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Small-Scale Entrepreneurial Performance in Sustainable Tourism: The Case of Amasya*

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Abstract

With the globalizing trends, innovative approaches have stood out in the tourism sector. In line with these approaches, the number of entrepreneurships in tourism increases and a significant association is formed between tourism and entrepreneurship in terms of sustainability. Tourism activities, which have an important role in regional development, can make significant contributions to the economy of the region with the entrepreneurship activities carried out by the local people. This study sets forth the relationship between tourism and entrepreneurship in ensuring sustainable tourism development in the tourism destination of Amasya, which is rich in historical areas, cultural and natural features, based on small-scale enterprises. The study covers identification of key success factors affecting tourism entrepreneurship and testing of the relationship between the factors and performance via the SPSS program (Statistical Package for the Social Sciences) by conducting a survey that measures subjective and objective perception with 78 small-scale tourism enterprises. As the result of the study, it has been concluded that environmental, organizational, enterprise-oriented and entrepreneur-oriented features should be discussed in a holistic manner in the development of sustainable tourism entrepreneurship.

Keywords: *Tourism sector, Entrepreneurship, Sustainable tourism entrepreneurship, Amasya, Tourism destination*

Sürdürülebilir Turizmde Küçük Ölçekli Girişimcilik Performansı: Amasya Örneği

Öz

Küreselleşen eğilimlerle birlikte turizm sektöründe yenilikçi yaklaşımlar ön plana çıkmıştır. Bu yaklaşımlar doğrultusunda turizmde girişimcilik sayıları artarak, turizm ve girişimcilik arasında sürdürülebilirlik açısından anlamlı bir birliktelik oluşmaktadır. Bölgesel kalkınmada önemli role sahip olan turizm hareketleri yerel halkın gerçekleştireceği girişimcilik faaliyetleriyle bölge ekonomisine önemli katkılar sağlayabilmektedir. Bu çalışma tarihi alanları, kültürel ve doğal özellikleri bakımından zengin olan Amasya turizm destinasyonunda sürdürülebilir turizm gelişiminin sağlanmasında, turizm ve girişimcilik ilişkisini küçük ölçekli işletmeler üzerinden ortaya koymaktadır. Çalışma kapsamında 78 adet küçük ölçekli turizm işletmesiyle sübjektif ve objektif algıyı ölçen anket çalışması yapılarak SPSS programı aracılığıyla turizm girişimciliğinde etkili olan anahtar başarı faktörlerin belirlenmesi ve faktörler ile performans arasındaki ilişkinin test edilmesini içermektedir. Yapılan çalışma sonucunda sürdürülebilir turizm girişimciliğinin gelişiminde çevresel, kurumsal, işletme ve girişimci yönünden özelliklerin bütüncül olarak ele alınması gerektiğine ulaşılmıştır.

Anahtar Kelimeler: *Turizm sektörü, Girişimcilik, Sürdürülebilir turizm girişimciliği, Amasya, Turizm destinasyonu.*

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1. Introduction

Tourism, as one of the strongest sectors of the global economy, is one of the fastest growing sectors that has significant impacts in the growth and development of countries. Tourist arrivals increased from 1.408 billion in 2018 to 1.462 billion in 2019 with an increase of 3.8%. In developing countries where the tourism sector is considered to be an important instrument of development, tourist arrivals increased from 647 million in 2018 to 686 million in 2019 with an increase of 6% (UNWTO, 2020). Due to the increasing COVID 19 outbreak all over the world, international tourist arrivals decreased by 74% to 381 million in 2020. With the reduction of the impact of the epidemic, it is estimated to reach 1.400 billion people again in 2024 (UNWTO, 2021).

Global, regional and local trends have forced the tourism sector to adopt innovative approaches. The emphasis on technology in the tourism sector has increased as new innovations constantly change industry dynamics (Buhalis et al., 2019). In the context of innovative approaches, the number of enterprises in the tourism sector has increased. Since economic geography is an important component of regional development, current tourism research emphasizes the need for a planned relationship between tourism and entrepreneurship (Ratten, 2019). The studies indicate a significant relationship between tourism and entrepreneurship in terms of offering opportunities of employment and local development (Ateljevic and Page, 2009; Crnogaj et al., 2014).

Since the concept of entrepreneurship includes many disciplines, it is not possible to talk about a single definition in entrepreneurship. Different definitions have been developed by researchers in different periods regarding the concept. The process of entrepreneurship, which started with the concept of "risk taking" in the early 18th century, has reached macro levels involving industries, geographical regions, societies and countries. Today, while definitions related to entrepreneurship are associated with independence and risk taking on a micro scale, it is defined as an important factor in global competition through its spread to the base of the national economy on a macro scale (Pişkinsüt, 2011).

Sustainability in tourism requires a holistic framework with a focus on sustainable entrepreneurship. Since sustainable entrepreneurship is a comprehensive concept, it is important to evaluate a new enterprise considering not only the financial performance of the enterprises but also its social, environmental and social impact (Crnogaj et al., 2014).

The entrepreneurship in sustainable tourism provides a number of benefits such as increasing the number of job opportunities, increasing the number of local tourism entrepreneurs, improving the efficient use of resources, ensuring the use of local resources in tourism production and services, protecting environmental and cultural quality, improving the quality of life, local culture diffusion and protecting identity and heritage (Schaltagger and Wagner, 2011).

Tourism interacts with many sectors, directly or indirectly. Most of the enterprises providing services for tourism are small tourism enterprises (Brownlie, 1994). In addition to not requiring an intensive capital, small tourism enterprises cause less damage to the environment compared to the other industries and create new job opportunities in the society (Oppermann, 1996).

Since tourism entrepreneurship is a broad field, there are many opportunities for researchers in this field to focus. In the past, studies on sustainable environment, cultural and heritage connections show that concepts such as sharing economy, artificial intelligence and technological innovation will be the driving forces in the future (Ratten, 2019). Many studies on the development of sustainable tourism entrepreneurship have indicated that small-scale

enterprises are one of the most important elements for generation of job opportunities and local development. It has been concluded in many studies conducted in different countries, that small-scale tourism enterprises mobilize the local labor force.

2. Literature Review

Most of the academic studies on tourism concern demand orientation regarding the tourist. The common themes that we can find in almost any professional tourism magazine regarding the tourists are; what they like to do, how much they spend, what they eat, what they think etc. What is not common is the micro focus on supply that provides touristic goods and services. This section will discuss the factors affecting small scale tourism entrepreneurship; environmental features, organizational features, enterprise-oriented features and entrepreneur-oriented features.

The cumulative performance of small enterprises can have potentially beneficial and detrimental effects on the environment. In this context, it has been difficult to measure the general framework of small enterprises around the world (Hillary, 2000). Recent studies indicate that association of decent and productive tourism enterprises and economic activities thereof with local environmental systems as well as the development of effective communication strategies have become a success factor for tourism destinations (Schaper & Carlsen, 2004).

Environments with a high number of tourist destinations are observed to consist of elements such as history, culture, ethnicity, accessibility and landscape (Mill & Morrison, 1992). Selection of locations in areas close to such indicators contributes to tourism entrepreneurship by benefiting from social and cultural features. Environmental factors affecting tourism entrepreneurship consist of components such as infrastructure development, proximity to the area and shopping centers, climate and landscape (Dibenedotto & Bojanic, 1993; Getz, 1993).

