



## Evaluation of Barriers to Tourism Entrepreneurship Development in Rural Areas (Case Study: Tourism Target Villages - Chaldoran County, Iran)

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### Abstract

**Purpose-** Development of the tourism industry in a proper way, followed by the promotion of tourism entrepreneurship, calls for adequate knowledge and understanding of the barriers and problems in this matter. In this regard, the present study tried to evaluate the barriers to the development of tourism entrepreneurship in tourism target villages of Chaldoran County.

**Design/methodology/approach-** The current study is descriptive-analytical in terms of nature and method, and applied according to its objectives. The statistical population in this study includes people living in villages targeted for tourism. To study this population, 212 questionnaires were arranged based on the modified Cochran's formula. Information and data were collected in 2018 using library and field studies (observation and completion of a questionnaire). After collecting information through questionnaires using simple random sampling, the data obtained after coding were analyzed by SPSS and Amos software applying descriptive and analytical statistical approaches.

**Findings-** The results showed that all the studied factors were effective in the failure of tourism entrepreneurship. Nevertheless, social barriers with a correlation coefficient of 1, physical and economic barriers with a coefficient of 0.91 had the greatest impact on barriers to tourism entrepreneurship in tourism target villages.

**Practical implications-** Rural tourism entrepreneurship, regarding the natural and cultural capacities in the villages, can play an important role in revitalizing the villages, creating employment and income for the people, protecting the natural, historical and cultural heritage, and finally providing integrated and sustainable rural development, because rural tourism is one of the types of tourism whose sustainable form in various economic, social and environmental dimensions, paves the way for achieving sustainable development of local communities.

**Keywords-** Rural tourism, Tourism entrepreneurship, Rural development, Entrepreneurial barriers, Tourism target villages, Chaldoran county.

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## 1. Introduction

**T**ourism has been introduced as one of the important economic activities in recent years as considerable leverage. Since we enter the 21st century, the trend of the New World in the tourism market has increased and the business order in tourism destinations causes ecological, social, cultural, and economic changes (Jaković et al., 2015). The astonishing growth of tourism has led to a systematic increase in the share of this industry in the GDP of countries (Najda-Janoszka & Kopera, 2014), and is considered as the main source of economic growth (Ashrafi & Hadi, 2019). In rural areas case, today rural tourism is a tool for rural revitalization (Jaafara et al., 2015). Rural tourism has become a new factor for rural development and enhanced the flow of tourists' arrival to these areas, which helps to improve the spatial and temporal distribution of these flows. Rural tourism has also strengthened the profitability of non-urban areas by increasing income, improving the quality of life of residents, infrastructure, and employment levels, and promoting other opportunities (Campón-Cerro et al., 2017). Indeed, tourism must become a strategy in rural development because it has an important place in diversifying the development of a sustainable local and regional economy (Mitchell & Hall, 2005).

One of the strategies introduced by planners for the development of rural areas is a hybrid strategy that includes practical concepts of entrepreneurship and tourism in these areas, which can be used to identify a critical amount of niche businesses and latent income (Karimzadeh et al., 2014). Rural tourism entrepreneurship has created a new path for investors, entrepreneurs, and state entities interested in this field by creating innovative and new solutions, and the emergence of creativity and entrepreneurship. According to many experts, this new path can be used as a new strategy to diversify the rural economy and sustainable rural development (Perales, 2002). In this approach, villagers bring together various factors of economic production and productivity in tourism and with creative efforts. They identify and exploit opportunities and create a new model of tourism-based activity, and bio-economy in rural areas. This leads to maximizing economic efficiency and minimizing bio-economic risk with a sustainable

approach in rural areas (Rokniddin Eftekhari et al., 2014). In the Iranian economy, rural tourism can be considered as one of the areas of diversification of the rural economy due to environmental diversity and comparative advantages. In addition, as for various rural economic activities and income levels, agriculture has declined sharply in recent decades, and the rising unemployment rate resulted in the departure of the young and educated generation from the rural community, which is a menace to rural development. Supporting entrepreneurship in tourism, thus, the emergence of creativity and entrepreneurship in rural areas can get these areas out of recession, and isolation, and cause cultural diversity and rural development (Rostami & Ehsanifar, 2018). Notably, there are many drawbacks to entrepreneurial activity; in essence, the barriers and limitations of entrepreneurship in rural areas can be considered as individual, family, cultural-social, economic and managerial, structural, and environmental barriers (Roknoddin Eftekhari & Sojasi Gheidari, 2014). To this point, barriers to entrepreneurship development in rural areas should be identified and evaluated, and solutions should be provided to remove these barriers (Mehrdoost & Yaghoubi, 2011). Since the study area has high capabilities and potential in the natural, economic, social, and cultural terms, especially natural potential and pristine landscapes, which can be considered as a special core of tourism in the region and cause entrepreneurship. Despite the importance of the issue, so far no comprehensive study has been conducted in the tourism target villages of Chaldoran County. Therefore, considering the necessity of the issue, this study evaluated the barriers to tourism entrepreneurship to clarify the aspects of the matter. Furthermore, using expressing strategies, it tried to improve tourism and the ensuing entrepreneurial activity. Therefore, according to the mentioned issues, the study sought to answer the question: what are the most important barriers and challenges to entrepreneurship development in the villages targeted by tourism in Chaldoran? With identifying the factors hindering rural tourism entrepreneurship in the county, the cognitive necessities are provided to the villagers, planners, and agents of the public and private sectors to remove the existing barriers wisely and provide tourism entrepreneurship in the study area.

## 2. Research Theoretical Literature

### 2.1. Entrepreneurship and Rural Entrepreneurship

The root of the word entrepreneurship is the French language and the verb “entreprendre”, which means “to commit” (Dadvarkhani et al., 2011). Entrepreneurship is the process of discovering and developing opportunities to create value through innovation and gaining that opportunity regardless of the human resources, capital, or position of the entrepreneur in an organization (Augusto et al., 2013). The concept of entrepreneurship has been studied deeply in a wide range of scientific perspectives in various fields from psychology to economics (Rezaei, 2014). Psychologists consider the existence of certain characteristics as a necessary condition for the emergence of entrepreneurship. In the middle of the twentieth century, they turned their attention to the individuals. In their view, the specific and unique characteristics of an entrepreneur lead to his success (Bennett & Dann, 2000). After sociologists and other management thinkers commenced to study entrepreneurship, socio-cultural theories and social network theory were formed. Behavioral-psychological characteristics of entrepreneurs are considered in behaviorist theories for entrepreneurship development. Their psychological characteristics and necessary conditions for the emergence of entrepreneurial development are mentioned risk-taking, desire for independence, ambiguity tolerance, high self-confidence, internal control, creativity and ideation, self-confidence, idealism, selfishness, and futurism (Hrivnak & Sherman, 2010).

