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The Relation between Travel Agencies and their Stakeholders on the example of DIDİM¹

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Abstract: Changing conditions of business world provide a transition to governance from government concern. Governance, in which interaction and communication is forefront, is a process incorporates all of the actors which influence company government. These actors are the stakeholders that affects or can be affected by the companys' actions. The relation between the company and their stakeholders is one of the most important factor that helps the company to sustain. Defining their stakeholders, determining the relations with their stakeholders and sustaining these relations is important for the travel agencies which are a crucial part of the tourism industry. Travel agencies can develop these relations and benefit this situation to provide competitive advantage and innovative behaviors. This research aims to investigate a relation between travel agencies located in Didim region and their stakeholders. Questionnaire technique is used to obtain data from the travel agency managers. According to the findings, travel agencies have dependence on their stakeholders and communication is quite important for them. The contributions of the findings on the travel agency managers will be the ease of determining their stakeholders effectively.

Keywords: *governance, stakeholder theory, travel agency*

1. Introduction

With the development of communication and information technologies, establishments are able to perform their activities with lower costs, faster and more efficiently. This extends the stakeholder network of establishments and increases their responsibility to their stakeholders on issues such as accountability and transparency. It is possible to state that every establishment has

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a relationship with different stakeholders according to its area of activity. The continuity of establishments is possible through the good relationships developed with these different stakeholders. Although the existence of primary stakeholders is of vital importance in the continuity of establishments, the importance of secondary stakeholders that are indirectly affecting the existence of establishments today is gradually increasing too. At this point, for the sustainability of establishments, they must analyze their relationships with their stakeholders and update these relationships in line with the changing conditions.

Today establishments have departed from the understanding of obtaining short-term profit and adopted the approach of an establishment which is conscious of its social responsibilities and which makes efforts to maintain its existence for a long term. The stakeholder approach can make significant contributions to establishments' realization of these goals and fulfillment of the requirements of the age. It should not be ignored that the establishments which form positive relationships with their stakeholders will also retain the competitive advantage.

Establishments' showing of the required interest in all their stakeholders has gradually gained significance in the business world. An organization which fails to fulfill the requirements and expectations will be doomed to losing its relationships and dealings with the stakeholders in time. Likewise, stakeholders' perception in the tourism industry, which ranks first among the rapidly developing branches of the service sector that yields its best examples as a result of the systematic and coordinated studies of all related stakeholders, is of great importance as it provides preliminary information for every step to be taken forward (Ekin and Ören, 2012).

2. Literature Review

2.1 The stakeholder concept

The concept of stakeholder is parallel with the development of an establishment. In the beginning, for an establishment, stakeholders were the people or groups that contributed to the establishment in production and that purchased the goods or services of the establishment. In the 1950s, Thomas J. Watson, the chairman of IBM, expressed the role of a manager as trying to keep in balance the tripod stool which consisted of employees, customers and shareholders. From this statement, it is seen that the stakeholders of an establishment were rather limited in those

days and remained inadequate in terms of the present concept of stakeholder. In time, the stakeholders of an establishment and the relationships with these stakeholders began to change (Bati, 2006).

The Stanford Research Institute first propounded the concept of stakeholder in 1963 and defined it as “those groups without whose support the organization would cease to exist” (Mitchell, Agle and Wood, 1997). Upon Freeman’s (1984) mentioning of the concept of stakeholder in his work “Strategic Management: A Stakeholder Approach”, the concept began to become widespread. Freeman defined the stakeholder as “any group or individual who can affect or who is affected by the achievement of the organization’s objectives”. It is seen that in time, various definitions of the concept of stakeholder were made by different authors. For instance, Grimble and Wellard (1996) defined stakeholders as any group of people, organised or unorganised, who share a common interest or stake in a particular issue or system. According to Eden and Ackerman, stakeholders are people or small groups with the power to respond to, negotiate with, and change the strategic future of the organization (Bryson, 2004). According to Clarkson (1995), stakeholders are risk-takers. According to Nasi (1995), stakeholders are those that interact with the firm and thus make its operation possible. According to Wicks, Gilbert and Freeman (1994), stakeholders are those that interact with and give meaning and definition to the corporation.

According to Mitchell et al. (1997), stakeholders have at least one of the three types of characteristics, namely (a) power to influence the firm, (b) the legitimacy of the relationship with the firm, and (c) the urgency of the claim. In the first one, it is advocated that if stakeholders have the power to influence the establishment but are unaware of this power and do not use this power, they will not be stakeholders that require special interest for the establishment. Secondly, Mitchell et al. (1997) express that the legitimate relationship between an establishment and a stakeholder might be in the form of a contract concluded between the parties, an exchange, a legal or moral right, whether or not taking risks, and an ethical expectation. Thirdly, the factor of importance is mentioned in the event that a claim has sensitivity in terms of time or in the event that it is of critical importance in terms of the stakeholder (Ertuğrul, 2008).