In tourism, the state provides the entrepreneurs with opportunities such as loans, mutual funds, assistance to the entrepreneurs, provision of infrastructure, consulting and guidance. Establishing such elements significantly affects the development performance of the enterprise (Wilken, 1979).

The organizational features in tourism entrepreneurship are addressed in two ways in academic studies (Lerner and Haber, 2000; Birley and Q'Farell, 1986; Sarder et al., 1977; Ballantine et al., 1992), which are use of financial resources and consultancy-training services. The studies have led to various results regarding the effect of financial support received from the state or relevant institutions on small-scale enterprises. In particular, different results were observed from country to country, from city to city, and from one study to another. While Q'Farell (1986), Lerner (1989), Lerner and Haber (2000), Ballantine et al. (1992), Fleischer and Felsentein (2000) stated in their studies that financial resource support affects performance positively, Birley and Westhead (1992) concluded that the use of financial resources does not guarantee the success of the establishment.

Small enterprises are subject to a few barriers in terms of penetration into the market, and proprietary capital is the primary source of an enterprise. Small-scale enterprises are likely to use local resources and produce larger local multipliers than large enterprises. Small-scale tourism enterprises are important in dealing with cyclical unemployment, diversifying and generating economic opportunities and creating job opportunities. It is important to use technological opportunities for enterprises to have a place in the tourism market. Despite the

rapid growth of technology, small-scale enterprises remain weak in e-marketing and e-commerce technologies (Wanhill, 2004).

Studies on small scale enterprises have shown that the establishment's having a formal or informal plan is effective in the sustainability of the enterprise. Berman et al. (1997), Lerner and Almor (2002), Li (1998) concluded in their studies that the existence of a business plan affects the performance positively.

One of the most important features that can affect the performance of the enterprise in the tourism sector is the number of services provided. Some establishments provide more than one service, and many tourists demand such services in the same period of time. Small-scale enterprises that understand the needs and profile of the customers well, follow marketing activities, prioritize customer satisfaction, monitor resources and reservation periods, and consider demand positions from a broad perspective are observed to be more successful (Wanhill, 2004). Property of the enterprise is another one of the factors that affect entrepreneurship. Conditions such as whether the business owner is local or the business is a single person enterprise or partnership are important factors for the enterprise.

Although the factors depending on the entrepreneur vary in the studies conducted, the following are frequently emphasized as factors affecting entrepreneurship in general; age, gender, level of education, work experience, business background, motivation, work capacity, innovation and risk taking.

Table 1: Relationship between the features of the entrepreneur and performance

Features of the Entrepreneur	**Impact on Performance**
Age of the entrepreneur	Entrepreneurs aged between 25-44 are more successful
Gender	Despite the lack of a significant difference, the men are more courageous
Level of education	The more the level of education, the better the performance
Work experience	Experience in similar works improve performance
Business background of the family	Has positive impact
Motivation	Has positive impact
Work capacity	Has positive impact
Risk-taking	Has positive impact
Being open to innovation	Has positive impact

The entrepreneurship may succeed depending on the performance of the enterprise. The perception of multidimensional enterprise performance has recently emerged (Lumpkin & Dess, 1996). Indicators have been developed to measure the performance of enterprises in various industries. Performance is generally measured in terms of the size of the business, income and number of employees (Robinson & Sexton, 1994; Davidson, 1991).

Table 2: Indicators used to measure the performance of the enterprise in various studies (Set, 2013)

Author	Year	Performance Indicators
Haber and Reichell	2007	Income, profitability, number of employees
Lerner and Haber	2000	Income and profitability
Kirchhoff	1977	
Merz and Sauber	1995	Income and number of employees
Robinson and Sexton	1994	
Davidsson	1991	
Srinivasan, Woo and Cooper	1994	
Q'Farrell	1986	
Johannison	1993	Income per worker, net income
Miller, Wilson and Adams	1988	

The services and facilities offered in tourism destinations can affect the structure and development of cities. This study covers identification of entrepreneur-oriented factors of the tourism destination of Amasya, which are or may be effective in the axis of sustainable tourism entrepreneurship and the impact thereof on the city. Within the scope of the study conducted in the tourism destination in Amasya, surveys were conducted with enterprises of accommodation, travel agencies, food and beverage enterprises and enterprises of local products and souvenir among the tourism enterprises according to the services they provide.

The research questions determined in this context are listed as follows;

- Through descriptive analysis and factor analysis to the following question; "What are the entrepreneurship factors that are effective in Amasya?"
- Through correlation test method to the following questions; "From which features of the indicators that determine the performance of the entrepreneurship and enterprise is sustainable tourism affected? Is there a relationship between these features? What is its significance level?

The hypotheses and sub-hypotheses related to this study are as follows:

- Main Hypothesis 1. Environmental factors, organizational factors, enterprise-oriented factors and entrepreneur-oriented factors are effective in sustainable success of tourism enterprises.
- Sub Hypothesis 1.1. Enterprises that are in harmony with the historical and cultural environment and have high accessibility are more successful.
- Sub Hypothesis 1.2. The success of tourism enterprises that receive financial support and consultancy support that are among the features regarding organizational structure is increased.
- Sub Hypothesis 1.3. The understanding of innovation of the enterprises in the promotion and marketing activities affects the performance positively.
- Sub Hypothesis 1.4. The factors of capacity and risk-taking play an important role in the establishment and increase of success of the enterprise.

3. Methodology

3.1. Research Area: Amasya, Turkey

The city of Amasya has a significant potential in terms of historical and natural beauties. The city, which has hosted many civilizations, has the quality of a museum in terms of historical and cultural heritage. With the increasing expectations for tourism in the recent years, Tourism Strategy of Turkey Action Plan (2007-2013) included in the 9th Development Plan has been developed with the aim to meet such expectations and to have sustainable development in tourism. Based on the cultural and historical background included in the plan, 15 brand cities for which cultural tourism will be developed have been selected. These cities are; Adıyaman, Amasya, Bursa, Edirne, Gaziantep, Hatay, Kars, Konya, Kütahya, Manisa, Mardin, Nevşehir, Sivas, Şanlıurfa and Trabzon (Republic of Turkey Ministry of Culture and Tourism, 2007).

In order to make Amasya a "brand city" in the field of cultural tourism, "Brand City Action Plan" was drawn up in 2015. The aim of the plan was to establish city museums in accordance with international standards, to preserve historical, cultural and architectural values and to increase the income generated from tourism by expanding tourism destinations and increasing the capacity and product range for enterprises (OKA, 2015). With its history dating back to B.C. 5500, cultural heritage and topography, Amasya is located between two hills. Divided into two parts by Yeşilırmak River and connected by historical bridges, the city has significant potential for tourism (OKA, 2015). These reflections in Amasya, which have a history dating back to ancient times and carried their traces to the present day as a cultural heritage, also form the basis of the cultural heritage of the city. There are many historical mosques, historical houses, historical Turkish baths, madrasas, historical bridges and churches in the town center and the districts. There are many registered cultural and natural properties, mainly 4 natural protected areas and 34 archaeological sites in the town center (Amasya Governorship, 2007).