In economic systems, Richard Cantillon first used the concept of entrepreneur. Its definition has not yet been accepted by all experts completely. Nevertheless, Schumpeter’s theory and definitions of entrepreneurship and the role of entrepreneurs in the development process are agreed upon and referred to by most researchers. According to him, the entrepreneurial process is an important factor in economic development and entrepreneurs are the key to economic growth. Promoting entrepreneurship is recognized by all countries as a key policy for job creation and innovation in products, production processes, and organizations (Li et al., 2019). Heisrich et al. content that the entrepreneurial process is creating something new that takes a lot of time, effort, and acceptance of financial, psychological, and social risks to obtain

financial resources, personal satisfaction, and independence. The result of this process is obtained from regular activities that link creativity and innovation with market needs and opportunities (Saeedi Kia, 2003).

Rural entrepreneurship is not different from the general concept of entrepreneurship. Only the special conditions of rural areas, namely higher risk, lack of facilities, and poor management, make entrepreneurship different in these areas from elsewhere (Rahmani et al., 2018). From Worthman’s point of view, rural entrepreneurship can be defined as a new organization that introduces a new product, exploiting or creating a new market, or using a novel technology in the environment (Ahmad et al., 2012). The role of entrepreneurship in rural development is significant due to the combination of the three main forces of resource mobilization, creativity, and the use of unique opportunities (Izadi & Barzegar, 2013). Politicians consider it as a key strategy to prevent rural disruption, farmers regard it as a tool to improve farm incomes, and women see it as an employment opportunity near their home that provides them with independence and needs, which reduces social support (Petrin, 1994). Rural entrepreneurship is regarded as the most appropriate strategy for responding to challenges, especially economic ones, in rural areas, which encourages villagers to turn to “home-based businesses” in an entrepreneurial manner (Henderson, 2002). Therefore, according to the points mentioned and the opportunities that this type of entrepreneurship creates in the rural community, it can be said: Entrepreneurship can solve economic and social challenges, hence the development of rural areas (Heidari Sareban, 2012). In addition, according to scholars, entrepreneurship development in rural areas is one of the most crucial rural development strategies that can support and maintain rural cultural heritage, reduce the use of natural resources, minimize waste of resources, maintain environmental quality, and protect biodiversity (Lordkipanidze et al., 2005).

### 2.2. Rural Tourism Entrepreneurship

Today, rural tourism is one of the most popular forms of tourism. Although attractions, facilities, and capabilities for tourism development in Iranian rural areas are very diverse and extensive, these attractions are not well known and introduced and have not been exploited properly. Tourism industry experts believe that Iran is one of the top ten countries in the world in terms of tourism capacity, while Iran's share in the tourism

industry is very small from the earnings of international markets. With a little reflection, we can understand the fact that the tourism industry in Iran, despite the way it should be, has not been successful in increasing income and improving the conditions of the national economy and regions (Yasouri & Watankhah, 2015). Tourism is one of the economic sectors that requires a high degree of participation in entrepreneurial activities. To meet the growing demand and different needs of tourism, we need a variety of tourism services and products (Lordkipanidze et al., 2005).

Tourism Entrepreneurship encompasses various business activities carried out by companies operating in micro and macroeconomics, and a wide range of tourism services are subject to provide such as hotels, transportation, food services, guest houses, travel agencies, tour guide, leisure, entertainment services, health and fitness clubs, production and trade of works of art and handicrafts, sports tourism, local museum garden, etc. Addinsal (2012) defines a tourism entrepreneur as the creator of a financially or non-financially motivated tourism company seeking to discover an entrepreneurial opportunity. Tourism entrepreneurs are those whose business is based on profitability and seeks to meet the needs of tourists (Bagherifard et al., 2013). Tourism entrepreneurs create balance. On the one hand, they establish direct and close contact with local communities and customs and traditions in the tourism region, and on the other hand, they can turn high-quality local resources into tourism goods and services (Rusu et al., 2012).

Rural tourism development is an appropriate measure to support and stimulate entrepreneurship by exploiting the local potential and rural capital in an endogenous development process, instead of supplying them (Asgari et al., 2018). Entrepreneurship in rural tourism is recognized as a central force for economic development because it leads to growth, innovation, and change (Nemirschi & Craciun, 2010). In other words, compared to other sectors of the rural economy, tourism-related activities have a high ability to diversify the rural economy and increase the attraction of micro capital. Based on the experiences of developing countries, in rural areas with tourist attractions, this will result in the development of infrastructure by the government and consequently accelerate the employment and alternative income and improve the level of welfare

and living standards (Dinis, 2011). Tourism attracts money and population from urban and industrial centers to villages and natural places (Rezaei, 2017). Tourism can facilitate the development of the entrepreneurial process. Compared to other sectors, tourism can use more labor for each investment unit. In other words, tourism is more user-friendly than other sectors and raises the level of employment. The tourism industry employs people with various skills and is one of the effective ways to eliminate unemployment (Arbalyan et al., 2014). In less developed areas, including rural areas, tourism development, first of all, should meet the economic needs of residents. Poverty and unemployment are the two main problems in these areas, and the development of tourism activities should be able to reduce these issues. The prosperity of tourism in rural areas can help in the formation of a supportive environment as well as basic infrastructure, etc., which can ultimately lead to the development of entrepreneurship. Therefore, it can be said that with the prosperity of tourism, a motivational and supportive environment is provided for potential and actual entrepreneurs. The development of rural tourism, on the one hand, can lead to economic growth and diversity of activities, and on the other hand, create employment and income for rural residents by attracting surplus labor, which is one of the opportunities for comprehensive rural development (Rezaei, 2017). Therefore, rural tourism entrepreneurship, regarding the natural and cultural capacities in the villages, can play an important role in revitalizing the villages, creating employment and income for the people, protecting the natural, historical and cultural heritage, and finally providing integrated and sustainable rural development (Kord & Abtin, 2013). Because rural tourism is one of the types of tourism whose sustainable form in various economic, social, and environmental dimensions, paves the way for achieving sustainable development of local communities. Therefore, achieving this requires the design, rationalization, and application of a strategic model, along with appropriate and specific strategies in these areas by tourism planners and managers (Aazami et al., 2015). Regarding these, the location of villages that have special historical, cultural, or natural attractions is of great importance. Villages which are known as "tourism target villages" in Iran have many capabilities to attract tourists and improve the livelihood of villagers, which with proper planning and management can provide the grounds for growth and development of rural communities.