Considering the above-mentioned statements, the stakeholders of an establishment have been defined in the following way by the authors of this study: the people or groups that have the

power to influence the decision-making mechanisms and the success and continuity of the establishment as a result of communication and interaction with the establishment, that have material or moral mutual interests with the establishment and that stimulate the public opinion by supporting or opposing the activities of the establishment.

2.2 Stakeholder Theory

According to the stakeholder theory by Freeman, there is a stakeholder group in every establishment. The stakeholder theory examines the relationship between an establishment and its stakeholders and the connection between the inputs and outputs arising from this relationship (Ertuğrul, 2008). Definition of stakeholders, analysis of the relationships with stakeholders, management of stakeholders and determination of the strategies that must be followed in the management of the relationships with stakeholders are within the scope of the stakeholder theory (Dönmez, 2008).

Stating that only the shareholders of an establishment are the stakeholders of that establishment rather limits the concept of stakeholder. The stakeholders of an establishment cover not only those who possess a material share but also those who possess no material share in that establishment. Therefore, the stakeholder theory should adopt a way of management that will be beneficial to the other groups that are not shareholders besides protecting the interests (profits) of the stakeholders that are shareholders in the establishment.

The stakeholder theory is used as a strong way of management that deals with the establishment together with the environment in which it is present and that considers the benefits and wishes of other groups that are not shareholders, along with considering its shareholders' making profits. The stakeholder theory helps determine what stakeholder groups will be prioritized by the management and carry out these priorities in a systematic fashion (Mitchell et al., 1997).

Jones and Wicks (1999) advocate that the stakeholder theory is based on four principles: (1) an establishment has different relationships with many stakeholder groups that influence its decisions and that are influenced by its decisions; (2) the structure of these relationships in terms of the processes and outcomes for the establishment and its stakeholders is the primary problem of the stakeholder theory; (3) legitimate stakeholders are of primary value and the interest of none

of these stakeholders is superior to that of the others; and (4) the stakeholder theory focuses on decision-making by the management (Sarıkaya, 2008).

2.3 Classification of Stakeholders

Stakeholders are comprised of “people or groups without whose participation or partnership an establishment will not be able to maintain its life as desired” – that is, the primary stakeholders – and “individuals and groups that influence an establishment or that are influenced by the activities of the establishment but that are not of vital importance in order for the establishment to continue to live” – that is, the secondary stakeholders (Ertuğrul, 2008).

According to Freeman, the primary stakeholders of an establishment are directly connected with the future of an establishment. The secondary stakeholders, however, are stakeholders that are not directly influenced by the activities of an establishment (Bati, 2006). In this case, shareholders, investors in the establishment, employees, customers and suppliers are the primary stakeholders of an establishment. The secondary stakeholders of an establishment include the government, nongovernmental organizations, social pressure groups, other commercial establishments, academic commentators and media commentators (Ertuğrul, 2008; Sarıkaya, 2008; Bati, 2006).

As it is seen, establishments are within a broad network of stakeholders. Stakeholders have the power to influence the activities of an establishment directly or indirectly and they have some expectations from the establishments. Here it should be borne in mind that each stakeholder has different levels of influence on the establishment and has different expectations. For instance, employees might demand equal treatment and rewarding; customers might expect developed products and services; the government might influence the activities of an establishment through laws; and social pressure groups might organize campaigns on issues such as protecting the environment and performing trade honestly (Simmons and Lovegrove, 2005). Against these expectations, stakeholders transfer various direct or indirect resources that affect the success of the establishment to establishments. For instance, loyal customers may make positive word of mouth communication about the establishment; employees may likewise show their commitment to the establishment; and suppliers provide the establishment with material input, whereas shareholders provide it with capital input. The contribution of the secondary stakeholders of an

establishment to the establishment cannot be ignored either. For instance, the local administration may provide infrastructure in order for the establishment to fulfill its activities and the media may play an important role in spreading and reinforcing the image of the establishment (Maignan, Ferrell and Ferrell, 2005). It is clear that establishments need their stakeholders. The negative course of relationships with stakeholders means that the resources concerned which are provided by stakeholders are cut, which negatively affects the success of establishments. This strong effect of stakeholders on establishments should be regarded as an opportunity by the managers of establishments and importance should be attached to the management of relationships with stakeholders.

2.4 Relationships with Stakeholders

The relationships of establishments with their stakeholders stand out in their ensuring and maintaining of innovation according to their competitors. The information obtained thanks to the relationships with stakeholders will help with all activities that might be required to ensure the continuity of an establishment. Today the increase in the number of stakeholders of establishments has changed the dimensions of the relationship between an establishment and its stakeholders. The establishments which fail to meet the requirements and expectations of stakeholders are in time confronted with the danger of losing their relationships with their stakeholders (Dönmez, 2008; Ekin and Ören, 2012). It is not possible that an establishment operates independently from the stakeholders and it is not possible to ignore the impact of stakeholders on the organization and the impact of the organization on stakeholders. The stakeholder theory requires the acceptance of mutual interests between the establishment and its stakeholders (Sarıkaya, 2008).