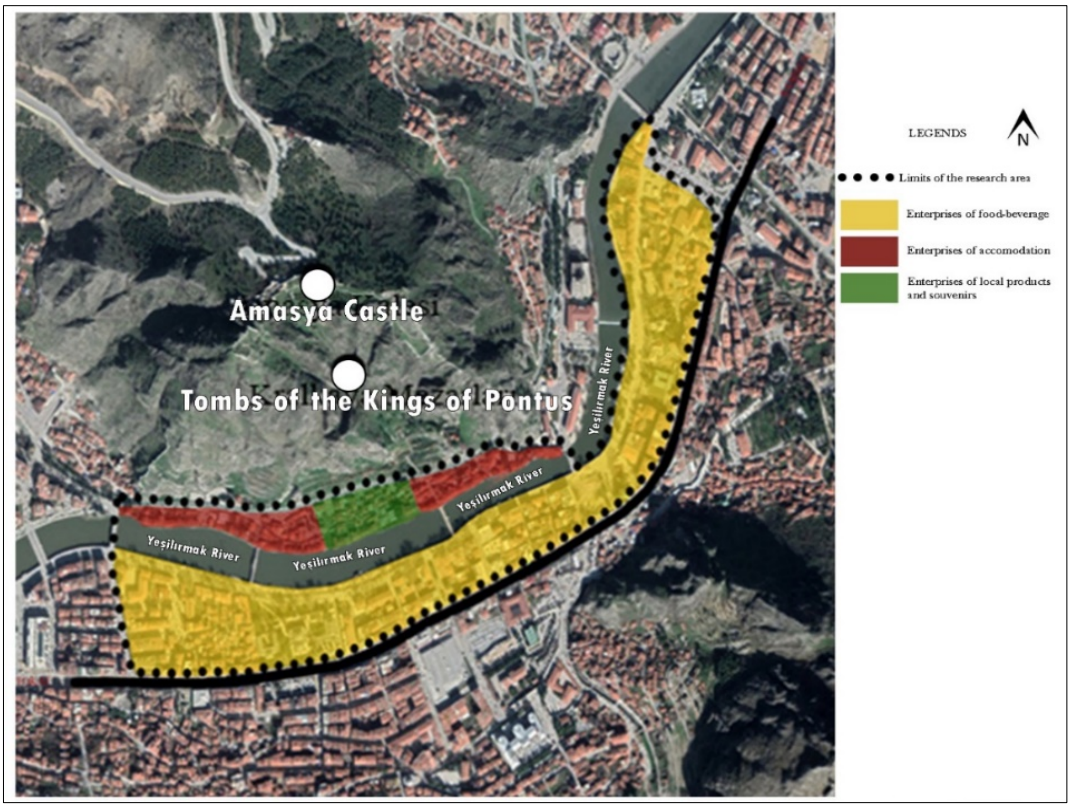

Figure 1: Location of the Research Area and Clustering of the Enterprises

The sampling area of the study covers the destination where tourism businesses are clustered. In this context, there are a total of 103 enterprises in the region referred to as tourism destination.

Within the scope of the survey, a survey was conducted with 83 out of 103 enterprises, using the random sampling method, and the answers of 78 enterprises that answered the questions fully were taken into consideration (See Table 3).

Table 3: Summary of Sample

Tourism Enterprise	Number	Percentage (%)
	103	100%
Surveyed	83	80.5%
Included in Evaluation	78	75.7%

3.2. Method

The method proposed in the study consists of several stages. Within the conceptual framework, survey questions were developed within the scope of entrepreneur-oriented features, enterprise-oriented features, organizational features and environmental features. The process of preparation of the survey questions is one of the most important stages of the study. Firstly, the study by Lerner and Haber (2000) on small tourism enterprises in Israel was reviewed. Since the content of some of the questions was difficult and they were difficult to understand, the survey questions were prepared using the studies of Set (2013), Quesada (2005), Dwyer and Kim (2003), Altanlar (2015). The survey consists of a total of 42 questions that are close-ended, open-ended and based on 5-point Likert scale to measure objective and subjective perception. The survey is comprised of the following sections; the first section consists of 13 questions on entrepreneur-oriented features such as age, gender, level of education, experience in the tourism sector, business background of the family, motivation, work capacity and risk-taking; the second sections consists of 17 questions regarding the existence of a business plan of the enterprise, property of the enterprise and partnership, type of business and compliance of the enterprise with technology and innovations, which are among the enterprise-oriented features of the enterprise; the third section consists of 6 questions on use of financial support, use of consultancy support and awareness, which are among the features regarding organizational structure and the final sections consists of 6 questions regarding accessibility, economic environment, tourism infrastructure, history, cultural and natural structure, which are among environmental features.

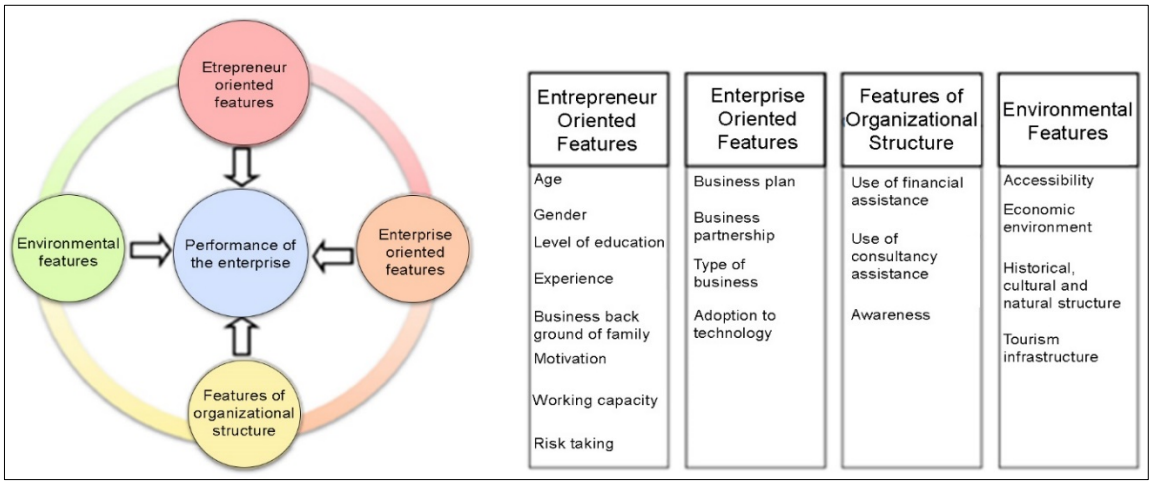

Figure 2: Conceptual Framework

In the second stage of the study, Principal Component Analysis (PCA) was applied due to the high number of variables and in order to determine the weights of the factor groups of the variables. In order to perform principal component analysis, it was determined whether there was significance or not taking into account that the results of Kaiser-Meyer-Olkin (KMO) and Bartlett test are that KMO value should be equal to or greater than 0.500 and the Bartlett significance value should be less than 0.05, as specified by Field (2002). Moreover, Cronbach's Alpha test was applied for reliability of the study. Ural and Kılıç (2006) stated that the reliability coefficient is of a value between 0 and 1 and the reliability of this value increases as it approaches 1. Özdamar (2004) stated that the Cronbach's Alpha value should not be less than 0.5, and that the value of α is poor if $0.5 \leq \alpha < 0.6$, acceptable if $0.6 \leq \alpha < 0.7$, good if $0.7 \leq \alpha <0$, 9 and excellent if ≥ 0.9.

