals towards resort employment. The results shows that the main difficulty faced by locals was to comprehend and mentally resolve the conflict between their religious beliefs and resort employment. The third objective was therefore achieved.

The fourth objective was to test the following seven hypothesised relationships.

Hypothesis 1: Religious beliefs of locals significantly affected their attitude towards resort employment. The results illustrated that the religious beliefs of Maldivians had a positive effect on the attitude of locals towards resort employment.

Hypothesis 2: Orientation to work by locals significantly affected their attitude towards resort employment. The analysis showed that local orientation to work had a positive effect on their attitude towards resort employment.

Hypothesis 3: Religious beliefs of locals significantly affected their intentions to work in resorts. According to the study results, the religious beliefs of Maldivians had a positive effect on their intentions to work in resorts.

Hypothesis 4: Orientation to work by locals significantly affected their intention to work in tourist resorts. The results of the thesis showed that the orientation to work by locals had a positive effect on their intentions to work in tourist resorts within their country.

Hypothesis 5: Perceived behavioural control had a significant effect on intention to work in resorts. The results showed that perceived behavioural control had a positive effect on the intention to work in resorts.

Hypothesis 6: The attitude of locals towards resort employment would significantly affect their intention to work in resorts. This study revealed that the attitude of locals towards resort employment had a positive effect on their intention to work in resorts.

Hypothesis 7: Perceived behavioural control significantly affected attitudes towards resort employment. The results revealed that perceived behavioural control had a positive effect on the attitude of Maldivians towards resort employment. As all relationships were answered, the fourth objective was achieved.

The final objective was to suggest strategies for policy-makers and industrial practitioners to increase local participation within the resort labour market. A set of strategic directions are identified based on the results of this study. Thus this

objective was achieved. It is concluded that the set purpose and the objectives of the study were achieved satisfactorily.

8.4 LIMITATIONS AND OPPORTUNITIES FOR FUTURE RESEARCH

Several limitations were observed within this investigation covering the questionnaire design, data collection and methodology. These limitations were discussed, generating recommendations for any future study.

This investigation began by questioning the roles of religious beliefs, orientation to work, perceived behavioural control and attitude, in relation to the work intentions within Maldivian resorts, using theory of planned behaviour as the theoretical orientation. This thesis posited and tested theoretical explanations for the purpose of a questionnaire developed on grounded theory. (Ajzen, 1991). Several limitations were acknowledged relating to the research instrument, its administration, the role of telephone interviewers as well as those who participated in the investigation, of which are outlined below.

8.4.1 Duration of the interview

The telephone interview was too long. Every effort was made to keep the questionnaire to 20 minutes as suggested to being appropriate by former researchers. However, telephone interview sometimes extended 20 minutes because of the status of mind of the interviewee. Even though it is stated as a drawback, omission of the questions would have seriously compromised the research.

8.4.2 Interview Time

A certain time of day was allocated for the phone calls therefore certain people may have been omitted from the interview. For example, those who were regularly not at

home at the time of the interview may have had a different point of view. This could be overcome by conducting the interview at various times during the morning, afternoon or evening.

8.4.3 Decision-Maker on Choice of Employment

Some parents make decisions for their children totally on their own choice of employment. The failure to include a question from this perspective was a major weakness of this study as the interviewee and view of their parents may have differed. Therefore, at the point of strategic campaign planning, there may be an issue on the preparation to target particular family members. The message to them has to be different to that of the respondent, as parents, friends and relatives play a different role in decision-making. This could easily be overcome by the inclusion of a question on this subject, requesting contact details of the person who makes decisions for the interviewee and to conduct an interview with that person too.

8.4.4 Selection of One City

This is one limitation that should be addressed in future studies. Residents of Malé may have a different outlook as the area surrounding the capital is saturated with resorts, while in the Addu City area only one resort is developed. It is important that both cities should be further investigated to enable the model to be tested and refined so that specific recommendations could be made based on the findings of both communities.

8.4.5 One Time Telephone Interview

This investigation not being longitudinal is a limitation in itself. Hence, the results should be treated cautiously. Should the research have been conducted two or three times or more over 12 months, it would have provided a better understanding of the

intentions of locals to work in resorts. This was not possible due to this study being part of an academic exercise with strict financial and time limitations. Therefore, it is strongly recommended that future studies be longitudinal.

8.4.6 Motive of Interviewees

The motives of interviewees were unknown. Respondents may have given answers to make a good impression or to respond according to how they assumed the interviewer would want. Therefore, this could be a weakness, but to avoid these answers the interviewer limited their conversation by trying not to exert any influence. This was a weakness across all methods.

8.4.7 Novel Study

The conceptualisation and measurement of the constructs to investigate the effect on intention to work in a resort is a novel study. Future research is required to increase the understanding of the model and to identify additional variables that have an impact on the intention to work in resorts. The current investigation presented here is envisaged to assist Government organisations and resort operators in understanding the factors that influence the intention of locals to work in resorts. It is a challenge for researchers in this field to expand the horizon of resort employment research within the domain of intentions to work in resorts, through the expansion of this model.

8.5 CONCLUSIVE REMARKS

International tourism is expanding rapidly within Island Micorstates. One of the economic benefits associated with tourism is its capacity to generate employment. However, those benefits will reach the local population only if locals are prepared to take these opportunities. It is essential that the national government and industry

operators prepare local people to take those jobs. Professional human resource management and best practice along with competitive remuneration and working conditions are prerequisites in attracting locals into the tourism sector. If unemployment increases with the expansion of the industry and foreign labour participation also increases, it will create antagonism towards the industry therefore questioning its sustainability. Any conflict between the religious belief system of locals and tourism industry practice should be rapidly addressed.