Managers should make use of the relationships they develop with their stakeholders. The relationships developed with stakeholders may provide managers with important facilities to evaluate the organizational goals of the establishment, to envisage the opportunities that may occur for the establishment and the stakeholders, to prevent the conflicts likely to occur between the establishment and the stakeholders (Philips, 2004), and to analyze the impact of the establishment on stakeholders, the impact of stakeholders on the establishment and the impact of the interaction of stakeholders among each other on the establishment (Sarıkaya, 2011).

Establishments' dealing with the relationships in a wide range is of great importance for their ability to manage their relationship with their stakeholders efficiently (Sarıkaya, 2011).

The dialogues established with establishments' stakeholders are also of great importance for them to develop their relationships with their stakeholders. The proper dialogues established with stakeholders enhance the sensitivity of an establishment to its environment and enable the actors in the environment of the establishment to correct their misunderstandings about the establishment. A dialogue with stakeholders acts as a catalyst for the change and development of an establishment. Dialogues with stakeholders develop the transparency of an establishment against its stakeholders and information sharing. The enhancement of dialogues with stakeholders ensures that the establishment focuses on more structured objectives. In addition, these dialogues are neither labor requiring nor very expensive applications for an establishment. Dialogues with stakeholders also help develop the main performance indicators of the establishment. In conclusion, dialogues with stakeholders are an interactive process that aims to form sustainable strategies for establishments (Kaptein and Tulder, 2003).

The elements which will be useful to consider in the relationships an establishment will form with its stakeholders can be summarized as follows: (a) to review the relationships with the stakeholders of an establishment and to determine the impacts of stakeholders on the success/failure of an establishment; (b) to determine the goals intended to be attained in each stakeholder relationship (e.g. loyalty, cooperation and efficiency); (c) to develop opportunities for mutual benefits; and (d) to monitor mutual stakeholder relationships and to try to balance and adapt them as much as possible (Sarıkaya, 2008).

The elements of trust, communication, information sharing and dependence stand out in the relationships of establishments with their stakeholders. These elements are briefly explained below.

Trust: "The leaders who work most effectively, it seems to me, never say "I". And that's not because they have trained themselves not to say "I". They don't think "I". They think "we"; they think "team". They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but "we" gets the credit. This is what creates trust, what enables you to get the task done" Peter Drucker. According to Peter Drucker, trust is an element which is necessary in all activities and relationships of establishments (Bandsuch, Pate and Thies,

2008). The concept of trust is of great importance in an establishment's formation of a positive image and its maintaining of its existence for a long term. Transparency and openness are the foremost elements of an establishment in its building of trust. Trust will at the same time be shaped and reinforced in line with the relationships and dialogues of an establishment with its stakeholders.

According to Rindfleisch (2000), success in the relationships among establishments is formed with the concept of trust. Torres and Preskill (1999) indicate that establishments must primarily establish a trust relationship with their stakeholders. Shankar, Urban and Sultan (2002) express that the trust provided in the electronic medium is essential for the development of the relationship of an establishment with its stakeholders from customers to employees and from suppliers to distributors because an employee who does not trust his/her establishment is dependent less on the establishment, whereas a distrustful customer easily prefers the products of competitors. Thus, establishments must form and develop the trust relationship with their stakeholders. When doing this, it should be kept in mind that there are different stakeholder groups and that an establishment must act according to these differences (Pirson and Malhotra, 2008).

Communication: You don't hear things that are bad about your company unless you ask. It is easy to hear good things, but you have to scratch to get the bad news. Thomas J. Watson". If an establishment wishes to be understood by its stakeholders, first of all, it should be able to understand its stakeholders. Establishments should be able to plan what kind of communication will be established with what stakeholders, when and where. The feedback to be obtained as a result of communication with stakeholders helps an establishment determine what subjects it will prioritize (Local Government Association). Communication with stakeholders may both enhance the positive image of the establishment and help with the correction of the negative image (Stephens, Malone and Bailey, 2005).

Information Sharing: Information sharing, which is based on the willingness of an individual to transfer his/her knowledge to someone else, is one of the basic elements required in the management of an establishment (Jarvenpaa and Staples, 2000). Through the provision of information sharing, the information infrastructure of an establishment may develop; data management may be facilitated; and the relationship between an establishment and its

stakeholders may be enriched. Information sharing also plays an essential role in building trust between an establishment and its stakeholders and in its continuity (Zhang, Dawes and Sarkis, 2005). Kozak and Cohen (1997) stated that the relationships between supplier and distributor establishments should be analyzed by considering the elements of trust, commitment, information sharing and dependence.