In the third stage of the study, the effect of factor groups on performance as well as the level and direction of the effect of factors on each other was determined by conducting a correlation test. Moreover, within the scope of the sustainability principle, "normality test" was conducted to determine the most appropriate statistical method to be applied. While parametric tests are applied in tests with normal distribution, nonparametric tests are used in non-normal tests (Ural & Kılıç, 2006)

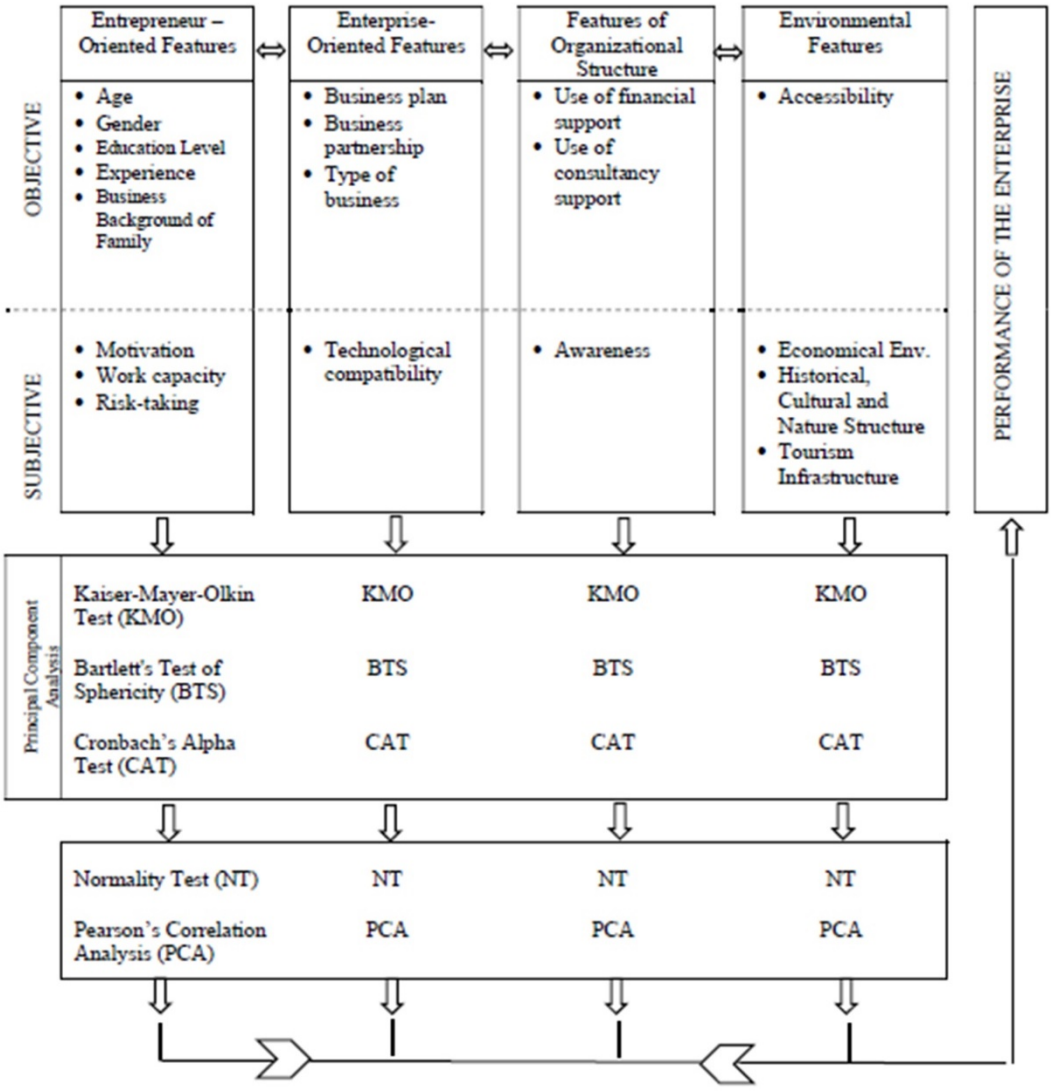

Figure 3: The stages of the study and the methods used

4. Findings

4.1. Identification of the Direction and Levels of the Effective Factors through the Use of Factor Analysis Method

4.1.1. Factor analysis of entrepreneur-oriented features

Factor analysis was applied to test the structural validity of tourism entrepreneurship factors. Principal Component Analysis (PCA) and Varimax Rotation Method (Varimax Rotation) approaches were adopted in the factor analysis. The main reason for choosing the PCA method is that it provides the opportunity to evaluate the multivariate structure with statistically more significant and less data through principal factors. The prerequisite for performance of factor analysis is conducting the sphericity test. If the sphericity test is concluded to be statistically significant, then factor analysis is performed (Tatlıdil, 2002). Field (2000) stated that the lower limit for Kaiser-Meyer-Olkin (KMO) should be 0.50 and that one cannot proceed with the factor analysis if the KMO value is less than 0.50. As shown in Table 4, KMO results are provided in order to evaluate the conformity of the data structure for factor analysis in terms of size of a sample comprised of 78 enterprises. Considering that the data are suitable for factor analysis as the value is 0.616 and upon examination of Bartlett test results, the chi-square (x^2) value obtained also shows significance at the level of 0.01. Thus, all conditions of a factor analysis are fulfilled in terms of KMO and Bartlett test results (See Table 4).

Table 4: KMO and Bartlett's Test results of the entrepreneur-oriented features

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0,616
Bartlett's Test of Sphericity	Chi-square df Sig.	319,384 105 0,000

After the KMO and Bartlett test, PCA was applied as the scale was deemed conforming for factor analysis. While identifying the number of factors after PCA, variables with a factor load below 0.300 and an overlapping structure (F2-F1≤ 0.100) were removed from the scale and the scale was re-subjected to PCA (Çokluk et al., 2012) (See Table 5).

Table 5: Variables that do not fulfil Principal Component Analysis (PCA)

Variables that do not fulfil PCA operations and acceptable values	Factor load*	Number of factors	Variable
Gender	0,133 < 0,300	3	15
Place of birth	0,272 < 0,300		
Existence of an employee from family	0,177 < 0,300		

* load acceptable values; factor load ≥ 0,300 and F2-F1 ≥ 0,100

As the result of the analysis performed; it was observed that there were seven components with an eigenvalue above 1.00 for the 18 points that were taken as the basis of the analysis. The contribution of these components to the total variance is 68,074%. With regard to these seven components; the examination of both the total variance table explained and the scree plot revealed that three components made a significant contribution to the variance while contribution became small and approximately the same after the fourth component. In this context, it was decided to repeat the analysis for three factors. Moreover, this decision is considered significant in terms of conformity with the expected number of factors in the theoretical structure determined in the process of development of the scale.

Consequently, the final Principal Component Analysis showed that the contribution of the 15 points analyzed to the total variance was 47.363%. The general reliability of the scale in Table 6 shows that $\alpha = 0.700$. In this case, the scale is concluded to be reliable at an acceptable level.