Similarly, the attitude of locals and of society should receive the tourism industry with open arms, wanting to be part of the tourism sector and to earn the benefits from the industry.

This thesis proposed to develop a comprehensive model to investigate the low levels of local participation within tourist resorts of the Maldives. It is a novel study which addressed a gap in existing literature on tourism employment within a 100% Muslim country, where tourism being the main economic activity, contributes more than 30% of gross domestic product. Five behavioural constructs were integrated in the proposed model. Religious belief, orientation to work, perceived behavioural control, attitude towards resort employment and intention to work in resorts were selected as exogenous variables. Attitude towards resort employment was selected as a mediating endogenous variable between the three exogenous variables and intention to work in resorts. Structural relationships were hypothesised between the constructs based on extensive literature reviews. The structural model was tested using structural equation modelling and results revealed satisfactory data fit explaining 66.69% of variations of the intention of locals to work in Maldivian

tourist resorts. Hence, the final model of this study could definitely be adopted for future research into the intention of locals to work in tourism industry.

APPENDICES

Appendix 1: Preliminary Questionnaire, Draft 1



**School of Hotel and Tourism Management
The Hong Kong Polytechnic University
Hung Hom, Hong Kong**

Dear sir/madam,

Re: Human Resources in Maldives Tourism & Hospitality Industry Survey, 2007

As part of my studies for a doctoral degree at The Hong Kong Polytechnic University in Hong Kong, I am undertaking a research project to understand the local's perspective regarding the low level of local involvement in the Maldivian resort labour market.

Human resource issues in the Maldivian resort labour market has been of great interest to me since I joined the tourism sector in 1985 and particularly the issue of the low level of local participation in the resort labour market. I am carrying out this study with strong belief that the research findings will benefit human resource planners/managers at industry as well as at national level. Therefore, I would like to request you to participate in this survey as your participation is vital for this project to be successful.

I assure you that the information gathered is **strictly confidential** and results will only be **produced in aggregate** form.

If you need any further information, please contact me at

Address: c/o The HK PolyU, SHTM, Room 102, New East Ocean Centre, 9 Science Museum Road, TST East, Kowloon, Hong Kong.

Phone: +852 6890 , Facsimile: +852 2362 9362, e-mail: Ahmed.Salih@

Thank you.

Yours sincerely

Ahmed Salih
PhD Candidate

Supervisor: Assistant Professor, Dr. Thomas Bauer

Signature:

Section A – Attitudes towards Resort Employment
This section deals with your attitude towards resort employment

2. Please indicate your level of agreement or disagreement with the following statements. *(Please tick (✓) one for each statement)* (Career potential of resort jobs - Staw et al., 1986)

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
5	4	3	2	1			
			5	4	3	2	1
a.	Resort employment provides opportunities to travel	#	#	#	#	#	#
b.	Resort employment provides opportunities to meet with different people	#	#	#	#	#	#
c.	Resort employment provides opportunities to learn foreign languages	#	#	#	#	#	#
d.	Salary scale in resort are reasonable	#	#	#	#	#	#
e.	Resort jobs require long hours of work	#	#	#	#	#	#
f.	Resort employment are of low status	#	#	#	#	#	#
g.	Resort employment are suitable for young people	#	#	#	#	#	#
h.	Resort employment are suitable for students during their School holidays	#	#	#	#	#	#
i.	Resort employment are suitable for women	#	#	#	#	#	#
j.	Resort employees earns lots of money as tips from Tourists	#	#	#	#	#	#
k.	Resort employees earn a lot of money to earn	#	#	#	#	#	#
l.	Entrepreneurial skills to start their own business	#	#	#	#	#	#
m.	Majority of the people working in the resorts are:						
	1. young	#	#	#	#	#	#
	2. unmarried	#	#	#	#	#	#
	3. less educated than workers in other industries	#	#	#	#	#	#
	4. not taking resort employment as a career	#	#	#	#	#	#
	5. living in an attractive environment	#	#	#	#	#	#

3. Please answer this question if you are currently working in a resort.

Please indicate your preference for the following in relation to resort employment. *(Please tick (✓) one for each attribute)* (Job Satisfaction - Staw et al., 1986)

Like it very much	Like it	Neutral	Dislike	Dislike it very much			
5	4	3	2	1			
			5	4	3	2	1
a.	Working hours	#	#	#	#	#	#
b.	Amount of tension and stress	#	#	#	#	#	#
c.	Income	#	#	#	#	#	#
d.	Degree to which the work involves interests	#	#	#	#	#	#
e.	General convenience for the family	#	#	#	#	#	#
f.	Amount of leisure time	#	#	#	#	#	#
g.	Opportunity for advancement	#	#	#	#	#	#
h.	Nature of supervision	#	#	#	#	#	#
i.	Meeting and being with people	#	#	#	#	#	#
j.	Supervision of others	#	#	#	#	#	#
k.	Use of skills and abilities	#	#	#	#	#	#
l.	Respect that others give to the job	#	#	#	#	#	#
m.	Freedom to develop ideas	#	#	#	#	#	#
n.	Security of the job	#	#	#	#	#	#
o.	Opportunity to develop your own special abilities	#	#	#	#	#	#
p.	All in all, how satisfied are you with your current job	#	#	#	#	#	#

4. Would you take the job again? *(Please tick (✓) one)*
- | | | | |
|---|-------|------|--|
| a. Definitely would take the same job | # Yes | # No | |
| b. I definitely would not take the same job | # Yes | # No | |

Section B – Attitudes towards Women’s Employment and Men’s Involvement in Household Tasks
This section deals with your attitude towards women employment (Scott & Duncombe, 1992).