### 2.3. *Effective Barriers and Limitations in Rural Entrepreneurship*

Some of the barriers to innovation and creativity in society are due to the unfamiliarity of societies with different roles of individuals and the lack of encouragement and support for pioneers and supporters of innovation. Some of these barriers and problems related to this are: not accepting and encouraging, funding business plans, undesigned plans, lack of free time to think about new ideas, getting stuck in bureaucratic procedures, reviewing and responding to a proposal and new ideas for approval, lack of quick response to new ideas and suggestions and lack of suggestion system, lack of a system of patenting, lack of common vision for innovation, lack of communication and cooperation of R&D units with customer and market research, aggression, tension, dissatisfaction, isolation of senior managers, lack of access to reliable, transparent, relevant and timely information, mechanical structure, employees ignorance of management expectations from the creativity of each individual in the organization, and confidence that innovation and creativity are easily achieved (Hoseini, 2015).

According to Mark Lee, the barriers to rural entrepreneurship are entrepreneurship nonsupporting culture, distance from markets and services, access to capital, reduced networking and communication opportunities, and a lack of industrial clusters that accelerate innovation (Roknoddin Eftekhari & Sojasi Qeidari, 2014). Furthermore, from another point of view, it can be stated factors that affect entrepreneurial barriers among the labor: Lack of capital, expertise, and confidence, difficulty, and unwillingness to spend money (Eskandarini, 2014). Studying on entrepreneurial barriers in a report published in 2003, the European Entrepreneurship Cooperative has divided the main barriers to entrepreneurship in Europe into three general categories: 1. corrective and adjustment barriers (such as executive barriers to entry), 2. cultural and social barriers (such as fear of failure and lack of entrepreneurial skills and knowledge) and 3. financial and economic barriers (such as excessive stress on venture capital, early-stage financing, and long-term financing) (Suhir & Kovach, 2003). Aldrich & Martinez (2001) and Lou and McMillan (1998) believe that there are many barriers to entrepreneurship. Therefore, for the success of entrepreneurship in rural areas, we must pay attention to how entrepreneurs use their knowledge, resources, and networks to be able to enter the new environment

(Chambers & Shaw, 2004). Barriers and limitations of entrepreneurship in rural areas can be considered as individual, family, sociocultural, economic and managerial, structural, and environmental barriers.

**Individual barriers:** Entrepreneurship as human behavior (lifestyle) is distinguished from merely reflective behaviors (reaction). Because entrepreneurs have a specific mental image for their behavior according to individual characteristics, and this factor emphasizes more on internal and mental criteria. The low level of literacy of villagers and the existence of inflexible behaviors among them are considered individual barriers to rural entrepreneurship (Hoseini, 2015).

**Family barriers:** The family is one of the most important elements in shaping the personality of children. Families who have the spirit of support, understanding, encouragement, etc., have a high ability to nurture future entrepreneurs. However, in some cases, barriers come in the form of different variables such as income level, social class, and living space.

**Sociocultural barriers:** Culturally, entrepreneurship in rural areas may in some cases face resilient and severe barriers and local people may not be able to understand innovation. Nonetheless, it has been told that increasing awareness and the spread of science and knowledge, gradually removes these obstacles. In rural areas, the development of schools, vocational schools and vocational courses, promotion, etc., have a very effective role in the intellectual development of entrepreneurship in society as well as the tendency towards innovation and creativity. In this regard, to remove the existing obstacles, a set of supportive functions, education through mass media, creating mutual understanding in the society for accepting entrepreneurs, etc., are needed (Hoseini, 2015).

**Economic barriers:** Kent (1992) introduced economic barriers to the growth and development of entrepreneurship in the lack of demand, high taxes, inflation, lack of access to resources, and rigid rules and regulations to start new activities and political stability (Samad Aghaei, 2003).

**Managerial, structural, and environmental barriers:** One of the tasks of managers is to use the initiative, creativity, and innovation of the villagers, which is based on local knowledge and experience and created a kind of economic, social, environmental, and institutional reconstruction in the whole geographical, local- spatial in rural areas. This will result in the acceleration of national development and reduce development gaps at the spatial level. Managers can

create a dynamic and vibrant rural community by encouraging and supporting new and innovative ideas. Therefore, the challenges facing rural entrepreneurs are:

*Remote and small villages:* Lack of communicative infrastructure is a major problem for rural entrepreneurs and economic actors in accessing markets and technical knowledge.

*Access to capital:* In most rural areas, capital is organized, markets are inefficient, and lack of information and high costs impose constraints on rural entrepreneurs.

*Access to technical knowledge:* One of the most important challenges for rural entrepreneurs, despite the high and rapid advancement of technical knowledge is access to technical knowledge like the Internet, as today the Internet can be considered a key part of supporting the economic development of rural communities.

*Low skills:* Rural entrepreneurs have limitations in many areas, especially new methods of production and services such as tourism and distribution. To develop, they need the knowledge and awareness needed to innovate. Successful rural entrepreneurs usually have high knowledge (Eftekhari & Sojasi Gheidari, 2014).

#### 2.4. Literature Review

Many studies have been conducted in the field of entrepreneurship and tourism entrepreneurship so far, which according to the purpose and subject matter of the research, some are reviewed. In their studies, Egbe et al. (2013) concluded that the most important strategy for entrepreneurship development is to develop and support the professional skills of individuals. Bagherifard et al. (2013) mentioned that the most important obstacles to tourism entrepreneurship in Mazandaran Province are lack of infrastructure, insufficiency of laws and policies related to tourism, lack of communication between different organizations involved, economic problems, and international sanctions. Hosseini et al. (2019) in a study on the analysis of barriers to rural tourism to achieve sustainable development of the rural economy with an entrepreneurial approach (Case study: Kiar County - Chaharmahal and Bakhtiari Province) stated that the lack of access to infrastructure and public facilities for tourism development, cumbersome laws in starting tourism-oriented businesses, cultural weakness, public distrust of officials and managers to engage in tourism entrepreneurial venture, lack of consulting institutions, low risk of people to enter tourism