Table 6: Results of reliability analysis of entrepreneur-oriented features

Cronbach's Alpha Value	Cronbach's Alpha Value Based on Variables	Number of Variables
0,700	0,660	15

After identification of the distribution of sub-factors that are effective in tourism entrepreneurship, these factors were conceptualized. The first factor was conceptualized as "Capacity and Risk Taking" due to the fact that it includes variables such as management skills, decision to establish a business, level of educational, personal needs, opportunity to use experience and knowledge, and tourism industry opportunities. This first factor constitutes 18,766% of the total variance and has the highest value among factor groups. Furthermore, "the management skill" among the points that determine the factor of capacity and risk-taking is revealed to be the most important point contributing to the factor. The second factor was conceptualized as "Motivation" due to the fact that it includes variables such as using government assistances, influence of family and friends, gaining prestige, conducting the operations with family, experience in the tourism sector and not having a profession / inability to find a job. The factor of motivation constitutes 14,952% of the total variance, and it has been concluded that the contribution of the points of government assistances and family-friend influence among the variables is higher compared to the other variables.

The third factor was conceptualized as "Characteristic of the Entrepreneur" due to the fact that it includes variables such as the age of the entrepreneur, the age of starting entrepreneurship and the family's business background. The factor consisting of variables determining the entrepreneurial characteristics constitutes 13,645% of the total variance. The age of the entrepreneur and the age of starting entrepreneurship among the variables are observed to be the most important factors contributing to the factor load. When the relationship between each of the three factors determining the entrepreneur-oriented features are examined, it is concluded that the most important factor determining the scale in terms of enterprises in Amasya is the factor of "capacity and risk-taking" (18,766%). This is followed by motivation (14.952%) and characteristics of the entrepreneur (13.645%), respectively (See Table 7).

Table 7: Factors determining the entrepreneur-oriented features

Factors	Remarks	Factor load*	Eigenvalue	Variance (%)
Capacity and Risk-Taking	Working capacity such as managements skills and success in implementation of innovations affect the performance of the entrepreneur positively.	0,865	2,815	18,766
	The risk-taking factors such as taking decisions to establish a business and expand the business affect the performance of the enterprise positively.	0,678		
	Fulfilling personal needs	0,653		
	Opportunity to use experience and knowledge	0,640		
	High level of education	0,423		
	Using opportunities of tourism industry	0,405		
Motivation	Use of government assistances	0,692	2,243	14,952
	Influence of mu family or friends	0,640		
	Gaining prestige	0,590		
	Conducting operations with my family	0,563		
	Experience in tourism sector	0,500		
	Not having a profession / inability to find a job	0,485		
Characteristic of Entrepreneur	Age	0,888	2,047	13,645
	Age of starting entrepreneurship	0,872		
	Business background of the family	0,526		
Total variance				47,363
Cronbach's Alpha :0.700 *Factor loading (FL); Poor if FL is ≥ 0,300; Questionable if FL is ≥ 0,450 ; Acceptable if FL is ≥ 0,550; Good if FL is ≥ 0,630; Excellent if FL is ≥ 0,710				

4.1.2. Factor Analysis of Enterprise-Oriented Features

KMO results are provided in order to evaluate the conformity of the data structure for factor analysis in terms of size of a sample comprised of 78 enterprises. The data fulfil the first condition for factor analysis as the value is 0,720. Upon examination of Bartlett test results, the chi-square (x^2) value obtained also shows significance at the level of 0.01. Thus, all conditions of a factor analysis are fulfilled in terms of KMO and Bartlett test results (See Table 8).

Table 8: KMO and Bartlett's Test results of the enterprise-oriented features

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0,720
Bartlett's Test of Sphericity	Chi-square df Sig.	926,580 325 0,000

As specified in the previous section, the variable that do not fulfil the acceptable conditions were removed from the scale and the scale was re-subjected to PCA (See Table 9).

Table 9: Variables that do not fulfil Principal Component Analysis (PCA) and acceptable values

Variables that do not fulfil PCA operations and acceptable values	Factor load*	Number of factors	Variable
Enterprise oriented features • High rent and rates • Business plan affect the success of the enterprise in terms of income and profitability	0,424-0,465 < 0,100 0,297-0,367 < 0,100	3	26
*Factor load acceptable values; factor load ≥ 0,300 and F2-F1 ≥ 0,100			

As the result of the analysis performed; it was observed that there were nine components with an eigenvalue above 1.00 for the 28 points that were taken as the basis of the analysis. The contribution of these components to the total variance is 68,074%. With regard to these nine components; the examination of both the total variance table explained and the scree plot revealed that three components made a significant contribution to the variance while contribution became small and approximately the same after the fourth component. In this context, it was decided to repeat the analysis for three factors.

The general reliability of the scale in Table 10 shows that α = 0. 857. In this case, the scale is concluded to be reliable at a good level.

Table 10: Results of reliability analysis of enterprise-oriented features

Cronbach's Alpha Value	Cronbach's Alpha Value Based on Variables	Number of Variables
0,857	0,839	26

The first factor was conceptualized as " Economic Factors That Determine the Success of the Enterprise " due to the fact that it includes variables such as access to capital, training in entrepreneurship, inefficiency of labor force, lack of competition, interest rates, state regulations, inflation, lack of financial assistance, and labor cost. The economic factors factor that determine the success of the business has been concluded to be the most important factor determining the enterprise-oriented features, constituting 16.479% of the total variance. Moreover, the point "restriction in access to capital" ranks first within this factor with a factor load of 0.725.

The second factor was conceptualized as " Supplementary and Supplier Companies " due to the fact that it mainly focuses on different types of activities and suppliers, such as cooperation with hotels, cooperation with establishments of local products and souvenirs, cooperation with tour companies, cooperation with restaurants, cooperation with travel agencies, tourism education, inadequacy in management, participation in tourism guidebooks, type of business This factor has a variance rate of 16,290%, and the point of cooperation with hotels is considered to have the highest factor load among the variables that make up this factor. This indicates that having good relationships with their stakeholders increasingly gains importance for hotel enterprises, which represent an important part of the tourism sector. In the second place is the point of cooperation with enterprises of local products and souvenirs. This reveals the importance of different types of activities for sustainability of tourism enterprises.