5. Please indicate your level of agreement or disagreement with the following statements. *(Please tick (✓) one for each statement)*

	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
	5	4	3	2	1
a. A working mother can establish just as warm and secure relationship with her children as a mother who does not work.	#	#	#	#	#
b. A pre-school child is likely to suffer if his or her mother works.	#	#	#	#	#
c. Family life suffers if a woman goes out to work.	#	#	#	#	#
d. Work is alright, but what a woman really wants is a home and family.	#	#	#	#	#
e. A man’s job is to earn money, a woman’s job is to look after the home and family.	#	#	#	#	#
f. A woman and her family will all be happier if she goes out to work.	#	#	#	#	#
g. Being a housewife is just as fulfilling as working for pay.	#	#	#	#	#
h. Men ought to do a larger share of household work than they do now.	#	#	#	#	#
i. Men ought to do a larger share of childcare than they do now.	#	#	#	#	#

Section B – Beliefs about Resort Employment.
This section deals with your beliefs about employment (Scott & Duncombe, 1992; Kolvereid, 1996).

6. Please indicate your level of agreement or disagreement with the following statements. *(Please tick (✓) one for each statement)*

	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
	5	4	3	2	1
a. I believe that working in tourist resorts is not suitable for Muslims	#	#	#	#	#
b. I believe that my closest family think that I should not pursue a career as resort employee.	#	#	#	#	#
c. I believe that my closest friends think that I should pursue a career as resort employee.	#	#	#	#	#
d. I believe that people who are important to me think that I should not pursue a career as resort employee.	#	#	#	#	#
e. I believe that people who are important to me think that I should pursue a career as resort employee.	#	#	#	#	#
f. If I become a resort employee, the chances of success would be very low	#	#	#	#	#
g. For me, being a resort employee would be very easy	#	#	#	#	#
h. For me, being a resort employee	#	#	#	#	#

	would very difficult	#	#	#	#	#
i.	If I wanted to, I could easily pursue a career as a resort employee	#	#	#	#	#
j.	As a resort employee, I would have absolute control over my work related decisions	#	#	#	#	#
k.	The number of events outside my control which could prevent me from being a resort employee are minimal	#	#	#	#	#
l.	If I become a resort employee, the chances of success would be very low	#	#	#	#	#
m.	I care very much about what my closest family think when I decide whether or not to pursue a career in a resort?	#	#	#	#	#
n.	I care very much about what my closest friends think when I decide whether or not to pursue a career in a resort?	#	#	#	#	#
o.	I care very much about what people who are important to me think when I decide whether or not to pursue a career in a resort?	#	#	#	#	#

Section C – Reasons of Preference for Foreign Employee Recruitment.
This section deals with your beliefs about reasons for resort operators’ preference of foreign employees rather than locals. (Castley, 2005).

7. Please indicate your level of agreement or disagreement with the following statements. *(Please tick (✓) one for each statement)*

	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
	5	4	3	2	1
a.	Foreign employees have more theoretical knowledge	#	#	#	#
b.	Foreign employees have more practical knowledge	#	#	#	#
c.	Foreign employees are more productive	#	#	#	#
d.	Foreign employees are more reliable	#	#	#	#
e.	Foreign employees follow instructions better	#	#	#	#
f.	Foreign employees are easier to recruit	#	#	#	#
g.	The starting salary for foreign employees are low	#	#	#	#
h.	Locals’ education are more too academically oriented	#	#	#	#
i.	Locals have low level of commitment to work	#	#	#	#

Section C – Feelings towards Resort Employment.
This section deals with your feelings about working in tourist resorts (Castley, 2005).

8. Please indicate your level of agreement or disagreement with the following statements. *(Please tick (✓) one for each statement)*

Strongly Agree 5	Agree 4	Neutral 3	Disagree 2		Strongly Disagree 1		
			5	4	3	2	1
a.	Resorts provide many worthwhile employment opportunities for Maldivians		#	#	#	#	#
b.	Jobs in the resorts are low paying		#	#	#	#	#
c.	Locals are willingly accepting jobs in the resorts		#	#	#	#	#
d.	Jobs in the resorts are suitable for my friends		#	#	#	#	#
e.	Jobs in the resorts are suitable for members of my family.		#	#	#	#	#

9. Please indicate your level of preferred area of work. *(Please tick (✓) one for each statement)*

Most Preferred 5	Preferred 4	Neutral 3	Do not prefer 2		Least Preferred 1		
			5	4	3	2	1
a.	Home based		#	#	#	#	#
b.	Teaching		#	#	#	#	#
c.	Administration		#	#	#	#	#
d.	Business and Trade		#	#	#	#	#
e.	Resorts		#	#	#	#	#
f.	Engineering		#	#	#	#	#
g.	Information technology		#	#	#	#	#
h.	Tourism other than resorts		#	#	#	#	#
i.	Government jobs		#	#	#	#	#

Section C – Experiential Aspects of Resort Employment.
This section deals with your experience about working in tourist resorts (Castley, 2005).

10. Please indicate your level of agreement or disagreement with the following statements. *(Please tick (✓) one for each statement)*

Strongly Agree 5	Agree 4	Neutral 3	Disagree 2		Strongly Disagree 1		
			5	4	3	2	1
a.	Resort employment is a career I dislike		#	#	#	#	#
b.	Resort employment is a career that truly represents what I have wanted to do		#	#	#	#	#
c.	If I wanted to, I could easily pursue a career as a resort employee		#	#	#	#	#

11. Please indicate your level of preference with the following jobs in tourist resorts. (Please tick (✓) one for each job)