Dependence: An establishment is dependent on its stakeholders and the stakeholders must help the establishment harmoniously. The failure of any stakeholder to care the establishment as necessary may negatively affect the success of the establishment. The managers of establishments should analyze the sensitivity of their stakeholders and the risks they perceive by being aware of dependence on stakeholders (World Bank). However, it is possible to state that dependence varies by the importance of a source. Leonidou et al. used the elements of interdependence, dependence, trust, communication and conflict resolution in the analysis of relationships among establishments.

2.5 Relationships of Travel Agencies with their Stakeholders

The stakeholder theory is essential for the establishments which operate in various industries. One of the industries in which the stakeholder theory is essential for establishments is the tourism industry. As required by its structure, the tourism industry requires interaction and communication with the stakeholders involved in the industry (Ekin and Ören, 2012). The number of stakeholders interacted in the tourism industry is quite large. The stakeholders in the tourism sector include hotel establishments, the government, directorates of tourism, local people, commercial unions, restaurants, universities, sponsors, airports, travel establishments, the media, tourists, travel agencies, souvenir sellers, recreational establishments, and cultural and art centers (Dönmez, 2008).

One of the establishments operating in the tourism industry is the travel agencies. Travel agencies are establishments which are involved in the distribution channels in the tourism industry, which offer all activities of the tourism industry to consumers and which are intermediaries between the producer and the end consumer (Oral, 1988). Travel agencies are establishments which sell the products of establishments that produce touristic goods and services (e.g. hotel room and plane seat) on behalf of them and obtain some commission in return for this;

which perform tour organizations by combining various services about travel in a package; which also offer other services such as information, renting of transportation vehicles, and travel insurance; and which rapidly develop by making use of the opportunities the age brings about (Çolakoğlu and Çolakoğlu, 2007). The relationships of travel agencies with their stakeholders are essential for the success of the establishment. Besides customers, employees, shareholders and suppliers, the other establishments operating in the tourism industry such as tour operators, hotel establishments, food and beverage establishments and transportation establishments are also included among the important stakeholders of travel agencies. The stakeholders of travel agencies help travel agencies with their contributions at all stages, namely the planning, execution and evaluation of a holiday.

3. Aim and Importance of the Research

The removal of boundaries among countries upon the development of information technologies has quite affected the development of the tourism sector. Obtaining of information is one of the basic needs of travel agencies – one of the important pillars of the tourism industry like other tourism establishments. The achievement of travel agencies by obtaining information is influenced by their relationships with their stakeholders. Thus, travel agencies must review and develop their relationships with their stakeholders. The determination of the relationships of travel agencies with their stakeholders is necessary to reveal the negative cases that impede the success of an establishment and to reinforce the elements that affect success. This study aims to determine the relationships of the travel agencies operating in Didim with their stakeholders. The research was confined to the travel agencies operating in Didim. It is difficult to access other travel agencies in terms of time and in financial sense.

4. Research Method

The questionnaire technique was used as the data collection method in the research. The universe of the research comprises the travel agencies operating in Didim. The travel agencies operating in Didim were determined from the official website of TURSAB (the Association of Turkish Travel Agencies). Accordingly, some 32 travel agencies registered in TURSAB – excluding the branches – operate in Didim. The participants who were managers working in travel agencies were asked to answer the questionnaire form. Seven travel agencies could not be reached since they did not operate de facto. The questionnaire form used in the research consists of two sections. The first section contains information to determine the demographic features of managers and the fields of activity of the travel agencies. The second section contains some 13 expressions offered to determine the relationships of the travel agencies with their stakeholders. The expressions contained in the second section were adapted from the scale Dönmez used in her study in 2008 in order to determine the relationship between hotel establishments and travel agencies – their stakeholders.

5. Findings

PASW Statistics 18.0 program (Predictive Analytics Software) was utilized in the analysis of the findings obtained in the research. The reliability of the scale used in the research was determined as .887.

The simple frequency analysis was utilized to evaluate the demographic data. According to the findings obtained, 32% of the participants in the research were female, whereas 68% of them were male. It was determined that more than half of the participants (56%) had completed their university education. Furthermore, 52% of the participants stated that they had been educated in a field other than tourism. It was found out that half of the (52%) travel agencies operating in Didim had been operating for more than 10 years. The majority of the travel agencies (92%) stated that they operated both in domestic and foreign markets. The other findings on the demographic features of the participants are shown in Table 1.