The third factor was conceptualized as " Promotion and Marketing Activities " due to the fact that it includes variables such as use of brochures, hearsay, use of the internet, use of signboards, use of posters, number of full-time employees, property / ownership of the enterprise, and marketing plan. This factor constitutes 12.977% of the total variance. The findings obtained upon examination of the points constituting the factor reveals that advertising via visual – audio media and internet contributes to promotion and marketing of new destinations for the producer and the consumers. This shows that there is a need for intermediary companies that bring tourism enterprises together with their customers in Amasya (See Table 11)

Table 11: Factors determining the enterprise-oriented features

Factors	Remarks	Factor load*	Eigenvalue	Variance (%)
Economic Factors That Determine the Success of the Enterprise	Restriction in access to capital	0,725	4,285	16,479
	Inadequacy of the local/central authorities in terms of entrepreneurship training	0,676		
	Inefficiency of labor force	0,667		
	Lack of competition	0,658		
	Interest rates	0,657		
	State regulations	0,610		
	Inflation rates	0,564		
	Lack of financial assistance provided by the state to small-scale enterprises	0,564		
	Labor cost	0,499		
Supplementary and Supplier Companies	Cooperation with hotels (tourist guidance)	0,869	4,235	16,290
	Cooperation with souvenir shops (tourist guidance)	0,823		
	Cooperation with tour companies	0,787		
	Cooperation with restaurants (tourist guidance)	0,666		
	Cooperation with travelling agencies	0,596		
	Lack of knowledge in terms of trainings and opportunities in tourism	0,561		
	Lack of knowledge and skills in terms of tourism management	0,501		
	Participation in tourism guide book	0,459		
	Type of business / enterprise	-0,341		
Promotion and Marketing Activities	Use of brochures	0,689	3,374	12,977
	Hearsay	0,608		
	The number of full-time employees in the enterprise	0,580		
	Use of internet	0,554		
	Use of posters	0,526		
	Use of signboards	0,498		
	Property / ownership of the enterprise	0,477		
	Existence of Marketing plan of the enterprise	-0,476		
Total variance				45,746
Cronbach's Alpha :0.857 ***** Factor loading (FL); Poor if FL is ≥ 0,300; Questionable if FL is ≥ 0,450 ; Acceptable if FL is ≥ 0,550; Good if FL is ≥ 0,630; Excellent if FL is ≥ 0,710				

4.1.3. Factor Analysis of Features Regarding Organizational Structure

KMO results are provided in order to evaluate the conformity of the data structure for factor analysis. The data fulfil is conforming for factor analysis as the value is 0,882, and upon examination of Barlett test results, the chi-square (x^2) value obtained also shows significance at the level of 0,01. Thus, all conditions of a factor analysis are fulfilled in terms of KMO and Barlett test results (See Table 12).

Table 12: KMO and Barlett's Test results of the features regarding organizational structure

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0,882
Bartlett's Test of Sphericity	Chi-square	740,991
	df	66
	Sig.	0,000

As the result of the analysis performed; it was observed that there were two components with an eigenvalue above 1.00 for the 12 points that were taken as the basis of the analysis. It is observed that these two components constitute 70,197 % of the total variance.

The general reliability of the scale in Table 13 shows that α = 0. 936. In this case, the scale is concluded to be reliable at an excellent level.

Table 13: Results of reliability analysis of features regarding organization structure

Cronbach's Alpha Value	Cronbach's Alpha Value Based on Variables	Number of Variables
0,936	0,936	12

While deciding the number of factors after the PCA, all variables fulfilled the conditions in terms of factor load and overlapping structure. The first factor was conceptualized as "Use of Financial Assistance" due the fact that it includes variables such as financial assistance for the tourism industry, assistance for tourism infrastructure, assistance for entrepreneurs in financial projects, financial assistance for small and medium-sized enterprises, financial assistance for new entrepreneurs, low-interest loan assistance, financial assistance for young entrepreneurs, financial assistance. The factor of use of financial support constitutes 41,361% of the total variance. Among the points, "low-interest loan assistance" is concluded to be the most important variable with a factor load of 0.807. The first factor was conceptualized as "Use of Consultancy Assistance" due the fact that it includes variables such as entrepreneur improvement programs, tourist guide classes, marketing and promotion classes and skill improvement programs, it has been conceptualized as "Benefiting from Consulting Supports". The variance value is 28.836%, and marketing and promotion classes ranks the first with a factor load of 0.923 among the items that make up the factor. This is because development of sales of tours and trips is a specialized branch of marketing. In particular, tourism employees who will carry out promotional activities must have strong human relations and social aspects. In this context, human resources should be developed in order to increase the service quality in tourism. The findings obtained in this study indicate that consultancy services and trainings for the development of human resources should be prioritized.

Table 14: Factors determining the features regarding organizational structure

Factors	**Remarks**	**Factor load***	**Eigenvalue**	**Variance (%)**
Use of Financial Assistance	Financial assistance for tourism industry	0,737	4,963	41,361
	Financial assistance for tourism infrastructure	0,721		
	Assistance for entrepreneurs in financial projects	0,791		
	Financial assistance for small and medium-sized enterprises	0,745		
	Financial assistance for new entrepreneurs	0,789		
	Low-interest loan assistance	0,807		
	Financial assistance for young entrepreneurs	0,734		
	Financial assistance for women entrepreneurs	0,727		
Use of Consultancy Assistance	Entrepreneur improvement programs	0,646	3,460	28,836
	Tourist guide classes	0,840		
	Marketing and promotion classes	0,923		
	Skill improvement classes	0,808		
Total variance				70,197
Cronbach's Alpha :0.936 * Factor loading (FL); Poor if FL is ≥ 0,300; Questionable if FL is ≥ 0,450 ; Acceptable if FL is ≥ 0,550; Good if FL is ≥ 0,630; Excellent if FL is ≥ 0,710				

4.1.4. Factor Analysis of Environmental Features

KMO results are provided in order to evaluate the conformity of the data structure for factor analysis. The data fulfil the first condition for factor analysis as the value is 0, 761. Upon examination of Barlett test results, the chi-square (x^2) value obtained also shows significance at the level of 0.01. Thus, all conditions of a factor analysis are fulfilled in terms of KMO and Barlett test results (See Table 15)

Table 15: KMO and Bartlett's Test results of the environmental features

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0,761
Bartlett's Test of Sphericity	Chi-square df Sig.	608,911 190 0,000

The general reliability of the scale in Table 16 shows that α = 0. 848. In this case, the scale is concluded to be reliable at a good level.

Table 16: Results of reliability analysis of environmental features

Cronbach's Alpha Value	Cronbach's Alpha Value Based on Variables	Number of Variables
0,848	0,824	20

As specified in the previous section, the variable that do not fulfil the acceptable conditions were removed from the scale and the scale was re-subjected to PCA (See Table 17).

Table 17: Variables that do not fulfil Principal Component Analysis (PCA) and acceptable values

Variables that do not fulfil PCA operations and acceptable values	Factor load*	Number of factors	Variable
Environmental features • Physical plans • The means of access	 0,253 < 0,300 0,299-0,338 < 0,100	4	20
*Factor load acceptable values; factor load ≥ 0,300 and F2-F1 ≥ 0,100			

As the result of the analysis performed; it was observed that there were seven components with an eigenvalue above 1.00 for the 20 points that were taken as the basis of the analysis. The contribution of these components to the total variance is 67,1558 %. With regard to these seven components; the examination of both the total variance table explained and the scree plot revealed that four components made a significant contribution to the variance while contribution became small and approximately the same after the fifth component. In this context, it was decided to repeat the analysis for four factors.

The first factor was conceptualized as "Perception of Economic Environment" due the fact that it includes variables such as job opportunities for educated labor force, orientation to new activities, diversity of local products, job opportunities, quality of life, foreign investments, receiving immigration, availability of parking lot. The perception of economic environment ranks first among the environmental features with a variance rate of 22,403%. Moreover, the points of generation of new job opportunities for the educated labor force (0.790) and the local people's orientation to different fields of tourism (0.761) are ranked among the top in terms of factor load.