Highly respectable	Respectable	Neutral	Not respectable	Highly disreputable		
5	4	3	2	1		
24. Which of the following jobs do you see as respectable jobs?						
		5	4	3	2	1
a.	Receptionists	#	#	#	#	#
b.	Porters	#	#	#	#	#
c.	Telephone Operator	#	#	#	#	#
d.	Resort/Hotel Managers	#	#	#	#	#
e.	Guest Relations Officer	#	#	#	#	#
f.	Account clerk	#	#	#	#	#
g.	Cashier	#	#	#	#	#
h.	Waiter	#	#	#	#	#
i.	Cook	#	#	#	#	#
j.	Chef	#	#	#	#	#
k.	Dhoni Captain	#	#	#	#	#
l.	Speed Boat Captain	#	#	#	#	#
m.	Dhoni Crew	#	#	#	#	#
n.	Speed Boat Crew	#	#	#	#	#
o.	Airport Representative	#	#	#	#	#
p.	Tour Guide	#	#	#	#	#
q.	Dive Master	#	#	#	#	#
r.	Water Sports Instructor	#	#	#	#	#
s.	Diving Instructor	#	#	#	#	#

Section C – Orientation towards Resort Employment.
This section deals with your orientation to resort employment (Riley, Ladkin, Szivas, 2002).

12. Please indicate your level of agreement or disagreement with the following statements. (Please tick (✓) one for each statement)

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
5	4	3	2	1		
		5	4	3	2	1
a.	I wanted an interesting job	#	#	#	#	#
b.	I wanted to work in a pleasant surrounding	#	#	#	#	#
c.	I wanted a job in which I could deal with people	#	#	#	#	#
d.	I wanted to achieve a better living standards	#	#	#	#	#
e.	I wanted better working conditions	#	#	#	#	#
f.	I wanted an appropriate income	#	#	#	#	#
g.	I like to try different jobs	#	#	#	#	#
h.	I was attracted by the image of tourism	#	#	#	#	#
i.	I saw tourism as a profitable industry	#	#	#	#	#
j.	Resorts offered good earning opportunities	#	#	#	#	#
k.	I wanted a job that suited by education	#	#	#	#	#
l.	I wanted to leave my previous job	#	#	#	#	#
m.	I wanted to use my language skills	#	#	#	#	#
n.	I did not see prospects in my previous industry	#	#	#	#	#
o.	I earned too little in my previous job	#	#	#	#	#
p.	I saw good business opportunities in tourism	#	#	#	#	#
q.	I wanted to travel more	#	#	#	#	#
r.	I needed extra income to improve my living standard	#	#	#	#	#
s.	I saw tourism as the most profitable industry	#	#	#	#	#

	for a business	#	#	#	#	#
t.	I have good business skills as I thought I could use them well in tourism	#	#	#	#	#
u.	The industry I was working in before was declining	#	#	#	#	#
v.	The first job I happened to be offered was in tourism	#	#	#	#	#
w.	I need extra money quickly	#	#	#	#	#
x.	It was easy to start a business in tourism	#	#	#	#	#
y.	I wanted to establish my own business	#	#	#	#	#
z.	I wanted to accumulate capital for establishing my own business	#	#	#	#	#
aa.	I could not get a job elsewhere	#	#	#	#	#
bb.	I needed a job which did not require any particular qualification	#	#	#	#	#
cc.	My family had a business in tourism	#	#	#	#	#
dd.	I was unemployed and needed a job	#	#	#	#	#
ee.	I wanted a job near to my island	#	#	#	#	#

- 1) Do you think that locals are willing to accept jobs in the tourism and hospitality industry? *(Please Tick (✓) One)*

# ₁	Yes	# ₂	No
----------------	-----	----------------	----
- 2) Would you recommend a job in the tourism and hospitality industry to a friend or a family member? *(Please Tick (✓) One)*

# ₁	Yes	# ₂	No
----------------	-----	----------------	----
- 3) Will you be willing to take a job in the tourism and hospitality industry? *(Please Tick (✓) One)*

# ₁	Yes	# ₂	No
----------------	-----	----------------	----

Section C - Demographic Profile
Finally, we would like to know just a little about you so that we can compare the different views among different people regarding the issues we are examining.

- 4) How long have you been living in this address? *(Please Tick (✓) One)*

# ₁	less than 01 year	# ₂	1 – 3 years	# ₃	4 – 6 years
# ₄	7 – 9 years	# ₅	more than 10 years		
- 5) Gender *(Please Tick (✓) One)*

# ₁	Male	# ₂	Female
----------------	------	----------------	--------
- 6) Marital Status *(Please Tick (✓) One)*

# ₁	Never Married	# ₂	Married	# ₃	Divorced	# ₄	Widowed
----------------	---------------	----------------	---------	----------------	----------	----------------	---------
- 7) How many children do you have?

# ₁	None	# ₂	1	# ₃	2 - 3	# ₄	4 – 5 years
# ₅	more than 05 children						
- 8) Level of Education Achieved *(Please Tick (✓) One)*

# ₁	Pre-Primary	# ₂	Primary (1 - 7)	# ₃	Lower Secondary (8 – 10)
# ₄	Higher Secondary (11 – 12)	# ₅	Diploma	# ₆	Bachelors Degree
# ₇	Masters Degree	# ₈	PhD and above		
- 9) Occupation *(Please Tick (✓) One)*

# ₁	Legislators, senior officials and managers	# ₂	Professionals
# ₃	Technicians and Associate Professionals	# ₄	Clerks
# ₅	Service workers and shop and market sales workers		
# ₆	Skilled Agricultural and Fisheries Workers	# ₇	Craft and related Trade Workers
# ₈	Plant, Machine Operators Assemblers	# ₉	Elementary occupations

#10 Armed forces #11 Others (Please specify)