activities and strict environmental laws are obstacles to the realization of rural tourism in Kiar County. Rezaei et al. (2016) in a study on identifying barriers to development tourism entrepreneurship (a case study of Marvdasht County) stated that the main obstacles to the development of tourism entrepreneurship in Marvdasht County are: Political-governmental, infrastructural, advertising-promotional, value-cultural, natural, and educational barriers. Alizadeh Azar et al. (2015) in an analysis of tourism development and major barriers to a tourist attraction in cities (a case study Mahabad) stated that legal barriers, economic barriers, and physical, natural, and geographical barriers are three serious problems in the development of urban tourism in Mahabad County. In other words, legal obstacles (regulations) are the most important obstacles in the development of urban tourism in the city, followed by physical, natural, and geographical barriers. In addition, economic barriers, barriers to education and landscaping, cultural barriers, and lack of sufficient attractions are the most important barriers to tourism development and attracting urban tourists of Mahabad. Farahani & Manouchehri (2015) in identifying obstacles and problems of tourism development in rural areas targeted for tourism in the west of Marivan County stated that there is the low quality of services, existing facilities and weakness in infrastructure, weakness of transportation structures, lack of advertising, information and education along with problems related to the attractions of the region in the supply side, low motivation and desire of visitors to stop for a few days in the demand side. Regarding external factors, lack of public participation and shortcomings mentioned by public organizations, are the most important obstacles and problems facing the dynamics of villages. Rezaei & Asadpaski (2015) in an article entitled analysis of tourism development problems in rural areas of Qazvin Province, Case study: Gazerkhan, using factor analysis, stated that the problems of tourism development in Gazarkhan village are explained with 67.33% variance by four factors: information-support, infrastructure, motivation-cognition and socio-cultural. Latifi et al. (2013) research show that the most important obstacles to tourism development are infrastructure, culture, planning, and management, as well as information and advertising, while the findings of Azmi & Razlansari (2014) suggest the positive effect of tourism target villages plan on rural infrastructure and the necessary grounds for tourism development.

### 3. Research Methodology

#### 3.1. Geographical Scope of the Research

Chaldoran County is located in the northwest 224 km far from the center of West Azerbaijan Province (Urmia) and has a common border with Turkey about 144 km from the north and northwest. This county is limited to Mako and Shut Counties from the east, to Khoy and Chaipareh Counties from the south, (figure 1). Chaldoran County with an area of 1991 square kilometers covers 5.3 percent of the province. According to the 2016 census, it has a population of 45060. This county has 2 cities, 2 districts, 5 rural districts, and 165 inhabited villages (above 3 households).

Villages targeted for tourism are one of the capacities of Chaldoran County to attract domestic and foreign tourists. Each of these villages has unique natural and historical features that can be a factor in attracting

tourists (table 1). Chaldoran is one of the tourist areas of West Azerbaijan Province due to its relatively cold weather in winter and cool weather in summer. This city is one of the highest cities in the country. Various marshlands and lagoons are natural features of this county. From the natural landscapes and other historical monuments of this city to the Monastery of Saint Thaddeus or Qarah Church, which is the tomb of one of the apostles. The building, which is registered in the list of historical monuments of the world, has a long history. The county of Chaldoran has historical importance due to the wars of Shah Ismail the first with Sultan Salim, the Ottoman emperor. The former name of Chaldoran was “Qarah Eini” and then due to the passage of a river through the center of the city called “Qarahu Qarablagh” (Siah Cheshmeh).

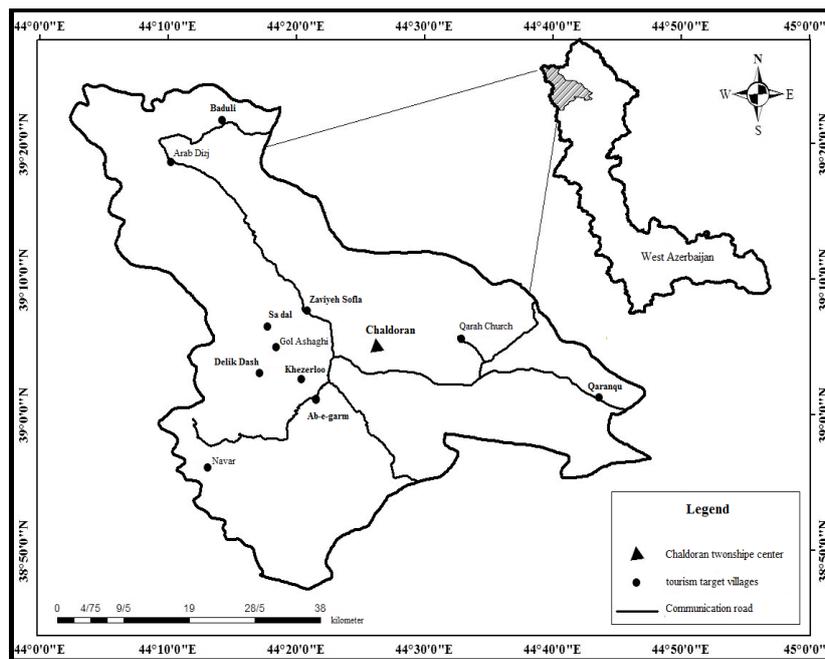


Figure 1. Location of the area in the province  
(Source: Deputy of Statistics, Information and GIS, 2018)

Table 1. Characteristics of tourism target villages in Chaldoran County

Village	Rural District	Type of tourist attraction
Sa dal	North Chaldoran	Tomb of Sayyid Sadr al-Din, Sakhrei Church
Khezerloo	South Chaldoran	Chehel Peleh Cave
Delik Dash	South Chaldoran	Dakhmeh Sangi
Baduli	North Avajiq	Basaltic Charters
Arab Dizj	North Avajiq	Arab Dizj waterfall
Navar	South Chaldoran	Lagoon
Kandi Church	Baba Jik	Qarah Church (Monastery of Saint Thaddeus)
Qaranqu	Baba Jik	Shar Shar waterfall

Village	Rural District	Type of tourist attraction
Ab-e-garm	South Chaldoran	Mineral Hot springs
Zaviyeh Sofla	North Chaldoran	Lagoon and Mineral Hot springs

### 3.2. Methodology

The type of study is applied and method is descriptive-analytical. Library and field studies (observation and completion of a questionnaire) were used to collect the required data. The validity of the questionnaire was confirmed by a group of experts and then the reliability of the questionnaire was examined using Cronbach's alpha, which the calculated alpha (Cronbach's alpha 0.85) verified high reliability for the questionnaire. After collecting data through questionnaires using simple random sampling, the data was analyzed by SPSS and Amos softwares applying descriptive and analytical statistical approaches.

Factor analysis was used by researchers in two ways. On the one hand, by using this type of model and testing them based on experimental

data, evidence can be obtained for the validity of the scales defined by the researcher. Therefore, one of the main purposes of their application is to build standard scales scientifically. On the other hand, they act as part of structural equation models in the role of measurement models. In confirmatory factor analysis, the researcher follows his study based on a predetermined factor structure and tries to test the accuracy of the factor structure of a set of observed variables (Farahani, Hoseini, & Bayazidi, 2018). This technique allows the researcher to test the hypothesis that there is a relationship between observed and latent variables. Therefore, based on this technique, the researchers must first formulate a theoretical model by examining previous theories and studies alongside their view, so that in practice he can test it as an experiment (figure 2).

