

PREPARING FOR THE ICC CRICKET WORLD CUP 2007: RESIDENT ATTITUDES TO THE BED & BREAKFAST INITIATIVE IN BARBADOS

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ABSTRACT

The purpose of this study is to examine attitudes of the residents of Barbados to the development of Bed & Breakfast (B&B) accommodation in their communities as part of the preparation for the ICC Cricket World Cup 2007 hosted by the West Indies. This study measures community response to the B&B initiative developed by the government of Barbados by exploring differences in attitudes towards the initiative. A sample of 322 residents was successfully interviewed over the telephone and participants reported moderately positive attitudes towards the B&B initiative. Frequency of contact with tourists, awareness of the initiative and employment in the tourism sector were significantly related to positive perceptions of the initiative. Moreover, persons who perceived obstacles in the development of this initiative expressed less favourable attitudes towards the B&B initiative. Social exchange and contact theories offered some explanation for these findings and directions for future research.

KEYWORDS

Events, Barbados, Residents' attitudes

INTRODUCTION

Mega-events are a unique form of tourist attraction defined as large and internationally known events such as the Olympics and World Fairs. By enhancing a local community's image and providing activities and spending outlets for locals and visitors, these events play a considerable role in communities' lives (Getz, 1993). Events are usually viewed as a major economic tourist asset for the host area that also brings new infrastructure and facilities. Accommodation shortages however, can sometimes be an obstacle to hosting mega-events.

With the planning for the 2007 International Cricket Council (ICC) Cricket World Cup (CWC) to be hosted by the West Indies, Barbados is facing a major challenge

with regard to accommodation. The shortage of accommodation on the Island is seen as an obstacle for the country in hosting the event and the government of Barbados is developing and preparing accommodation in order to accommodate the influx of visitors to the Island during the event. This has to be carefully planned before implementation since it may lead to an oversupply of accommodation after the event, especially if there is a lack of special demand (Cho, 2004). Additionally, for the event to be successful it is important to understand residents' attitudes towards the event. Especially since the government of Barbados wants to include the community in the preparation for the event through the development of Bed & Breakfast (B&B) type accommodation.

The Cricket World Cup is hosted in March and April 2007. The tournament involves 51 games in 47 days and games will be played in Jamaica, St. Kitts, Barbados, Trinidad & Tobago, St. Lucia, Antigua, Guyana and Grenada (see Figure 1). Sixteen nations will participate in this event.

In preparation for the hosting of this event the Caribbean countries will be building tourist facilities, airports, seaports, accommodation and other infrastructure. A total of 36 stadium facilities must be developed in the nine countries in order to conduct the tournament.

Figure 1: Map of the Caribbean



It is estimated that an excess of USD100 million will be invested constructing infrastructure in Barbados alone for the hosting of the CWC. The country is expecting more than 20,000 visitors during the CWC and accommodation is one of the major challenges in hosting the event. Since the event will be held during the tourism high season there will be a need for additional accommodation. Barbados' current room stock is estimated at 8,000 rooms and according to Ernst and Young (2004), the country's anticipated total room requirement for the World Cup is approximately 12,000 rooms. Even with the on-going tourist-type accommodation projects there is an estimated deficit of 2,200 rooms. Consequently, the government of Barbados has created a BDS\$5M Bed & Breakfast/Home Accommodation Loan Fund. This loan

fund is available to house owners who wish to develop their homes or part thereof into Bed & Breakfast type accommodation. The purpose is to encourage the development of community-based accommodation; alternatively described as Bed and Breakfast (B&B) or Home Accommodation. With this, the government is hoping that a considerable portion of the room stock deficit will be made up and at the same time residents have the opportunity to play an active role in part of the development of Barbados tourism industry.

Bed and Breakfast type accommodation

B&B accommodations are a well established and growing form of accommodation

(Bed and Breakfast Council of NSW, 2001; Emerick & Emerick, 1994). It enables a view of the travellers' world that is not available from big city hotels or even the larger country hotels and motels. It is however argued that despite this growth, little is generally understood about the nature of this type of accommodation, in terms of what B&Bs offer the travelling public, and how B&Bs affect the communities in which they are developed (Emerick & Emerick, 1994)

There are different types of B&B accommodations. The definitions of B&Bs are varied and confusing because each country has its own definition regarding the description of these establishments. Terms such as B&B home; Tourist home; B&B Inn; Homestay; Farmstay; Country Home or Inn; Cottage or Cabin; and Apartment or Suite are often used (Bed and Breakfast Council of NSW, 2001; Buchanan & Espeseth, 1991; Hardy, 1989). The difference is mainly based on the size of the establishments, the guests' feeling of privacy, independence from the resident family or the feeling of being 'part of the family'.

