

Behaviour Modification Model for Improving Social Capital and Fostering Eclectic Theories of Economics

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ABSTRACT

Retrospective Experiential Learning (REL) is acting as a behaviour modification model in this study. REL is all about reproducing one's best work experience by reproducing what happened accidentally in the work-life. REL and other interventions result in improving the behaviour science knowledge of local tourist guides in the two tourist destinations Periyar Tiger Reserve (PTR) and Thenmala. Social capital is an improved ecosystem and inters relations among employees of the organisation. Kerala tourism is a role model for manpower development and improved service quality. It can develop its resources across the globe by providing consultancy services to other eco-tourism destinations like Kenya, Zambia, Namibia, South Africa, Tanzania by ensuring the triple bottom lines of eclectic theories of economics viz. ownership, location, and internationalization. Uniqueness and vibrancy of Kerala ecotourism can be taken to international levels by focusing on service quality through better application of behaviour science with greater emphasis on the developed learning theory Retrospective Experiential Learning.

Keywords: Social capital, Eclectic, Theories of economics, Internationalisation, Applied behaviour science.

1. INTRODUCTION :

Interventions are structured activities that help small teams to sort out the intergroup or intragroup problems within the organisation. Retrospective Experiential Learning is a behaviour science intervention designed by the investigator intended to improve the day to day guiding activities in ecotourism destinations [1]. Ultimately it results in greater teamwork, greater team cohesiveness and ultimately results in better team building to improve the social capital. Ecotourism destinations are unique in their natural beauty, Better guest relation management and better teamwork among local tourist guides make the ecotourism products in Kerala unique and appealing. A good business model is replicable all over the world. Through better guiding, the improved service can be provided by the ecotourism directorate in other parts of the world like Kenya, Zambia, Namibia, South Africa, Tanzania, etc. Ultimately it will boost up the eclectic theories of economics by concentrating on the baselines of Eclectic Theories like making the business international through consultancy ownership and customising the product for the locational needs [2].

2. SURVEY OF LITERATURE :

In the article published by Yagil D. in 2002 [3], the practical difficulty in monitoring frontline employees is elaborated and it says that employees operate in their way. As it is a practical problem, the researcher had developed a new learning theory that helps employees to work within the peripherals of their potential. In another scholarly article by Bradley & Sparks, 2000) [4], the positive correlation between employee empowerment and customer satisfaction is elaborated. Hereafter a series of interventions using REL and survey feedback and after the application of the new learning theory

customer complaints wrinkled considerably. Here the findings of the research findings corroborate the findings of the said research article published in *the Journal of Applied Social Psychology*.

The paper says (Katzenbach & Smith, 1993) [5], the importance of team building. In this study, team building is used as a strategic intervention. (Team Building Among Guides). This is a phase in advance of what is particularised in *Harvard Business Review*.

The journal paper says (Simons, 2002) [6], the positive correlation between the organization's profit and behaviour modification is empirically proved. The said article in *Harvard Business Review* says that of all manager behaviours measured, it was the single most important factor driving profitability. Here also behaviour modification resulted in better monetary assistance to the native eco-tourist guide operators through better tips from tourists.

The journal article (Akst, 2007) [7], which was published in the *Wall Street Journal* says about the relationship between motivational performance and considerate leadership. In this study, motivational performance score has been taken two times and it has been found that once the organisation has been exposed to a culture of openness and trust Motivational Performance Score (MPS) has been improved.

The exploration learning that is available in *American Social Review* (Balu, 1970) [8] speaks about businesses that stay to gratify its clients reinforce its source base. Now the scholar had done REL as a learning intervention for measuring the tourist contentment levels. Afterward the application of REL, sightseers articulated better fulfilment. Contented sightseers are probable to be recurring guests of the place.

The article (Friendlander& Pickle, 1968) [9] says about an organisation that uses scarce resources that are available in its environment has got greater control over its environment. In eco-tourism destinations, destinations the tribal tourist guides who are known as the sons of the land, explore the undiscovered nooks and corners of the dense forest and let the tourist see uncharted places.

The article in *Sloan Management Review* (Pearce, 1982) [10] says about using the company mission as a strategic tool. Here the researcher had used the exploratory study as regards with REL Strategy formulation and problem identification was done with mission and vision statements of the eco-tourism destinations.

The article in *California Management Review* (Miles & Snow, 1992) [11] says about the reasons for failures in network organisations. The main reason is their inability to standardised products and services. Twelve eco-tourism destinations are at operational level. But there is no consistency as far as the operations are considered. So, the researcher had taken two destinations which are at two extremes of Kerala and tried to address their problems from the same perspective.