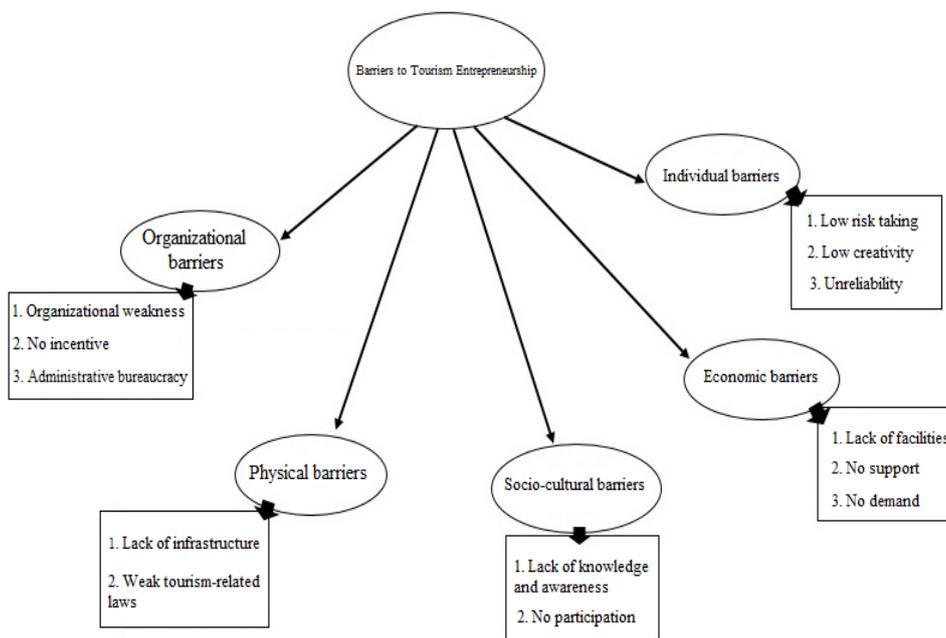


Figure 2. Theoretical literature

The statistical population of the present study includes people living in the villages targeted for tourism in Chaldoran County. According to the population and housing census in 2016, 1261 households with a population of 4358 live in these 10 villages. The villages are all included and the modified sample size for the villages was determined using the modified Cochran's formula.

Finally, the selected sample estimated 212 samples. To select the sample size within each village, the stratified random sampling method was used. That is, each village was placed on the same stratum based on the number of households living. Regarding this, the sample size in for each stratum (group of villages) is selected and is shown in (table 2).

**Table 2. Determining the sample size in villages**

(Source: [Statistics Center of Iran, 2018](#))

Village	Population (2016)	Households (2016)	Number of samples for each village
Sa dal	1092	322	53
Khezerloo	416	140	20
Delik Dash	350	83	17
Baduli	426	127	21
Arab Dizj	629	183	31
Navar	300	72	15
Kandi Church	132	35	6
Qaranqu	473	153	23
Ab-e-garm	133	34	6
Zaviyeh Sofla	407	120	20
Total	4358	1269	212

### 3.3 Variables and Study Indicators

To operationalize the study for analyzing the barriers to rural tourism entrepreneurship, indicators and variables in five economic, social,

physical, organizational and individual dimensions were prepared and categorized as described in (table 3).

**Table 3. Operational definition of research variables**

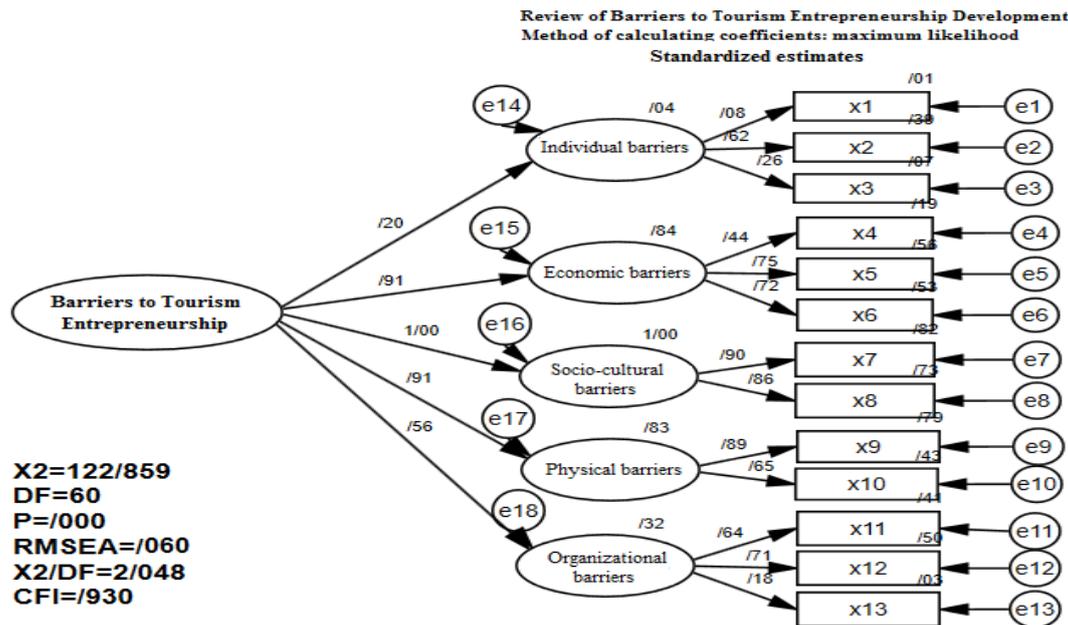
Row	Indicator	Abbreviation	Variable
<b>Individual barriers</b>	Low risk taking	X1	<ul style="list-style-type: none"> <li>- Preference of traditional methods to new methods</li> <li>- Reluctance to take calculated risks</li> <li>- Fear of being a initiator and pioneer</li> <li>- Do not enjoy financial and personal risk</li> <li>- Escape from difficult situations</li> </ul>
	Low creativity	X2	<ul style="list-style-type: none"> <li>- Inability to discover and integrate new ways and methods to solve a problem</li> <li>- Reluctant to starting new jobs,</li> <li>- Tendency to blend in with other people</li> </ul>
	Unreliability	X3	-Uncertainty about the performance of a project or plan
<b>Economic barriers:</b>	Lack of facilities	X4	<ul style="list-style-type: none"> <li>- Barriers to obtaining banking facilities (guarantee, natural and legal cosigners)</li> <li>- Lack of necessary and specific capital to create entrepreneurship in the field of tourism-related activities</li> <li>- Lack of support for micro local investors (lack of credit, insurance, etc.)</li> </ul>
	No support	X5	<ul style="list-style-type: none"> <li>- Heavy taxes for investors in line with tourism activities for entrepreneurship</li> <li>- Targeting subsidies, increasing fuel prices, its negative impact on the flow of travel and tourism</li> </ul>
	No demand	X6	<ul style="list-style-type: none"> <li>- Insufficient facilities and products for sale and presentation to tourists (gap between supply and demand)</li> <li>- Lack of demand for local products by tourists</li> </ul>
<b>Social barriers</b>	Lack of knowledge and awareness	X7	<ul style="list-style-type: none"> <li>- Lack of awareness of indigenous and local people about their cultural values</li> <li>- Lack of people's knowledge about the rules and regulations for launching production-service activities related to tourism</li> <li>- Lack of sufficient skills of people to perform production-service activities related to tourism</li> <li>- Lack of knowledge of villagers about the needs of tourists</li> <li>- Weak culture propriety among the local people to tourists</li> <li>- Lack of local or regional programs for rural tourism</li> </ul>