10) Please specify the type of industry *(Please Tick (✓) One)*

- | | | | |
|-----|--|----|------------------------|
| #1 | Agriculture and Forestry | #2 | Fishing |
| #3 | Quarrying | #4 | Manufacturing |
| #5 | Electricity, Gas and Water | #6 | Construction |
| #7 | Wholesale and Retail Trade | #8 | Hotels and Restaurants |
| #9 | Tourism: | | |
| #a | Resorts | #b | Other Areas |
| #10 | Transport, Storage and Communication | | |
| #11 | Financing, insurance, business and retail estate | | |
| #12 | Community, social and personal services, | | |
| #13 | Others (Please specify) | | |

11) Income (Please indicate your level of income - Maldivian Rufiyaa per month) *(Please Tick (✓) One)*

- | | | |
|---------------------------|---------------------------|---------------------------|
| #1 less than 499.00 | #2 500.00 – 1,499.00 | #3 1,500.00 – 2,999.00 |
| #4 3,000.00 – 4,999.00 | #5 5,000.00 – 6,999.00 | #6 7,000.00 – 8,999.00 |
| #7 9,000.00 – 10,999.00 | #8 11,000.00 – 12,999.00 | #9 13,000.00 -14,999.00 |
| #10 15,000.00 – 16,999.00 | #11 17,000.00 – 18,999.00 | #12 19,000.00 – 20,999.00 |
| #13 21,000.00 – 22,999.00 | #14 23,000.00 – 24,999.00 | #15 more than 25,000.00 |

12) Age *(Please Tick (✓) One)*

- | | | | | |
|-----------|-----------|----------|----------|-----------|
| #1 15-19 | #2 20-24 | #3 25-29 | #4 30-34 | #5 35-39 |
| #6 40-44 | #7 45-49 | #8 50-54 | #9 55-59 | #10 60-64 |
| #11 65-69 | #12 70-74 | #13 75+ | | |

Comments: *(Please make any additional comments below)*

Thank you for your participation!

Dear sir/madam,

Re: Tourist Resort Employment Study

As part of my studies for a doctoral degree at The Hong Kong Polytechnic University in Hong Kong, I am undertaking a research project to examine reasons for the low level of local participation in resort labour market.

Therefore, I would like to request you to participate in this survey as your participation is vital for this project to be successful.

I assure you that the information gathered is **strictly confidential** and results will only be **produced in aggregate** form.

If you need any further information, please contact me at
Address: c/o The HK PolyU, SHTM, Room 102, New East Ocean Centre, 9 Science Museum Road, TST East, Kowloon, Hong Kong.
Phone: +852 6890 , Facsimile: +852 2362 9362, e-mail: Ahmed.Salih@

Thank you.

Yours sincerely

Ahmed Salih
PhD Candidate

Thomas Bauer,
Assistant Professor, Chief Supervisor

Section A

1. Please indicate your level of agreement or disagreement with the following statements. (Please tick (✓) one for each statement)

	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
1. My parents would never allow me to work in the resort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Earnings from resort employment is “haraam” forbidden	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Muslims should not be working in tourist resorts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Muslims should not be utilizing earnings from resort activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Islam is against tourism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I believe that working in tourist resorts is not suitable for Muslims	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I believe that my closest friends think that I should pursue a career as a resort employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I believe that people who are important to me think that I should pursue a career as a resort employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Resorts provide excellent employment opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Muslims should work in resorts like any other industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I have friends working in the resorts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. My family has no objection to working in a resort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I believe working in the resort do not have a negative impact on peoples’ religious beliefs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Resorts provide facilities to practice Islamic duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Resort managements give great considerations to ensure that the Muslims can perform their religious duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Resort employees earn more than average salary in any other industry in the Maldives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Resort employees enjoy a reasonable standard of living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Resorts offer good earning opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Resorts are profitable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Resorts provide extra money quickly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Resort employees earn an appropriate income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Resort employees achieve a better living standard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Resort jobs provide better working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Resort jobs are interesting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Resort jobs enjoy a good image among the public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Resorts provide travel opportunities to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Resorts provide opportunities to learn foreign languages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Resorts provide opportunities to meet with new people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Resorts provide a pleasant working surrounding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. It is easy to start a business in tourism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Resort employees start their own businesses after working in the resort for few years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. I see good business opportunities in tourism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. I see tourism as the most profitable industry for a business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34.	Resort employees quite often start their own businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35.	When locals are unemployed and need a job they join resorts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36.	Tourism industry is a growing industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37.	Tourism industry has growth prospectus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38.	People who work in the resorts are mostly those who could not get a job elsewhere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39.	Majority of locals who work in the resorts do not have any qualification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40.	If I wanted to, I could easily pursue a career as a resort employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.	As a resort employee, I would have absolute control over my work related decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42.	The number of events outside my control which could prevent me from being a resort employee are minimal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43.	If I become a resort employee, the chances of success would be very low	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44.	If I pursue a career in the resort sector, the chances of failure would be very high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45.	I wanted an interesting job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46.	I wanted to work in a pleasant surrounding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47.	I wanted a job in which I could deal with people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48.	I wanted to achieve a better living standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49.	I wanted better working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50.	I wanted an appropriate income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51.	I like to try different jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52.	I was attracted by the image of tourism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53.	I saw tourism as a profitable industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54.	Resorts offered good earning opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55.	I wanted a job that suited by education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56.	I wanted to leave my previous job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57.	I wanted to use my language skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58.	I did not see prospects in my previous industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59.	I earned too little in my previous job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60.	I saw good business opportunities in tourism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