Table 1. Participant Profile

	Number (n)	Percentage(%)
Gender		
Female	8	32.0
Male	17	68.0
Age		
21-30	8	32.0
31-40	9	36.0
41-50	4	16.0
51 and above	4	16.0
Education		
Primary	1	4.0
High school	9	36.0
University	14	56.0
Post-graduate	1	4.0
Education Field		
Tourism	12	48.0
Other than tourism	13	52.0
Management time in tourism industry		
1-3 years	5	20.0
4-6 years	9	36.0
7-9 years	8	32.0
10 years and more	3	12.0
Management time in this travel agency		
1-3 years	6	24.0
4-6 years	11	44.0
7-9 years	6	24.0
10 years or more	2	8.0
Activity time of the travel agency		
1-3 years	1	4.0
4-6 years	4	16.0
7-9 years	7	28.0
10 years and more	13	52.0
Activity area of the travel agency		
Domestic	1	4.0
Foreign	1	4.0
Both	23	92.0

Source: authors' own research

In the first section of the questionnaire, it was intended to determine the dialogues of travel agencies with their stakeholders besides the demographic features of the participants. Accordingly, first of all, the travel agencies were asked to state the stakeholders that affected the activities of the establishment in order of importance. According to the responses, the customers

of the travel agencies are their most important stakeholders. They are followed by tour operators and hotel establishments. One of the most important stakeholders of the travel agencies is their employees. According to these findings, it is possible to state that the travel agencies consider the stakeholders which make a material contribution to the activities of the establishment and which purchase the services of their establishments – in other words, the primary stakeholders –more important. On the other hand, the nongovernmental organizations were determined as the most insignificant stakeholder. This might have resulted from the failure of nongovernmental organizations to operate efficiently or from the fact that the recommendations by the organizations were not considered by the travel agencies (Table 2).

Table 2. Stakeholders that Affect the Activities of Travel Agencies

ORDER OF IMPORTANCE	STAKEHOLDERS	AVERAGE \bar{X}	STANDARD DEVIATION
1	Customers	2.040	1.836
2	Tour operators	3.040	1.513
3	Hotels	3.480	1.636
4	Employees	3.520	1.895
5	Airlines	4.520	1.828
6	Rent a Car establishments	7.200	2.362
7	Bus establishments	7.480	1.939
8	Local government	8.360	2.736
9	Organization establishments	8.840	2.687
10	Restaurants	10.320	1.864
11	Universities	10.400	2.061
12	Consulates	10.720	1.947
13	Nongovernmental organizations	11.080	1.956

Source: authors' own research

When the methods of travel agencies to establish a dialogue with their stakeholders are examined, it is seen that direct dialogue establishment is preferred the most (Table 3). This might have resulted from travel agencies' opportunity of a conversation with their customers both before and during the holiday. Travel agencies also communicate with their stakeholders via the Internet. Again when it is considered that the travel agencies stated customers, tour operators and hotel establishments among their most important stakeholders, it might be stated that they particularly establish dialogues with their foreign customers, the tour operators with which they have an agreement and the hotel establishments abroad via the Internet. In addition, the

consequence might have been influenced by faster and lower-cost communication via the Internet. The travel agencies expressed that they also used regular meetings in their dialogues with their stakeholders. It is considered that this outcome occurred at the point where employees were regarded as an important stakeholder.

Table 3. Travel Agencies' Methods of Dialogues with their Stakeholders

ORDER OF IMPORTANCE	METHODS	AVERAGE \bar{X}	STANDARD DEVIATION
1	Direct dialogue	2.240	1.507
2	Mail-Web Site	2.320	1.796
3	Regular meetings	3.880	1.563
4	Fairs	3.880	1.964
5	Joint works	4.880	1.855
6	Open meeting days	5.400	1.554
7	Questionnaire	6.120	1.452
8	Press releases	7.320	1.069

Source: authors' own research

The travel agencies were asked why they established dialogues with their stakeholders. It was determined that the win-win understanding, whereby mutual interests were primarily considered, was essential to the travel agencies. It is seen that this finding conforms to the basic understanding of the stakeholder theory. Travel agencies are influenced by their stakeholders and influence their stakeholders with their activities. Secondly, travel agencies desire to establish dialogues with their stakeholders in order to develop and reinforce their relationships with their stakeholders. Catching different perspectives is also one of the important reasons for the establishment of a dialogue.