The second factor was conceptualized as "Relationship of Historical and Cultural Environment" due the fact that it consists of variables such as increase in the need for tourism

areas, contribution of small-scale enterprises in development of the environment, t strengthening of local identity and culture, and location in tourism destinations. This factor ranks second in the environmental features scale with a variance rate of 15,664%. Furthermore, among the points that constitute the relationship of historical and cultural environment, the variable of "increase in need for new tourism areas" ranks first with a factor load of 0.827.

The third factor was conceptualized as "Accessibility" due to the fact that it consists of variables such as proximity to the scenery / landscape, accessibility, proximity to historical and natural beauties, and location on a route travelled by the tourists. While this factor has a variance rate of 9,189%, "proximity to the scenery / landscape" with a factor load of 0.749 takes the first place among the variables that make up the factor.

The fourth and final factor was conceptualized as "Proximity to Service Providers" due to the fact that it includes variables such as proximity to tourism enterprises, location in an area close to similar activities. The variance value of this factor is 8.229%, and proximity to tourism enterprises ranks first with a factor load of 0.844 among its variables. (See Table 18).

Table 18: Factor groups of environmental features

Factors	**Remarks**	**Factor load***	**Eigenvalue**	**Variance (%)**
Perception of Economic Environment	Generation of new job opportunities for the educated labor force	0,790	4,481	22,403
	Orientation of local people to new activities in different fields of tourism, in particular	0,761		
	Increase in diversity of local products	0,748		
	Generation of job opportunities	0,744		
	Increase in the quality of life	0,700		
	Increase in foreign investments	0,619		
	Commencement of receiving immigration	0,615		
	Decrease in emigration	0,570		
	Availability of a parking lot	-0,426		
Relationship of Historical and Cultural Environment	Increase in need for new tourism areas with the development in tourism	0,827	3,133	15,664
	Improvement of the environment via small-scale tourism enterprises	0,796		
	Preservation of natural and cultural heritage areas	0,718		
	Strengthening of local identity and culture	0,715		
	Location in a tourism destination	0,444		
Accessibility	Proximity to scenery / landscape	0,749	1,838	9,189
	Accessibility	0,657		
	Proximity to historical and natural beauties	0,583		
	Location within the route travelled by the tourists	0,500		
Proximity to Service Providers	Proximity to tourism enterprises	0,844	1,646	8,229
	Location in an area the same as – close to the similar activities	0,739		
Total variance				55,485
Cronbach's Alpha :0.848 ***** Factor loading (FL); Poor if FL is ≥ 0,300; Questionable if FL is ≥ 0,450 ; Acceptable if FL is ≥ 0,550; Good if FL is ≥ 0,630; Excellent if FL is ≥ 0,710				

Factor groups were created by PCA analysis as a result of the surveys conducted with the enterprises of accommodation, travel agencies, enterprises of food and beverage, and enterprises of local products and souvenirs within the tourism destination. Based on such

analyses, according to factor variance rates among all factor groups, the ranking is as follows; "use of financial assistance " ranks first, followed by "use of consultancy assistance, perception of economic environment" and "capacity and risk-taking" (See Table 19).

Table 19: Order of factor groups that affect sustainable tourism entrepreneurship based on the variance rate

Factors that Affect Sustainable Tourism Entrepreneurship	Factor variance rates (%)
Use of Financial Support	41,361
Use of Consultancy Support	28,836
Perception of Economic Environment	22,403
Capacity and Risk Taking	18,766
Factors that Determine the Success of the Enterprise	16,479
Supplementary and Supplier Companies	16,290
Perception of Historical and Cultural Environment	15,664
Motivation	14,952
Characteristic of the Entrepreneur	13,645
Promotion and Marketing Activities	12,977
Accessibility	9,189
Proximity to Service Providers	8,299

4.2. Measurement of the Performance Relationship of the Factors by Correlation Test

In order to determine the relationship of the questions “Which of the following income status is more suitable for your enterprise for the last two years?” and “Which of the following profit status is more suitable for your enterprise for the last two years?” that measure the performance of the tourism enterprises with factor, a “normality test” was applied in the first place to determine whether both questions are in normal distribution. According to the normality test conducted, it was determined that both variables show a normal distribution since the values of skewness and kurtosis are between -1.5 and +1.5 (Tabachnick & Fidell, 2013) (Table 20).

Table 20: Results of normality test of dependent variables in evaluation of success

	Skewness	Kurtosis
Income Status	0,290	-1,404
Profit Status	0,672	-0,600

Taking into account the results of the normality test, "simple correlation test" was applied to determine the direction and level of the relationship between the questions on income and profitability and the factors that determine development of sustainable tourism. The correlation coefficient is expressed by the letter "r" and takes a value between -1 and +1. A positive correlation coefficient indicate a relationship between the variables which is in the same direction, while the negative correlation coefficient indicates that there is relationship in the opposite direction between the variables. In evaluation of the correlation, it is not important whether correlation coefficient is negative or positive at the level of relationship. The correlation coefficient between the variables is interpreted as follows; the relationship is weak or low if the coefficient is between 0.00 and 0.290, and moderate if between 0.30 and 0.64, and strong or high if between 0.65 and 0.84, and very high if between 0.85 and 1.00 (Ural & Kılıç, 2006).

The following were concluded upon examination of the relationship between the factors that affect tourism entrepreneurship in Amasya and the status of income and profitability (Table 21).

The fact that 71.4% of employees and 73.1% of business owners are from Amasya in the tourism destination of Amasya sets forth that small-scale enterprises contribute significantly to the local labor force. The factors of entrepreneurship that are effective in the tourism destination of Amasya and impact thereof on the performance were tested within the scope of the study. In this context, the main hypothesis of the study is as follows;

Environmental factors, organizational factors, enterprise-oriented factors and entrepreneur-oriented factors are effective in success of tourism enterprises. In order to test the hypothesis, four sub-hypotheses were developed. The first of these is related to environmental features;

Sub Hypothesis: Enterprises that are in harmony with the historical and cultural environment and have high accessibility are more successful.

There are not many empirical studies on the impact of the environment on entrepreneurship. While Mill and Morrison (1992) stated the environments with strong tourism destinations consist of the components of history, culture, accessibility and scenery / landscape, according to Smith (1983) it is difficult to classify the environmental features and determine impact thereof on performance. Lerner and Haber (2000), who conducted a comprehensive study on this subject, concluded that there is a positive relationship between the attractiveness of the location of the enterprise and income. The factor analysis and correlation tests conducted in order to test the sub-hypothesis revealed the need for new tourism areas has increased, natural and cultural heritage sites are protected and local identity and culture are strengthened within the scope perception of entrepreneurs, especially in terms of historical and cultural environment relationship; and it has been concluded that proximity to scenery, proximity to historical and natural beauties and location on the route travelled by the tourists are important factors within the scope of accessibility. It has been concluded upon examination of the effects of the factors of perception of historical and cultural environment and accessibility on performance in terms of income and profitability that perception of historical and cultural environment has no direct impact on income and profitability. However, it has been determined that the historical and cultural environment has a significant effect on the promotion and marketing of the enterprises. This indicates that factors may have an effect on each other in the sustainability of enterprises.

The tests conducted on the effect of accessibility on performance is tested revealed that it does not have a direct impact on income and profitability. In this context, although the factors of perception of historical and cultural environment and accessibility are effective for tourism enterprises, they do not directly affect the performance of enterprises in terms of income and profitability.

The second sub-hypothesis concerns the features regarding organizational structure.