61. I wanted to travel more
62. I needed extra income to improve my living standard
63. I have good business skills as I thought I could use them well in tourism
64. The industry I was working in before was declining
65. The first job I happened to be offered was in tourism
66. I need extra money quickly
67. I wanted to establish my own business
68. I wanted to accumulate capital for establishing my own business
69. I could not get a job elsewhere
70. I needed a job which did not require any particular qualification
71. My family had a business in tourism
72. I was unemployed and needed a job
73. I wanted a job near to my island
74. I wanted this job because of easy access to my family
75. I wanted this job as I can work with people from my Island
76. If you were to choose between resort employment, and other employment opportunities what would you prefer? (Please circle one)
- a. Would prefer other employment 1 2 3 4 5
- b. Would prefer to work in a resort 1 2 3 4 5
77. How likely is it that you will pursue a career in a resort? (Please circle one)
- Unlikely 1 2 3 4 5 6 7 Likely
78. How likely is it that you will pursue a career in any other employment? (Please circle one)
- Unlikely 1 2 3 4 5 6 7 Likely

13. Show your level of agreement for the following statements. (Please tick (✓) one for each statement)

Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
---------------------	------------	--------------	---------------	------------------------

- a. I consider the following in deciding my work career
1. Job Security
 2. Job stability
 3. Not having to work long hours
 4. To have leisure
 5. To have fixed working hours
 6. Not to have a stressful job
 7. Have a simple, not complicated job
 8. Participate in a social environment
 9. To be a member of a social group
 10. Avoid responsibility
 11. Not taking too much responsibility
 12. Avoid commitment
 13. Have opportunity for career progress
 14. Promotion

Section B

1. How long have you been living in this address? (Please Tick (✓) One)
- | | | | | | |
|----|-------------------|----|--------------------|----|-------------|
| #1 | less than 01 year | #2 | 1 – 3 years | #3 | 4 – 6 years |
| #4 | 7 – 9 years | #5 | more than 10 years | | |
2. Gender (Please Tick (✓) One)
- | | | | |
|----|------|----|--------|
| #1 | Male | #2 | Female |
|----|------|----|--------|
14. Marital Status (Please Tick (✓) One)
- | | | | | | |
|----|---------------|----|---------|----|----------|
| #1 | Never Married | #2 | Married | #3 | Divorced |
| #4 | Widowed | | | | |
15. How many children do you have?
- | | | | | | | | |
|----|-----------------------|----|---|----|-------|----|-------|
| #1 | None | #2 | 1 | #3 | 2 - 3 | #4 | 4 – 5 |
| #5 | more than 05 children | | | | | | |
16. Level of Education Achieved (Please Tick (✓) One)
- | | | | | | |
|----------|----------------------------|----|-----------------|----|-----------------|
| #1 | Pre-Primary | #2 | Primary (1 - 7) | #3 | Lower Secondary |
| (8 – 10) | | | | | |
| #4 | Higher Secondary (11 – 12) | #5 | Diploma | | |
| #6 | Bachelors Degree | #7 | Masters Degree | #8 | PhD and above |
17. Occupation (Please Tick (✓) One)
- | | |
|-----|---|
| #1 | Legislators, senior officials and managers |
| #2 | Professionals |
| #3 | Technicians and Associate Professionals |
| #4 | Clerks |
| #5 | Service workers and shop and market sales workers |
| #6 | Skilled Agricultural and Fisheries Workers |
| #7 | Craft and related Trade Workers |
| #8 | Plant, Machine Operators Assemblers |
| #9 | Elementary occupations |
| #10 | Armed forces |
| #11 | Others (Please specify) |
18. Please specify the type of industry (Please Tick (✓) One)
- | | | | |
|-----|--|----------------|------------------------|
| #1 | Agriculture and Forestry | #2 | Fishing |
| #3 | Quarrying | #4 | Manufacturing |
| #5 | Electricity, Gas and Water | #6 | Construction |
| #7 | Wholesale and Retail Trade | #8 | Hotels and Restaurants |
| #9 | Tourism: | | |
| | # _a Resorts | # _b | Other Areas |
| #10 | Transport, Storage and Communication | | |
| #11 | Financing, insurance, business and retail estate | | |
| #12 | Community, social and personal services, | | |
| #13 | Others (Please specify) | | |
19. Income (Please indicate your level of income - Maldivian Rufiyaa per month) (Please Tick (✓) One)
- | | | | |
|-----|-----------------------|-----|-----------------------|
| #1 | less than 499.00 | #2 | 500.00 – 1,499.00 |
| #3 | 1,500.00 – 2,999.00 | #4 | 3,000.00 – 4,999.00 |
| #5 | 5,000.00 – 6,999.00 | #6 | 7,000.00 – 8,999.00 |
| #7 | 9,000.00 – 10,999.00 | #8 | 11,000.00 – 12,999.00 |
| #9 | 13,000.00 – 14,999.00 | #10 | 15,000.00 – 16,999.00 |
| #11 | 17,000.00 – 18,999.00 | #12 | 19,000.00 – 20,999.00 |
| #13 | 21,000.00 – 22,999.00 | #14 | 23,000.00 – 24,999.00 |
| #15 | more than 25,000.00 | | |

20. Age (Please Tick (✓) One)

# ₁	15-19	# ₂	20-24	# ₃	25-29	# ₄	30-34	# ₅	35-39	# ₆	40-44
# ₇	45-49	# ₈	50-54	# ₉	55-59	# ₁₀	60-64	# ₁₁	65-69	# ₁₂	70-74
# ₁₃	75+										

21. I have no relatives working in a resort (Yes or No)

22. I have no friends working in a resort (Yes or No)

Comments: (Please make any additional comments below)

Thank you for your participation!