Table 4. Travel Agencies' Reasons for Establishing Dialogues with their Stakeholders

ORDER OF IMPORTANCE	REASONS	AVERAGE \bar{X}	STANDARD DEVIATION
1	Win-win understanding	1.640	1.113
2	Developing and reinforcing the relationships	2.600	1.224
3	Catching different perspectives, interests, needs and values	3.160	1.143
4	Contributing to the innovation process	3.440	1.193
5	Focusing on the process	4.160	1.106

Source: authors' own research

Table 5. A Factor Analysis for the Variables to Measure the Relationships of Travel Agencies with their Stakeholders

Factors and Variables of Factors	Factor Loadings	Eigenvalue	Variance Explained (%)	Cronbach's Alpha
<i>FACTOR_1 COMMUNICATION</i>		5.606	24.783	.896
Our relationships with our stakeholders continue in great harmony	.900			
We properly communicate with our stakeholders	.874			
Our communication with our stakeholders takes place on time	.874			
Our activities with our stakeholders have been well coordinated	.728			
<i>FACTOR_2 INFORMATION SHARING</i>		2.095	19.146	.883
In the resolution of our conflicts with our stakeholders, we gather with them and try to solve the problem by making joint decisions	.903			
Our stakeholders take our opinion when making important decisions	.844			
Our stakeholders share private information about them with us	.726			
<i>FACTOR_3 TRUST</i>		1.625	18.790	.875
Our stakeholders avoid deceptive and fraudulent behaviors	.924			
Our stakeholders are outspoken in their relationships with us	.850			
We believe that our stakeholders do right things	.717			
<i>FACTOR_4 DEPENDENCE</i>		1.258	18.698	.773
Our stakeholders make significant contributions to the profitability of our establishment	.840			
Our establishment works with its stakeholders in line with mutual interests	.757			
Our stakeholders provide us with information about the changing needs in advance	.715			
		TOTAL	81.417	.887
Kaiser Meyer Olkin Scale Validity				.734
Bartlett's Chi-Square Test of Sphericity				211.201
sd				78
p value				.000

Source: authors' own research

To determine the relationships of travel agencies with their stakeholders, a scale consisting of 13 expressions was used. Some 4 factors were determined as a result of the factor analysis made (Table 5). These factors were given the same names as also determined in the study by Dönmez (2008). Accordingly, the first factor was called “communication”, for it was

about determining the communication of travel agencies with their stakeholders. The second dimension was called “information sharing” since it intended to determine the information sharing between travel agencies and their stakeholders; and the third factor was called “trust” since it intended to reveal the trust relationship between travel agencies and their stakeholders. Finally, the factor which was formed to determine the interdependence of travel agencies and their stakeholders was called “dependence”.

When the dimension of communication in the relationships of the travel agencies with their stakeholders was examined, the total percentage of expressions “Strongly disagree/disagree/neither agree nor disagree” was determined as 22%. The percentage of expressions “Strongly agree/agree” is 78%. According to this result, it is possible to state that the dimension of communication is essential in the relationships of the travel agencies with their stakeholders. On the other hand, the expression “We properly communicate with our stakeholders” has the highest average. Accordingly, it is possible to state that the travel agencies obtained the efficiency they had desired from their communication with their stakeholders (Table 6).

Table 6. Descriptive Statistics in Relation to Communication Dimension

COMMUNICATION	1		2		3		4		5		\bar{X}	SD
	f	%	f	%	f	%	f	%	f	%		
EXPRESSIONS												
Our relationships with our stakeholders continue in great harmony	0	0	2	8	6	24	10	40	7	28	3.880	.927
We properly communicate with our stakeholders	0	0	3	12	1	4	12	48	9	36	4.080	.953
Our communication with our stakeholders takes place on time	1	4	1	4	2	8	15	60	6	24	3.960	.934
Our activities with our stakeholders have been well coordinated	0	0	4	16	2	8	13	52	6	24	3.840	.986
TOTAL	1	1	10	10	11	11	50	50	28	28	3.94	.95
<i>1=Strongly disagree 2=Disagree 3=Neither agree nor disagree 4=Agree 5=Strongly agree</i>												
<i>\bar{X} =Average SD=Standard Deviation</i>												

Source: authors' own research

When the dimension of information sharing in the relationships of the travel agencies with their stakeholders was examined in Table 7, the total percentage of expressions “Strongly disagree/disagree/neither agree nor disagree” was determined as 49.2%. The percentage of expressions “Strongly agree/agree” is 50.8%. Accordingly, approximately half of the travel agencies thought that they obtained adequate support from their stakeholders with respect to

information sharing, while the other half of them expressed that they could not obtain this support. The expression “In the resolution of our conflicts with our stakeholders, we gather with them and try to solve the problem by making joint decisions” has the highest average. When it is considered here that the travel agencies considered customers, tour operators and hotel establishments their most important stakeholders, a consequence of immediately solving the problem to eliminate mutual commercial worries might have taken place. Moreover, it might be stated that a significant portion of the travel agencies did not experience any satisfactory information sharing with their stakeholders.