Row	Indicator	Abbreviation	Variable
	No participation	X8	<ul style="list-style-type: none"> <li>- Inadequate participation of local peoples in tourism activities with emphasis on the mechanism of education</li> <li>- Inadequate participation of local organizations and people in the preparation and implementation of tourism programs</li> <li>- Lack of participation and communication between producers and people in the local community</li> <li>- Lack of public organizations and NGOs</li> </ul>
<b>Physical barriers</b>	Lack of infrastructure	X9	<ul style="list-style-type: none"> <li>- Lack of infrastructure related to the business environment (water, electricity, gas)</li> <li>- Lack or low quality of welfare facilities (toilets, catering facilities at attractions)</li> <li>- Limited infrastructure for marketing (distribution, processing, vehicles, information)</li> </ul>
	Weak tourism-related laws	X10	<ul style="list-style-type: none"> <li>- Insufficient support of government agencies and organizations for the development of activities related to tourism entrepreneurship</li> <li>- Lack of plans and programs implemented in the region by the government for tourism to promote entrepreneurship</li> <li>- Weakness of business laws (licenses and regulations)</li> </ul>
<b>Organizational barriers</b>	Organizational weakness	X11	<ul style="list-style-type: none"> <li>-Organizations' attitude towards tourism and entrepreneurship issues</li> <li>-Lack of specialized and experienced personnel in the field of tourism in the sectors -organizations and institutions related to entrepreneurship and tourism</li> <li>- Lack of entrepreneurship-related organizations to advise and guide in starting a new enterprise</li> </ul>
	No incentive	X12	<ul style="list-style-type: none"> <li>- Lack of government incentives for entrepreneurs in rural tourism</li> <li>-Lack of coordination between organizations in helping entrepreneurs (such as tourism organizations, banks, etc.)</li> <li>- Organizations and banks priority to get short-term and immediate profits for issuing licenses and granting facilities</li> <li>-Insufficient support of government managers of related organizations for entrepreneurship</li> </ul>
	Administrative bureaucracy	X13	<ul style="list-style-type: none"> <li>-Multiple decision-making centers and lack of coordination between them</li> <li>- Lack of trust of officials in local people</li> <li>- High level of administrative bureaucracy</li> </ul>

#### 4. Research Findings

In this study, 212 questionnaires were evaluated, the descriptive findings of the study show that 71.6% of the respondents were men and 29.4% were women. Responsible people are in the range of 20-50 years old. The highest percentage of age among respondents in the city is related to the age group of 30-40, which includes 37.8% of respondents. 72.6% of them are married and 27.4% are single. In terms of education status, 38% of respondents had a diploma.

In order to evaluate the effective barriers in the development of rural tourism entrepreneurship in the tourism target villages of Chaldoran County, factor analysis was used. In this regard, based on the theoretical model of the research, 13 observed variables (indicators) in the form of five latent variables (factors) including 1. Individual barriers 2. Economic barriers 3. Socio-cultural barriers 4. Physical barriers 5. Organizational barriers were considered. The latent variables, in turn, are influenced by another hidden factor (barriers to tourism entrepreneurship) (figure 3).



**Figure 3. Factor analysis**

The results of factor analysis in (figure 3) show that the chi-square value ( $X^2$ ) is obtained to fit the model of 122/856 with a degree of freedom of 60. In addition, considering that the value of RMSEA statistic is equal to 0.06, it indicates a good fit in

the model. Due to the fact that the obtained model had the necessary structural validity and reliability, therefore, the model was tested and the model fit indicator were examined.

**Table 4. Results of the degree of compliance of the measurement model with the fit indexes**

Fit index	Suggested criteria	Research output
Chi-square/Degree of freedom	Less than 0.3	2.048
Comparative fit index (CFI)	Greater than or equal to 0.9	0.93
Incremental fit index (IFI)	Greater than or equal to 0.9	0.93
Root Mean Square Error of Approximation (RMSEA)	Smaller than 0.1	0.06

The results are shown in (table 4). The value of chi-square with a degree of freedom of 2.048 is less than 3, and since the comparative and incremental fitness index of their value fluctuates between zero and one, and the closer it is to one, the model fit is more acceptable. Moreover, our model shows that the items of each structure can be explained by of their structures.

The covariance, or correlation coefficient, between each observed variable and the latent variable loadings (which is the same as the factor loadings) indicates what percentage of the observed variance is counted by the variance of the latent variable. As the results suggest, among the individual conditions, lack of creativity (X2) with a correlation coefficient of 0.62 has the

highest weight in the latent variable of individual barriers. Among the three variables of economic barriers (lack of facilities, lack of support and lack of demand), lack of support (X5) have the highest and lack of facilities (X4) have the lowest correlation coefficient. Also, lack of knowledge and awareness (X7) with a score of 0.9 had the highest correlation coefficient in the socio-cultural barrier dimension. In the hidden variable, physical barriers had the highest correlation with the lack of infrastructure with a coefficient of 0.89 and in the variable of organizational barriers, the lack of incentives (X12) had the highest correlation with a coefficient of 0.71. Also, all five dimensions have a positive correlation coefficient with barriers to tourism entrepreneurship, which shows

the direct effects of the mentioned factors with the barriers of tourism entrepreneurship in the villages targeted for tourism.