- a. פּוֹחַזְתְּ אֶתְּוֹתַי מִן־הַשָּׁמַיִם
- b. פּוֹחַזְתְּ אֶתְּוֹתַי מִן־הַשָּׁמַיִם
- c. יִשְׂרָאֵל וְאֶתְּוֹתַי מִן־הַשָּׁמַיִם
- d. דָּחַף אֶתְּוֹתַי מִן־הַשָּׁמַיִם
- e. דָּחַף אֶתְּוֹתַי מִן־הַשָּׁמַיִם
- f. פּוֹחַזְתְּ אֶתְּוֹתַי מִן־הַשָּׁמַיִם
- g. דָּחַף אֶתְּוֹתַי מִן־הַשָּׁמַיִם
-
- h. דָּחַף אֶתְּוֹתַי מִן־הַשָּׁמַיִם
- i. בָּרַחְתְּ מִן־הַשָּׁמַיִם
- j. וָרוּחַ לָאֵל בָּרַחְתְּ מִן־הַשָּׁמַיִם
- k. דָּחַף אֶתְּוֹתַי מִן־הַשָּׁמַיִם
- l. דָּחַף אֶתְּוֹתַי מִן־הַשָּׁמַיִם
- m. אֶתְּוֹתַי מִן־הַשָּׁמַיִם
- n. פּוֹחַזְתְּ אֶתְּוֹתַי מִן־הַשָּׁמַיִם

שאלה 2 בן-ה-ימינו, המדענים מנסים להבין את הבריאה. הם מנסים להבין את הבריאה על ידי חקר הטבע. הם מנסים להבין את הבריאה על ידי חקר הטבע.

1. בן-ה-ימינו, המדענים מנסים להבין את הבריאה. הם מנסים להבין את הבריאה על ידי חקר הטבע. הם מנסים להבין את הבריאה על ידי חקר הטבע.
 - a. הם מנסים להבין את הבריאה על ידי חקר הטבע.
 - b. 1 אדם, 3 אדם, 3 אדם
 - c. 4 אדם, 6 אדם, 6 אדם
 - d. 7 אדם, 9 אדם, 9 אדם
 - e. 10 אדם, 10 אדם, 10 אדם

2. בן-ה-ימינו, המדענים מנסים להבין את הבריאה. הם מנסים להבין את הבריאה על ידי חקר הטבע. הם מנסים להבין את הבריאה על ידי חקר הטבע.

- a. בן-ה-ימינו
 - b. אדם
3. בן-ה-ימינו, המדענים מנסים להבין את הבריאה. הם מנסים להבין את הבריאה על ידי חקר הטבע. הם מנסים להבין את הבריאה על ידי חקר הטבע.
 - a. בן-ה-ימינו
 - b. אדם
 - c. אדם
 - d. בן-ה-ימינו

4. בן-ה-ימינו, המדענים מנסים להבין את הבריאה. הם מנסים להבין את הבריאה על ידי חקר הטבע. הם מנסים להבין את הבריאה על ידי חקר הטבע.

k. قۇرۇلۇش ۋە تۈزۈش ئىشلىرى، ئىشلىتىش ۋە تۈزۈش، تۈزۈش ۋە تۈزۈش ئىشلىرى

l. تۈزۈش (تۈزۈش ئىشلىرى):

8. تۈزۈش: (تۈزۈش ۋە تۈزۈش ئىشلىرى)

- a. 499 تۈزۈش ئىشلىرى
- b. 500 تۈزۈش ئىشلىرى 1499 تۈزۈش ئىشلىرى
- c. 1500 تۈزۈش ئىشلىرى 2999 تۈزۈش ئىشلىرى
- d. 3000 تۈزۈش ئىشلىرى 4999 تۈزۈش ئىشلىرى
- e. 5000 تۈزۈش ئىشلىرى 6999 تۈزۈش ئىشلىرى
- f. 7000 تۈزۈش ئىشلىرى 8999 تۈزۈش ئىشلىرى
- g. 9000 تۈزۈش ئىشلىرى 10999 تۈزۈش ئىشلىرى
- h. 11000 تۈزۈش ئىشلىرى 12999 تۈزۈش ئىشلىرى
- i. 13000 تۈزۈش ئىشلىرى 14999 تۈزۈش ئىشلىرى
- j. 15000 تۈزۈش ئىشلىرى 16999 تۈزۈش ئىشلىرى
- k. 17000 تۈزۈش ئىشلىرى 18999 تۈزۈش ئىشلىرى
- l. 19000 تۈزۈش ئىشلىرى 20999 تۈزۈش ئىشلىرى
- m. 21000 تۈزۈش ئىشلىرى 22999 تۈزۈش ئىشلىرى
- n. 23000 تۈزۈش ئىشلىرى 24999 تۈزۈش ئىشلىرى
- o. 25000 تۈزۈش ئىشلىرى

9. تۈزۈش

- a. 15 - 19
- b. 20 - 24
- c. 25 - 29
- d. 30 - 34
- e. 35 - 39
- f. 40 - 44
- g. 45 - 49
- h. 50 - 54
- i. 55 - 59
- j. 60 - 64
- k. 65 - 69
- l. 70 - 74
- m. 75 تۈزۈش ئىشلىرى

10. تۈزۈش ئىشلىرى، تۈزۈش ئىشلىرى، تۈزۈش ئىشلىرى، تۈزۈش ئىشلىرى، تۈزۈش ئىشلىرى

.....

.....