Table 7. Descriptive Statistics in Relation to Information Sharing Dimension

INFORMATION SHARING	1		2		3		4		5		\bar{X}	SD
	f	%	f	%	f	%	f	%	f	%		
<i>EXPRESSIONS</i>												
In the resolution of our conflicts with our stakeholders, we gather with them and try to solve the problem by making joint decisions	1	4	2	8	3	12	12	48	7	28	3.880	1.053
Our stakeholders take our opinion when making important decisions	3	12	5	20	4	16	11	44	2	8	3.160	1.213
Our stakeholders share private information about them with us	4	16	6	24	9	36	4	16	2	8	2.760	1.164
TOTAL	8	10.6	13	17.3	16	21.3	27	36	11	14.6	3.27	1.14
<i>1=Strongly disagree 2=Disagree 3=Neither agree nor disagree 4=Agree 5=Strongly agree</i> \bar{X} =Average SD=Standard Deviation												

Source: authors’ own research

When the dimension of trust within the scope of the relationships of the travel agencies with their stakeholders was examined, the total percentage of expressions “Strongly disagree/disagree/neither agree nor disagree” was determined as 34.6%. The percentage of expressions “Strongly agree/agree” is 65.4%. According to this obtained finding, it is possible to state that the travel agencies trusted their stakeholders. The expression “We believe that our stakeholders do right things” was the view on which the travel agencies agreed the most. Particularly when considered in terms of tour operators, it is possible to state that the travel agencies conducted joint work with the establishments which they believed did right things (Table 8).

Table 8. Descriptive Statistics in Relation to Trust Dimension

TRUST	1		2		3		4		5		\bar{X}	SD
	f	%	f	%	f	%	f	%	f	%		
EXPRESSIONS												
Our stakeholders avoid deceptive and fraudulent behaviors	0	0	1	4	8	32	12	48	4	16	3.760	.778
Our stakeholders are outspoken in their relationships with us	0	0	2	8	7	28	12	48	4	16	3.720	.842
We believe that our stakeholders do right things	0	0	1	4	7	28	11	44	6	24	3.880	.832
TOTAL	0	0	4	5.3	22	29.3	35	46.7	14	18.7	3.78	.817
<i>1=Strongly disagree 2=Disagree 3=Neither agree nor disagree 4=Agree 5=Strongly agree</i> <i>\bar{X} =Average SD=Standard Deviation</i>												

Source: authors' own research

When Table 9 is examined, it is seen that the total percentage of expressions “Strongly disagree/disagree/neither agree nor disagree” for the dimension of dependence, the last dimension in the relationships of the travel agencies with their stakeholders, is 26.7%. The percentage of expressions “Strongly agree/agree” is 73.3%. The expression “Our establishment works with its stakeholders in line with mutual interests” has the highest average in the dimension of dependence. It might be stated that the purpose of obtaining profit is the most essential element that enables the dependence of travel agencies on their stakeholders primarily such as customers, tour operators, hotel establishments and employees.

Table 9. Descriptive Statistics in Relation to Dependence Dimension

DEPENDENCE	1		2		3		4		5		\bar{X}	SD
	f	%	f	%	f	%	f	%	f	%		
EXPRESSIONS												
Our stakeholders make significant contributions to the profitability of our establishment	0	0	1	4	2	8	12	48	10	40	4.240	.778
Our establishment works with its stakeholders in line with mutual interests	0	0	1	4	4	16	7	28	13	52	4.280	.890
Our stakeholders provide us with information about the changing needs in advance	0	0	3	12	9	36	7	28	6	24	3.640	.994
TOTAL	0	0	5	6.7	15	20	26	34.7	29	38.7	4.05	.887
<i>1=Strongly disagree 2=Disagree 3=Neither agree nor disagree 4=Agree 5=Strongly agree</i> <i>\bar{X} =Average SD=Standard Deviation</i>												

Source: authors' own research

When the relationships of the travel agencies with their stakeholders are generally examined, it might be stated that the travel agencies were most dependent on their stakeholders. This might have resulted from the win-win understanding, mutual material interests, and travel agencies’ desire to maintain their lives and to succeed.

Table 10. Descriptive Statistics in Relation to All Dimensions

DIMENSIONS	\bar{X}	SS
COMMUNICATION	3.94	.950
INFORMATION SHARING	3.27	1.14
TRUST	3.78	.817
DEPENDENCE	4.05	.887

Source: authors’ own research

Table 11. The ANOVA Test for the Stakeholder Relationships According to Managers’ Age

		Sum of Squares	Degree of Freedom	Average of Sum of Squares	<i>F</i>	<i>p</i>
Communication	Among groups	1.797	3	0.599	0.854	0.48
	Within groups	14.738	21	0.702		
	Total	16.535	24			
Information Sharing	Among groups	0.948	3	0.316	0.270	0.84
	Within groups	24.608	21	1.172		
	Total	25.556	24			
Trust	Among groups	3.126	3	1.042	2.248	0.11
	Within groups	9.736	21	0.464		
	Total	12.862	24			
Dependence	Among groups	4.234	3	1.411	3.283	0.04
	Within groups	9.028	21	0.430		
	Total	13.262	24			

Source: authors’ own research

Whether there were differences in their relationships with their stakeholders according to the demographic features of the managers of the travel agencies was also examined in the research. According to the findings obtained, it was determined that the managers of the travel agencies only differed in their relationships with their stakeholders according to age groups. The ANOVA test was performed to determine whether the managers of the travel agencies led to any difference in their relationships with their stakeholders according to their ages. First of all, the homogeneity of variances was checked by the results of the Levene’s F test. This information shows that the variance differences of the ANOVA analysis will be statistically significant. In

Table 11, only the dimension of dependence out of the sub-dimensions of stakeholder relationships ($F=3.283$; $p=0.04$) shows statistical significance.