The research article (Clifford, 2000) [12] says about the problems created by decentralising innovation at the subsidiary level. In this experimental study, the tourist guides under the guidance of the researcher developed a tool that helped them to optimise their potential and apply in day to day guiding.

The research article (Arnst, Crockett, Reinhardt & Shinai, 2000) [13] says about doing innovations at different centres quite distinguishable from one another. As eco-tourism from the State is being promoted as a unique product, distinguishable innovations regarding adventure sports and ethnic chores have been brainstormed with the support of local tourist guides.

The research article (Jaffe, 2006) [14] says about the importance of keeping secrets in the organisation. The same concept has been used in this research writing for maintaining the uniqueness of the guiding operations. In simple terms, it can be rated as making the accidental good exposures part of the day to day operations.

3. OBJECTIVES OF THE STUDY :

The study is basically a fact finding one that concentrates on improving the service quality and to understand the effect of REL experiment on behavioural science knowledge and to understand whether local tourist guides have a positive outlook towards their jobs.

4. RESEARCH METHODOLOGY :

The literature review at the beginning was focused on drawing insights or defining and further defining the research problem. At the beginning of the study it was explorative research design because considerable amount of literature has been covered. When the study progressed, it has been conformed to an experimental hypothesis testing design since the population is small.

The study is explorative in nature and hence is intended as a hypothesis testing one. One type of hypothesis testing scheme is presented. Before-and-after without control design: In this scheme a single test group is designated and the reliant on variable is measured before the introduction of REL. The REL programme is then presented and the reliant on variable is measured again after the REL programme has been presented. The outcome of the action would be equivalent to the level of occurrence after the REL programme minus the level of occurrence before the REL programme.

In this explorative fact-finding study at Thenmala and PTR the same set of people had experienced REL interventions. So, it can be deemed as before and after without control design. Basically, it is an investigational study without control design because the scores have been taken at two time periods earlier and afterwards the REL interventions.

Sources of Data

Both primary and secondary sources of data are considered and examined for this study.

Primary Data

The primary data is collected through consultation methods from participants with the assistance of an ‘organized meeting schedule’ before and after the introduction of REL programme.

Secondary Data

At the explorative phase of the investigation, a comprehensive survey of literature has been taken on in order to be amended with the various aspects of eco-tourism, learning theories and eclectic theories of economics.

Universe of the Study

Periyar Tiger Reserve and Thenmala have been designated for this learning as they have been established to the full prospective conferring to the data and figures obtainable from Eco-tourism Directorate of Kerala.

As it is not expected to put the whole organisation for experiment, a portion of the organisation has been designated. Here the entire inhabitants of local guides in both the areas have been put for experimentations. So, there is no room for standard error or sampling error. Since the population is small, the entire population has been considered for the study.

Analysis of the Data

The non-parametric test chi square test has been done in order to assess the effect of interventions and its resultant impact on behavioural science knowledge in PTR and Thenmala.

5. STATUS QUO OF BEHAVIOURAL SCIENCE APTITUDE :

Before the identification of guiding problems and remedial interventions, the researcher wanted to know the behavioural science aptitude of the local tourist guides. To create an informal and collaborative culture, the researcher had conducted a descriptive behavioural science test in the regional language based on four parameters-Knowledge, Skills, Attitudes and Values and the scores are tabulated below.

First of all, Chi-square test has been conducted to analyse whether the behavioural science knowledge of local tourist guides is the same in Thenmala as well as in Periyar Tiger Reserve. Even though there are 23 local guides in Periyar Tiger Reserve, 20 work on regular terms. Regarding the 31 local guides in Thenmala, one person was erratic. So, he has been left out.

Table 1: Marks Obtained in Behavioural Science Test.

Marks Obtained in Behavioural Science Test	Eco-tourism Destinations		Total
	Thenmala	Periyar Tiger Reserve	
More than 50%	17	18	35
Less than 50%	3	12	15
Total	20	30	50

The researcher composed the following hypotheses :

Null hypothesis: Guides in both the destinations are having the same competency.

Alternative hypothesis: Competency levels are different in different locations.

The researcher wanted to know whether it could be inferred that local guides who performed poorly in

behavioural science test are relatively more in Periyar Tiger Reserve than in Thenmala. Chi-square test has been applied to find out the same.

Analytical Results of Behavioural Science Test

The table (Table 1) generates Pearson Chi-square value-3.571 at 5 % level of significance and at one degree of freedom. The same value is 2.480 after the continuity correction. In both cases, the value of significance is above .05. It shows that the null hypothesis stands. We can conclude that there is no difference so far as behavioural science awareness in Thenmala and Periyar Tiger Reserve. That is levels of competency of local guides remain the same at both sites. Here, Yates correction was done since one cell value is below 5.

To make further analysis, the researcher has decided to go deeper into the problem. That is why Motivational Performance Scores (MPS) have been calculated.