In this section, I will read 36 statements regarding resort employment. Please listen carefully and choose one of the following answers to show your level of agreement or disagreement with the statement.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Resorts provide excellent employment opportunities	1	2	3	4	5
2. Earnings from resort employment is “haraam” forbidden	1	2	3	4	5
3. Resort employment is interesting	1	2	3	4	5
4. I believe that my closest friends think that I should pursue a career as a resort employee	1	2	3	4	5
5. If I wanted to, I could easily pursue a career as a resort employee	1	2	3	4	5
6. People who work in the resorts are mostly those who could not get a job elsewhere	1	2	3	4	5
7. Muslims should not be working in tourist resorts.	1	2	3	4	5
8. Resort employees enjoy a reasonable standard of living	1	2	3	4	5
9. Resort employment provides good working conditions	1	2	3	4	5
10. The majority of locals who work in resorts do not have secondary qualifications	1	2	3	4	5
11. As a resort employee, I would have control over my work related decisions	1	2	3	4	5
12. Muslims should not be utilizing earnings from resort activities	1	2	3	4	5
13. Resorts offer good earning opportunities for Maldivians	1	2	3	4	5
14. Resorts provide opportunities to learn foreign languages	1	2	3	4	5
15. I believe that people who are important to me think that I should pursue a career as a resort employee	1	2	3	4	5
16. The number of circumstances outside my control which could prevent me from being a resort employee are minimal.	1	2	3	4	5
17. Islam is against tourism.	1	2	3	4	5
18. Resort employment provides additional money for employees quickly	1	2	3	4	5
19. Resort employment enjoys a positive image among the public	1	2	3	4	5
20. I have friends working in resorts	1	2	3	4	5
21. If I become a resort employee, the chances of succeeding in my job would be very low	1	2	3	4	5
22. I believe that working in resorts is not suitable for Muslims	1	2	3	4	5
23. Resort employees earn an income higher than those working in other sectors	1	2	3	4	5
24. Resorts provide opportunities to meet foreigners	1	2	3	4	5
25. My family has no objection to me working in a resort	1	2	3	4	5
26. If I pursue a career in the resort sector, the chances of failure would be very high	1	2	3	4	5
27. Only when locals are unemployed and need a job do they seek work in resorts	1	2	3	4	5
28. Females are not encouraged to work in resorts	1	2	3	4	5
29. I consider the following in deciding employment;	1	2	3	4	5
a. to be a member of a social group	1	2	3	4	5
b. not taking too much responsibility	1	2	3	4	5
c. avoid commitment	1	2	3	4	5
d. job Security	1	2	3	4	5
e. promotional opportunity	1	2	3	4	5
f. being able to visit family frequently	1	2	3	4	5
g. opportunity to develop a long term career	1	2	3	4	5

In the next statement, I want you to indicate your preference between resort employment and employment in other sectors. Please choose a number between 1 and 7 where 1 = would prefer other employment and 7 = would prefer resort employment.

30. If you had a choice between resort employment, and employment in another sector, what would you prefer? (Please circle one)

Would prefer other employment 1 2 3 4 5 6 7 Would Prefer to work in a resort

If you have any comments please briefly mention it so that I can note it down.

That is the end of the survey. Thank you very much for your participation!

6. واکړه څه؟

7. اړخيزه

سټوډنټونه B

دې وړتيا لري. د سټوډنټونو د 11 د واکړې په مټ واکړه د سټوډنټونو لخوا.

1. د واکړې د اړخيزه: اړخيزه:

2. د واکړې د اړخيزه د واکړې د اړخيزه؟ (د سټوډنټونو):

3. د واکړې د اړخيزه: 1# د واکړې د اړخيزه 2# د واکړې د اړخيزه

1- د واکړې د اړخيزه د واکړې د اړخيزه: 1# د واکړې د اړخيزه د واکړې د اړخيزه (6 واکړې د واکړې د اړخيزه) 2# د واکړې د اړخيزه
3# د واکړې د اړخيزه د واکړې د اړخيزه 4# د واکړې د اړخيزه

2- د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه؟

1# د واکړې د اړخيزه 2# 1 3# 2-3 4# 4-5 6# د واکړې د اړخيزه د واکړې د اړخيزه

3- د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه (د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه):

1# د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه (د واکړې د اړخيزه 7-1) 2# د واکړې د اړخيزه د واکړې د اړخيزه (د واکړې د اړخيزه 8-10)
3# د واکړې د اړخيزه د واکړې د اړخيزه (11-12) 4# د واکړې د اړخيزه د واکړې د اړخيزه 5# د واکړې د اړخيزه د واکړې د اړخيزه
6# د واکړې د اړخيزه د واکړې د اړخيزه 7# د واکړې د اړخيزه د واکړې د اړخيزه 8# د واکړې د اړخيزه د واکړې د اړخيزه

4- د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه؟ 1# د واکړې د اړخيزه 2# د واکړې د اړخيزه (11 واکړې د واکړې د اړخيزه)

5- د واکړې د اړخيزه د واکړې د اړخيزه (د واکړې د اړخيزه):

6- د واکړې د اړخيزه د واکړې د اړخيزه:

1# د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه 2# د واکړې د اړخيزه د واکړې د اړخيزه 3# د واکړې د اړخيزه د واکړې د اړخيزه
4# د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه 5# د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه 6# د واکړې د اړخيزه د واکړې د اړخيزه
7# د واکړې د اړخيزه د واکړې د اړخيزه 8# د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه 9# د واکړې د اړخيزه د واکړې د اړخيزه

7- د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه

1# د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه 2# د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه 3# د واکړې د اړخيزه د واکړې د اړخيزه
4# د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه 5# د واکړې د اړخيزه د واکړې د اړخيزه د واکړې د اړخيزه 6# د واکړې د اړخيزه د واکړې د اړخيزه

8- د واکړې د اړخيزه:

1# د واکړې د اړخيزه 2# د واکړې د اړخيزه 29 د واکړې د اړخيزه 3# د واکړې د اړخيزه 30 د واکړې د اړخيزه 39 د واکړې د اړخيزه
4# د واکړې د اړخيزه 49 د واکړې د اړخيزه 5# د واکړې د اړخيزه 50 د واکړې د اړخيزه 59 د واکړې د اړخيزه 6# د واکړې د اړخيزه 60 د واکړې د اړخيزه 64 د واکړې د اړخيزه

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