### 5. Discussion and Conclusion

The expansion of the tourism industry is one of the main tools of development in any area, especially in rural areas. Since tourism mainly involves small economic businesses, the role of tourism entrepreneurs in the development of rural tourism is evident. Thus, encouraging and promoting entrepreneurship leads to the development of rural areas. Research experience in many countries has shown that diversifying the rural economy and identifying alternative strategies, such as tourism, creates numerous job opportunities in rural areas. Tourism attracts money and population from urban and industrial centers to villages and natural places. The purpose of any research is to achieve solutions and goals that are examined in order to improve or develop the cases and dimensions of the research process. The present study, while identifying and evaluating the most important barriers to tourism entrepreneurship in Chaldoran County, by presenting practical suggestions, outlines the conditions that can determine the development of tourism entrepreneurship in the region. In this regard, according to the data collected and the items studied in this study, the results indicate that all five dimensions have been effective as barriers in creating development and improving entrepreneurship in tourism targeted villages. Most of the barriers to entrepreneurship in the study area are related to the social and cultural dimension, which explains a hundred percent of the variance of the latent variable (barriers to tourism entrepreneurship). This is due to the lack of knowledge and awareness of people about their cultural values and the weakness of culture, as well as the lack of cooperation between local people and relevant organizations in attracting tourists as a service-production activity. [Hosseini et al. \(2019\)](#), [Rezaei & Asadpaski \(2015\)](#), [Ghobadi et al. \(2012\)](#) and [Rezaei et al. \(2016\)](#) also found similar findings in their research. The correlation coefficient of economic and physical status is also high. It explains 0.91 variance. They have performed poorly in this area, due to inadequate infrastructure, welfare facilities, health, catering, lack of supply and demand and banking facilities and the weakness of

organizations in developing laws related to tourist attraction and entrepreneurship. They have not been able to provide facilities and conditions for the region to improve entrepreneurial conditions, to some extent. In confirmation of the findings of this study, [Ghobadi et al. \(2012\)](#), [Bagherifard et al. \(2013\)](#), [Farahani & Manouchehri \(2015\)](#) and [Rezaei et al. \(2016\)](#) have mentioned the weakness of infrastructure as one of the obstacles of the development of tourism entrepreneurship. Organizational factors with a correlation coefficient of 0.56 indicate the importance of the role of organizations and supporting people in the process of attracting tourists and creating entrepreneurship. Then the lowest correlation coefficient is related to individual factors which explains only 0.20 of the variance of the latent variable. This is due to the lack of risk and low creativity and confidence in the success of people in creating new businesses, and entrepreneurial activities. This part of findings is in line with the findings of [Ghadiri Masoum et al. \(2014\)](#) and [Hoseini \(2015\)](#).

Rural tourism can lead to economic diversity in rural areas. Moreover, creating employment and income, they cause the development of rural areas. Because tourism is one of the fastest growing industries. Along with tourism expansion, new demands and needs arise and also the demand for existing goods, services and facilities increases. This will create new businesses and increase the entrepreneurial spirit among the villagers. Thus, the tourism boom makes the rural environment economically dynamic and, in fact, the rural environment becomes an inspiring environment for entrepreneurship, hence, income improvement for villagers. As a result, infrastructure, welfare and service facilities are expanded, which attract more tourists to the destinations, and as a result of tourists' interaction with local people, cause changes in their culture. Therefore, the following suggestions are offered for the improvement and development of tourism entrepreneurship and hopefully the elimination of barriers, which can lead to the development of villages as well as the region:

- Accurate identification of the region's capabilities in the field of tourism and introducing them to the people, as well as improving and developing welfare facilities and infrastructure to attract and comfort tourists.

- Encourage local people and private sector investors to invest and start entrepreneurial businesses in the target villages of tourism in Chaldoran County through considering tax exemptions and granting long-term loans with low interest rates, etc. By government officials and rural planners.
- Establishing markets for the supply of cultural products, handicrafts, local foods and snacks to identify indigenous and local people to their cultural values by the Cultural Heritage Organization and those in charge of the entrepreneurship sector.
- Investing in training entrepreneurs and providing entrepreneurial infrastructure, to acquire skills for production and services activities related to tourism.
- Developing appropriate supporting laws and regulations to coordinate between organizations in helping entrepreneurs (tourism organizations, banks, etc.).
- Organizational support, including information support through the necessary training on management and entrepreneurship skills needed to help the region to succeed in tourism business.
- Holding various training courses for local people regarding to deal with tourists and the means of attracting them, launching entrepreneurial tourism enterprises, and making ideas and entrepreneurship skills.

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## ارزیابی موانع توسعه کارآفرینی گردشگری مناطق روستایی (مطالعه موردی: روستاهای هدف گردشگری شهرستان چالدران)

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### چکیده مبسوط

#### ۱- مقدمه

امروزه گردشگری روستایی ابزاری برای تجدید حیات روستایی است. گردشگری روستایی میزان سوددهی مناطق غیر شهری را از طریق افزایش درآمد، بالابردن کیفیت زندگی ساکنین، بهبود زیرساخت‌ها و سطح اشتغال و ارتقاء دیگر فرصت‌ها تقویت نموده است. موانع زیادی در راه فعالیت کارآفرینانه وجود دارد؛ اصولاً موانع و محدودیت‌های کارآفرینی در مناطق روستایی را می‌توان شامل موانع فردی، خانوادگی، فرهنگی - اجتماعی، اقتصادی و مدیریتی و ساختاری و محیطی دانست. بنابراین باید موانع توسعه کارآفرینی در روستاها را شناسایی و بررسی کرد و راهکارهایی را برای رفع این موانع ارائه کرد. از آنجایی که منطقه مورد مطالعه از توانمندی‌ها و پتانسیل‌های بالایی در زمینه طبیعی، اقتصادی، اجتماعی و فرهنگی به ویژه توان‌های بالقوه طبیعی و مناظر بکر و دست نخورده برخوردار است، می‌تواند به عنوان یک هسته خاص گردشگری در منطقه مطرح و باعث کارآفرینی در این زمینه شود.

#### ۲- مبانی نظری

کارآفرینی در توسعه روستایی به دلیل ترکیب سه نیروی اصلی بسیج منابع، خلاقیت و استفاده از فرصت‌های منحصر به فرد درخور توجه است و به عنوان یکی از پایه‌های توسعه اقتصادی روستایی نیز از آن یاد می‌شود. از دیدگاه مارک لی، موانع کارآفرینی روستایی عبارت‌اند از: فرهنگی که توانایی حمایت از کارآفرینی را

ندارد، فاصله با بازار و خدمات، شکاف در دسترسی به سرمایه، کاهش فرصت‌های شبکه‌ای و ارتباطی و نبود خوشه‌های صنعتی که تسریع نوآوری باشد. کارآفرینی گردشگری روستایی با توجه به ظرفیت‌های طبیعی و فرهنگی موجود در روستاها، می‌تواند در تجدید حیات روستاها، ایجاد اشتغال و درآمد برای روستاییان، حفاظت از میراث طبیعی، تاریخی و فرهنگی و در نهایت توسعه یکپارچه و پایدار روستایی نقش مهمی ایفا کند.