The MPS is calculated as follows:

$$MPS = \frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

Note : Adapted from Study Material Ignou,MS-10,2004 [15]

Table 2 :MPS scores at Thenmala

SL No.	Scores of Guides	SL No.	Scores of Guides	SL No.	Scores of Guides
1	84	11	140	21	14
2	112	12	7	22	84
3	112	13	7	23	84
4	140	14	21	24	140
5	140	15	14	25	140
6	112	16	28	26	42
7	84	17	63	27	7
8	84	18	63	28	105
9	63	19	63	29	140
10	63	20	21	30	140

The maximum MPS score is 1000. However, the achievement is far below the peak score. It shows that many motivational factors have to be injected as remedial interventions.

Table 3 :MPS scores at PTR

SL No.	Scores of Guides	SL No.	Scores of Guides
1	84	11	7
2	105	12	105
3	63	13	105
4	63	14	126
5	30	15	14
6	112	16	84
7	84	17	63
8	84	18	63
9	126	19	126
10	21	20	7

The entire population of twenty tourist guides in PTR and the entire population of thirty tourist guides in Thenmala have been tested with characteristics of MPS and Job Characteristic Inventory. Here also the MPS score is far below the maximum score. It is not a good sign and the researcher puts serious attention over this matter. The researcher decided to take steps to improve the internal motivation of local tourist guides.

6. ASSESSING THE COMPETENCY OF GUIDES AFTER REL AND SURVEY FEEDBACK INTERVENTIONS :

The researcher himself had tested the behavioural science awareness of local guides after putting them into REL and survey feedback interventions.

Table 4 :Marks Obtained in Performance Assessment Test

Marks Obtained	Periyar Tiger Reserve	Thenmala	Total
More than 50%	5	25	30
Less than 50%	15	5	20
Total	20	30	50

The null hypothesis has been taken in such a way that there is no difference in the performance of local guides in PTR and Thenmala. The researcher had worked out chi-square value and the value is found to be 17. As it is pretty larger than the theoretical value, we can statistically conclude that there is a difference so far as performance in training interventions in Thenmala and Periyar Tiger Reserve. That is levels of competency of local guides are now different at both the sites. This is supported by the fact that the interventions that are applied at Thenmala are more consistent because along with REL survey feedback has been applied in Thenmala. It shows that OD Interventions including survey feedback paid dividends. Because the researcher depended on survey feedback along with REL at Thenmala.

After experimenting with different interventions, the researcher has adopted the following model to assess the impact of team building that occurred through various interventions. Team building is part of REL and survey feedback interventions and team building itself is an intervention.

The Approach-To-Action Prototype (Schiffman, Leon G Kanuk & Leslie Lazar,1997 [16]) is directed towards a person’s approach towards working with an object, not the approach towards the object. For instance, some people may like an organisation from different perspectives, at the same time they do not want to work with that organisation for some other reasons.

The attitude-towards-behaviour model is portrayed through the ensuing model equation.

$$\text{Approach (beh)} = \sum_{i=1}^n b_i e_i$$

In the equation b_i denotes sticking on with a wildlife sanctuary would bring economic benefits; e_i is the evaluation of the i^{th} outcome. (favourableness of getting economic benefits) and \sum indicates the products getting added together.

An illustration of how Approach-To-Action calculated

It has been calculated concerning guides' willingness to stick on with Periyar Tiger Reserve and Thenmala. The average score is +2.8 for Periyar Tiger Reserve and the same for Thenmala is +2.9. It shows that local guides have a positive approach towards the Eco-tourism destinations

Secondary Method of Approach-To-Action (beh) :

(1) Instances of interactive beliefs (b_j):

Sticking on with Periyar Tiger Reserve is

Very likely [+3] [+2] [+1] [0] [-1] [-2] [-3] Very unlikely to give me a definite career.

Sticking on with Periyar Tiger Reserve is

Very likely [+3] [+2] [+1] [0] [-1] [-2] [-3] Very unlikely to give me economic benefits

Sticking on with Periyar Tiger Reserve is

Very likely [+3] [+2] [+1] [0] [-1] [-2] [-3] Very unlikely to give me social benefits

Sticking on with Periyar Tiger Reserve is

Very likely [+3] [+2] [+1] [0] [-1] [-2] [-3] Very unlikely to improve my knowledge regarding environment.

Sticking on with Periyar Tiger Reserve is

Very likely [+3] [+2] [+1] [0] [-1] [-2] [-3] Very unlikely to improve my knowledge regarding local culture.

Even though the above readings can show one aspect (sticking on with one destination) for different reasons, actually it tests the holistic approach or positive vibrancy in terms of the different needs of the local tourist guides.