Sub Hypothesis: The success of tourism enterprises that receive financial support and consultancy support that are among the features regarding organizational structure is increased.

Regarding the studies on the effect of use of financial resources and consultancy assistance on performance of tourism entrepreneurship; while Q'Farell (1986), Lerner (1989), Lerner and Haber (2000) stated that receiving external assistance positively affected performance, Westhead (1992) set forth that there was no significant difference in terms of income. The evaluation conducted in order to test the sub-hypothesis revealed that 74.5% of the tourism enterprises in Amasya stated that they established their businesses with their own savings, while only 5.5% benefited from assistance from the state. Descriptive analyses indicate that the awareness on financial assistance and consultancy assistance is very low. Among the factors that are effective sustainable tourism entrepreneurship, use of financial assistance with a variance rate of 41% is in the first place, and use of consultancy assistance is in the second

place with a variance rate of 28%. These indicators sets forth that both factors are important in sustainable tourism entrepreneurship.

When the effects of the factors of financial assistance and consultancy assistance on performance in terms of income and profitability are analyzed, it is concluded that use of financial assistance affects profitability positively. Moreover, the use of financial assistance has an impact on economic factors that affect the success of the enterprises. It is concluded as the result of the correlation test that economic challenges can be eliminated if financial assistance is provided. Use of consultancy assistance does not affect performance directly. However, it has been concluded that enterprises receiving consultancy assistance have a significant effect on the factor of promotion and marketing. This indicates that promotion and marketing activities can be performed better through various trainings. The third sub-hypothesis is on enterprise-oriented features.

Sub Hypothesis: The understanding of innovation of the enterprises in the promotion and marketing activities affects the performance positively.

Many studies today focus on the concept of innovation. The concept of innovation in tourism entrepreneurship is considered as adapting to changing and developing conditions, innovative ideas and creating difference. The instruments used by enterprises in promotion and marketing and cooperation thereof are important. While Lerner and Haber (2000) stated that variety of services affected success positively, Chenk and Piccoli (2002) and Anckar and Walden (2001) stated that keeping up with technology increased performance and demand.

It has been concluded upon the factor analysis conducted to test the hypothesis that promotion and marketing activities are among the factors that affect the enterprise. However, promotion and marketing activities do not affect performance directly in terms of income and profitability. Efficiency in promotional and marketing activities contributes to the development of the entrepreneurial feature. The fourth sub-hypothesis concerns the entrepreneur-oriented features.

Sub Hypothesis: The factors of capacity and risk-taking play an important role in the establishment and increase of success of the enterprise.

Most of the current studies evaluate entrepreneurship based on the factors of socio-demographic characteristics of the entrepreneur, the family's business background, motivation, capacity and risk-taking. While Mckercher and Robins (1998) defined working capacity as management skills and entrepreneur's knowledge level, they stated that lack thereof would lead to low success. Likewise, Lerner and Almor (2002), Hood and Young (1993), Ahoroni et al. (1978), Litzinger (1965) stated that taking risk is an important factor in the initiation and sustainability of entrepreneurship. While the factors of capacity and risk-taking ranks first in terms of variance ratio among entrepreneur-oriented features, it does not have a direct effect on performance in terms of income and profitability. In the light of the test results, in sustainable tourism entrepreneurship; environmental features, features regarding organizational structure, enterprise-oriented features and entrepreneur-oriented features affect tourism entrepreneurship. This result confirms the main hypothesis. However, in terms of income and profitability, it has been observed that only the factor of use of financial assistance has an impact.

Table 21: Results of the correlation test

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Income status of the enterprise	1,000													
2. Profit status of the enterprise	0,677**	1,000												
3.Capacity and risk-taking	-0,021	-0,134	1,000											
4. Motivation	0,126	0,050	0,000	1,000										
5. Characteristic of entrepreneur	0,111	0,093	0,000	0,000	1,000									
6. Economic factors that affect succes of the enterprise	0,034	0,118	0,208	0,242*	0,090	1,000								
7. Supplementary companies	-0,032	0,046	0,228*	-0,133	0,080	0,000	1,000							
8. Promotion and marketing activities	-0,148	0.023	0,038	0,067	0,243*	0,000	0,000	1,000						
9. Use of financial assistance	-0,175	0,241*	0,149	0,196	-0,202	0,338**	0,110	0,066	1,000					
10. Use of consultancy assistance	0,086	0,072	-0,021	0,139	-0,171	0,021	0,102	0,278*	0,00	1,000				
11. Economic env. perception	-0,175	-0,249*	0,278*	0,035	0,115	0,020	0,171	0,023	0,303**	0,004	1,000			
12. Perception of historical	0,072	0,045	-0,077	0,099	0,217	0,113	0,291**	-0,037	-0,120	0,102	0,000	1,000		
13. Accessibility	-0,181	-0,215	0,004	0,035	0,027	0,102	-0,035	0,146	0,113	-0,167	0,000	0,000	1,000	
14. Tourism Infrastructure	0,059	0,101	0,074	-0,022	-0,026	0,044	0,184	0,016	-0,055	0,178	0,000	0,000	0,000	1,000

*p < 0.05; **p < 0.01; ***p < 0.001.

5. Discussion and Implications

It is observed that the investment in and objectives for the tourism industry in Turkey has increased as it has around the world. Preparation of strategic action plans for tourism in line with such objectives as well as the plans for development of tourism prepared for the natural, cultural and historical heritage sites of the cities support such argument.

The factors addressed from a single perspective in ensuring sustainable tourism entrepreneurship do not reflect the reality fully. Environmental features, features regarding organizational structure, enterprise-oriented and entrepreneur-oriented features should be addressed as a whole in a holistic framework. This study and previous studies have indicated that the factors affecting tourism entrepreneurship may differ depending on the location, as well as that the level of impact and direction of the factors can vary according to the characteristics of the area studied. In conclusion, it has been revealed that it is not possible to evaluate income and profitability as a single criterion in ensuring sustainability. It has been concluded that the factors have an effect on each other in ensuring sustainable tourism entrepreneurship. Holistic assessments may also cause challenges in solution of identification of the problem. However, the statistical conformity of the tests were tested and significance levels thereof were set forth in this study. In this context, it should be made essential to raise awareness of those who will steer for entrepreneurship or apply to meet the requirements of the enterprise by promoting the assistances established or to be established institutionally in the tourism destination of Amasya as a priority.

First of all, using consultancy assistance not only for training purposes but also for promotion of financial assistances will increase awareness. Moreover, such services should be introduced not only to entrepreneurs who decide to establish a business, but also to all segments of the society. The environment that serves as a source to the tourism industry and components thereof are effective in entrepreneurship. In this context, investments required for tourism

infrastructure and superstructure should be provided by local and central administrations. It should be made essential to make investments considering the historical, cultural, natural and architectural features.

The study shows that most of the entrepreneurs who decide to establish business come from different professional disciplines other than tourism. In this context, entrepreneurs should keep up with innovations and prioritize improving themselves and the business in a competitive environment.

Based on the importance of tourism entrepreneurship and due to the lack of adequate studies in the literature; it can be examined whether the factors of entrepreneurship differ using comparative analyses on different cities with different types of tourism and different locations living on the same type of tourism in line with the proposed conceptual and methodological framework.

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