#### ۳- روش تحقیق

نوع پژوهش کاربردی و روش‌شناسی مورد استفاده توصیفی - تحلیلی می‌باشد. برای گردآوری داده‌های مورد نیاز از مطالعات کتابخانه‌ای و میدانی (مشاهده و تکمیل پرسشنامه) استفاده شده است. به منظور تحلیل موانع کارآفرینی گردشگری روستایی ابتدا شاخص‌ها و متغیرهایی در پنج بعد اقتصادی، اجتماعی، کالبدی، سازمانی و فردی تهیه و سپس بر این اساس پرسشنامه تدوین شد. روایی پرسشنامه توسط گروهی از متخصصین مورد تأیید قرار گرفته و سپس با استفاده از آلفای کرونباخ پایایی پرسشنامه مورد بررسی قرار گرفت که آلفای محاسبه شده (آلفای کرونباخ ۰/۸۵) پایای بالای پرسشنامه را نشان می‌دهد. پس از جمع‌آوری اطلاعات از طریق پرسشنامه، داده‌های به‌دست‌آمده پس از کدگذاری، از طریق نرم‌افزار *spss* و *Amos* با استفاده از روش‌های آماری توصیفی و تحلیلی مورد تجزیه و تحلیل قرار گرفت.

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#### ۴- یافته‌های تحقیق

به منظور ارزیابی موانع مؤثر در توسعه کارآفرینی گردشگری روستایی در روستاهای هدف گردشگری شهرستان چالدران از تحلیل عاملی استفاده شده است. در این راستا بر اساس مدل نظری تحقیق ۱۳ متغیر آشکار (شاخص) در قالب پنج متغیر نهفته (عامل) شامل (۱) موانع فردی (۲) موانع اقتصادی (۳) موانع اجتماعی - فرهنگی (۴) موانع کالبدی (۵) موانع سازمانی مدنظر قرار گرفته‌اند. که متغیرهای نهفته هم به نوبه خود تحت تأثیر یک عامل پنهانی دیگر (موانع کارآفرینی گردشگری) قرار دارد. نتایج حاصل از تحلیل عاملی در شکل (۴) نشان می‌دهد، مقدار کای اسکویر ( $X2$ ) برای برازش مدل  $122/856$  با درجه آزادی  $60$  به دست آمده است. علاوه بر آن با توجه به اینکه مقدار آماره  $RMSEA$  برابر با  $0/06$  می‌باشد حاکی از برازش خوب در مدل مورد نظر است. با توجه به اینکه مدل به دست آمده دارای روایی سازه و پایایی لازم بود، از این رو، به آزمون برازش مدل و بررسی شاخص‌های برازش مدل پرداخته شد. مقدار کای اسکویر درجه آزادی  $2/048$  کمتر از  $3$  می‌باشد و چون شاخص برازندگی تطبیقی و فزاینده مقدارشان بین صفر و یک در نوسان است و هر چه به یک نزدیک‌تر باشد برازش مدل قابل قبول می‌باشد؛ و همچنین مدل ما نشان می‌دهد که گویه‌های هر یک از سازه‌ها می‌توانند زیر چتر سازه‌های خود قرار گیرند. کوواریانس یا ضریب همبستگی بین هر متغیر آشکار با متغیر پنهانی است که بر آن بار شده است (که همان بار عاملی است) نشان می‌دهد که چند درصد از واریانس یک متغیر آشکار توسط واریانس متغیر پنهان به حساب آمده است. نتایج نشان می‌دهد، از بین شرایط فردی عدم خلاقیت ( $X2$ ) با ضریب همبستگی  $0/62$  بیش‌ترین وزن را در متغیر پنهان موانع فردی دارد. در بین سه متغیر موانع اقتصادی (نبود تسهیلات، نبود حمایت و نبود تقاضا)، نبود حمایت ( $X5$ ) بیش‌ترین و نبود تسهیلات ( $X4$ ) کمترین ضریب همبستگی را دارا می‌باشند. همچنین نبود دانش و آگاهی ( $X7$ ) با مقدار  $0/9$  بیش‌ترین ضریب همبستگی را در بعد موانع اجتماعی - فرهنگی داشته است. در متغیر پنهان موانع کالبدی بیش‌ترین همبستگی را نبود زیرساخت با ضریب  $0/89$  داشته است و در متغیر موانع سازمانی

بیش‌ترین همبستگی نبود مشوق ( $X12$ ) با ضریب  $0/71$  می‌باشد. همچنین هر پنج بعد مورد بررسی دارای ضریب همبستگی مثبت با موانع کارآفرینی گردشگری می‌باشد که نشان‌دهنده اثرات مستقیم در عوامل ذکر شده با عدم کارآفرینی گردشگری در روستاهای مورد هدف گردشگری می‌باشد.

#### ۵- بحث و نتیجه‌گیری

از آنجا که گردشگری عمدتاً در برگیرنده‌ی کسب و کارهای کوچک اقتصادی است، ضرورت نقش کارآفرینان گردشگری برای توسعه گردشگری روستایی محرز می‌باشد؛ بنابراین تشویق و ترویج کارآفرینی منجر به توسعه مناطق روستایی می‌گردد. تجربه تحقیقاتی بسیاری از کشورها نشان داده است که متنوع‌سازی اقتصاد روستایی و تعیین راهبردهای جایگزین، مانند گردشگری، فرصت‌های شغلی متعددی را در سکونتگاه‌های روستایی به وجود می‌آورد. گردشگری همچنین می‌تواند ثروت و جمعیت را از مراکز تمرکز و ثقل صنعتی به سوی روستاها و نقاط طبیعی جذب کند. هدف هر پژوهشی دستیابی به راه‌حل‌ها و اهدافی است که در راستای بهبود یا توسعه موارد و ابعاد روند تحقیق بررسی می‌شود. پژوهش حاضر، ضمن شناسایی و ارزیابی مهم‌ترین موانع کارآفرینی گردشگری در شهرستان چالدران، با ارائه پیشنهادها کاربردی، شرایطی را ترسیم می‌کند که می‌تواند توسعه کارآفرینی گردشگری را در منطقه مزبور رقم بزند. در این راستا با توجه به داده‌های گردآوری شده و گویه‌های مورد بررسی در این پژوهش، نتایج حاکی از آن است که هر پنج بعد مورد بررسی به عنوان مانعی در ایجاد توسعه و بهبود کارآفرینی روستاهای هدف گردشگری مؤثر بوده‌اند. بیشترین موانع کارآفرینی در منطقه مورد مطالعه مربوط به بعد اجتماعی و فرهنگی می‌باشد.

**کلید واژه‌ها:** گردشگری روستایی، کارآفرینی گردشگری، توسعه روستایی، موانع کارآفرینی، روستاهای هدف گردشگری

#### تشکر و قدرانی

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