The same methodology has been applied for both the destinations

(1) Evaluative (e_j) component might be measured as:

Sticking on with a destination for a definite career path is

Very good [+3] [+2] [+1] [0] [-1] [-2] [-3] Very bad

Sticking on with a destination for economic benefits

Very good [+3] [+2] [+1] [0] [-1] [-2] [-3] Very bad

Sticking on with a destination for social benefits

Very good [+3] [+2] [+1] [0] [-1] [-2] [-3] Very bad

Sticking on with a destination for improving environmental awareness

Very good [+3] [+2] [+1] [0] [-1] [-2] [-3] Very bad

Sticking on with a destination for improving the knowledge regarding local culture

Very good [+3] [+2] [+1] [0] [-1] [-2] [-3] Very bad

Survey Research

The researcher conducted in-depth interview using the above given questionnaire. Twenty guides from Periyar Tiger Reserve and another thirty guides from Thenmala were interviewed.

Table 5: Hypothetical Findings for the Attitude-Towards-Behaviour Analysis for eco-tourism destinations (Average Results)

Attitude	Evaluation (e _j)	Beliefs (b _j)			
		Thenmala		Periyar Tiger Reserve	
		b	be	b	be
Definite Career Path	+3	+1	+3	+2	+6
Economic Benefits	+3	+1	+3	+1	+3
Social Benefits	+1	+3	+3	+3	+3
Environmental Benefits	+2	+1	+2	+3	+6
Cultural Benefits	+2	+2	+4	+3	+6
Total $\sum b_i e_i$			+15		+24

Comments

Cumulative scores are +24 at PTR followed by Thenmala with a total score of +15. The results show that the guides have a positive outlook (**Attitude**) towards destinations. That results in guides sticking on with destinations (**Behaviour**) for perceived benefits. It can be inferred that improved motivation results in creating a positive attitude among local tourist guides. These structured interventions itself are explorative in nature because they are need based and in this study the interventions contribute towards improving the behavioural science knowledge, generating positive outlook and ultimately better guiding experience.

7. RESULTS AND DISCUSSIONS :

The behaviour science proficiency has been tested in both the destinations before the application of REL and other interventions; it has been found that proficiency is same in both the destinations. But after the application of REL and other robust intervention like survey feedback it has been found that behavioural science proficiencies are different in both the locations. At the beginning Motivational

Performance Scores were low. But after a series of structured interventions like REL and Survey feedback, it got corroborated that local tourist guides have got a positive outlook towards their destinations that prompt them to carry on their jobs in both the destinations.

At the beginning of the study, Pearson Chi-square value after continuity correction was only 2.480 and it leads to the inference that behavioural science proficiency of local tourist guides are more or less same in both the destinations. After the application of interventions like REL and survey feedback, the non-parametric test Chi-square test has been done again and the computed value 17 is much above than the theoretical value. It leads to the conclusion of turning down the null hypothesis and accepting the inference that behavioural science knowledge is different in both the destinations. In both the destinations it has been found that the Motivational Performance Scores are much below than the maximum value 1000. So, after the introduction of the developed learning intervention REL and the existing intervention Survey feedback, it has been found that local tribal tourist guides have a positive attitude towards sticking on with tourist destinations for expected paybacks. The figures are +24 at PTR and +15 at Thenmala respectively. This result is commendable because earlier the motivational performance scores were nowhere near the maximum. Ultimately it can be inferred that structured interventions can bring about positive mind sets.

8. FUTURE ACTION PLAN OF THE RESEARCH HYPOTHESIS :

Through the REL interventions and survey feedback, it has been found that guides have got a positive vibe towards both destinations and their behaviour science knowledge is different after the application of interventions like REL and survey feedback. Need-based training and need-based products are the need of the hour. Now the question is whether the guiding style can be differentiated based on the differentiated needs of the tourists. It is a matter of providing need-based REL interventions. But still, a lot of research needs to be done to segment the ecotourism products and tourists. Because they are broadly categorised in the segment of Eco tourists. Further research can be done on the impact of positive mind sets on productivity and better service quality.

9. CONCLUSION :

Positive vibes always contribute to better customer satisfaction. Here in this study REL and Survey feedback interventions resulted in a better attitude towards the behaviour model. As it has produced better results in destinations like Thenmala and PTR, it's high time to take it to other ecotourism destinations across the globe which requires consultancy services as well as manpower supports. Internationalisation of ecotourism operations through better services can bring benefits to ecotourism operators at home and its foreign counterparts. As ecotourism follows stringent quality parameters, development potential is limited in particular destinations, the next option is to move it across the globe so that the business potential keeps on growing. As the emphasis is on intergroup and intragroup dynamics with the assistance of structured activities like Retrospective Experiential Learning it results in better interrelations and social capital.

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