The analysis of the dimension of dependence is demonstrated in Table 12. According to Games-Howell test, there are statistically significant differences in the age groups of 21-30 and 41-50 years ($p=0.003$) as well as 31-40 and 41-50 years ($p=0.041$) in the dimension of dependence. According to Table 12, the average of the age group of 41-50 years ($\bar{X} = 4.11$) is higher than the averages of the age groups of 21-30 and 31-40 years ($\bar{X} = 3.92$). This finding might be interpreted as an increase in the dependence of the managers of the travel agencies on their stakeholders as they get older.

Table 12. Variation of Dependence Dimension in Stakeholder Relationships by Age Group

Factor Dimension	Age	Groups	Number(N)	Average	S.D.	f-Value	p-Value
Dependence							
21-30 (a)	8	3.92	0.16	3.283	0.04		
31-40 (b)	9	3.92	0.21				
41-50 (a)(b)	4	4.11	0.96				
51 and above	4	4.83	0.60				

Source: authors' own research

Note: The averages with the same letter in group comparisons are significantly different from each other at the significance level of 0.5

6. Conclusion and Suggestions

In this study, it was intended to determine the relationships of the travel agencies operating in Didim with their stakeholders. It is possible to explain the results of the study and the suggestions about these results in the following way.

- The travel agencies think that they communicate with their stakeholders but that this communication is inadequate. In other words, the travel agencies fail to communicate effectively with their stakeholders. It is essential that communication with stakeholders takes place on time. The information which cannot be obtained on time may cause travel agencies to lose customers or income. The travel agencies should develop different communication techniques which will be appropriate for each stakeholder group.
- The travel agencies find the information sharing by their stakeholders inadequate. With the questionnaires and similar measurement techniques they will carry out at regular intervals, the

travel agencies may get information on the activities of the establishment from their stakeholders. In addition, stakeholders may be enabled to provide the travel agency with more information by supporting them with various incentives and discounts.

- The travel agencies are of the opinion that the information obtained from stakeholders will directly be useful to obtain profit and that the information obtained indirectly will not serve this purpose. Therefore, the travel agencies particularly consider the primary stakeholders more important and do not show adequate interest in the secondary stakeholders. The travel agencies should develop their relationships with their secondary stakeholders that can provide them with new ideas besides their primary stakeholders such as customers, tour operators and hotel establishments. By developing their relationships with the secondary stakeholders such as the local government, universities and nongovernmental organizations, the travel agencies may have a say in determining the tourism activities of the locality.

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Relacje pomiędzy biurami podróży a ich interesariuszami na przykładzie DİDİM

Streszczenie

Zmiana warunków w świecie gospodarczym powoduje zmianę z podejścia opartego na rządzeniu na współrządzenie. Współrządzenie, w którym czołowe znaczenie mają interakcje oraz komunikacja, stanowi proces łączący wszystkie podmioty oddziałujące na rządzenie w przedsiębiorstwie. Podmioty te określa się mianem interesariuszy, którzy wywierają wpływ bądź są pod wpływem działań przedsiębiorstwa. Relacje pomiędzy przedsiębiorstwem a jego interesariuszami to jeden z najważniejszych czynników umożliwiających jego przetrwanie. Zdefiniowanie interesariuszy, określenie wzajemnych zależności oraz utrzymanie tych relacji odgrywa istotną rolę dla biur podróży, stanowiących kluczowy element sektora turystycznego. Biura podróży mogą rozwijać owe relacje i czerpać korzyści z istniejącej sytuacji, aby zapewnić przewagę konkurencyjną oraz zachowania innowacyjne.

Niniejszy artykuł ma na celu zbadanie relacji pomiędzy biurami podróży zlokalizowanymi w regionie Didim a ich interesariuszami. Za pomocą metody kwestionariuszowej uzyskano dane od menedżerów biur podróży. Zgodnie z wynikami, biura podróży są zależne od swych interesariuszy i dużą rolę odgrywa dla nich komunikacja. Wnioski z przeprowadzonych badań mają za zadanie ułatwić menedżerom efektywną identyfikację interesariuszy.

Słowa kluczowe: współrządzenie, teoria interesariuszy, biura podróży