Each B&B accommodation is unique, with its own ambience and its own particular interest and point of attraction to guests. One thing B&Bs have in common is that they all provide a bed and breakfast. Additionally they share the host's focus on establishing a warm and friendly, though not intrusive, relationship with their guests. Buchanan and Espeseth (1991) argue that the rewards of being a B&B host include meeting people, additional income for the household, gaining an independent and enjoyable way of life, and restoring an older building.

Barbados' accommodation sector

Barbados is one of the southernmost islands in the Eastern Caribbean (Figure 1). The country has a small, open economy driven by external forces and has a long-established tourism industry dating as far back as the 1940s. In the 1960s international hotel chains and tour operators began to show interest in Barbados as a tourism destination and Barbados government embraced tourism as the engine for economic growth. Since the 1960s the number of arrivals has increased dramatically, and tourism is now the largest industry in Barbados (Barbados Ministry of Tourism, 2003). The status of tourism in Barbados is suggestive of Butler's saturation

stage (Butler, 1980). Development is currently taking place to rejuvenate the existing tourism product and its infrastructure. The country's tourism industry is mainly made up of all-inclusive resorts/hotels and 4S tourism (sun, sea, sand and sex). In 2004 the accommodation sector comprised approximately 180 establishments, out of which six were B&Bs.

Rationale and Purpose of the Study

To date, no (or little) published research has explored resident attitudes towards major tourism events or initiatives in Barbados. Particularly, no research (academic or applied) has been generated with respect to resident attitudes and views of the B&B initiative in Barbados. This research recognises the need to investigate this unexplored area of study, in an exploratory and descriptive fashion. From this study, it is expected that the findings not only follow academic lines but also assume practical and 'applied' significance for policy makers in Barbados, particularly in the areas of tourism development and major event planning. The objective of this study is comparable to other studies focusing on residents' attitudes towards tourism and related initiatives (see Mason & Cheyne, 2000). Particularly, the purpose of this study is to measure community response to the B&B initiative developed by the government of Barbados. The study identifies the various factors that are associated with attitudes towards the B&B initiative, and assesses these outcomes in the context of social exchange and contact theories. The main research questions posed are:

1. Is there a significant relationship between frequency of contact with tourists and attitudes towards the Bed and Breakfast initiative?
2. Does awareness of the Bed & Breakfast initiative impact on residents' attitudes towards the initiative?
3. Do perceived obstacles in the development of the Bed & Breakfast initiative lead to more negative attitudes towards the initiative?
4. Is there a significant difference between persons employed in the tourism industry and those in other industries, with respect to their attitudes towards the Bed & Breakfast initiative?

LITERATURE REVIEW

Resident attitudes and opinions towards tourism development

Harill & Potts (2003, p.3) suggest that "attitudes towards tourism development range along a continuum from negative to positive". Various researchers have chosen to approach this continuum in a number of ways. Attitudes can be discussed within the context of the tourism development cycle, the segmentation approach and social exchange theory (Hernandez, Cohen & Garcia, 1996). While these are distinct and separate viewpoints, it is also noted that these frameworks are complementary, rather than conflicting approaches. The authors argue that none of the approaches are complete by themselves and that each offers an insight into residents' attitudes towards tourism.

A model of resident attitudes towards tourism was advanced by Lindberg & Johnson (1997). They introduced a broad, synthetic conceptual model of attitudes by which they evaluated survey data using structural equation modelling. The hypothesis that demographic variables affect attitudes indirectly through values was supported by the data. The study indicated that the strength of resident values regarding economic gain better predicted attitudes than values regarding disruption within the community. Perceived economic and congestion impacts had greater effect on attitudes than perceived crime and aesthetic impacts. The study (Lindberg & Johnson, 1997) provided strong indication that residents who find a growing economy important are likely to have positive attitudes towards tourism. Finally, the study also strongly indicated that resident attitudes are associated with the level of perceived economic and congestions impacts.

Gursoy & Jurowski (2004) classify the factors that influence residents' opinion about tourism as economic, social/cultural and environmental impacts: "Favourable impacts have been described as "benefits" while unfavourable impacts are considered "costs" (p.296). According to Gursoy et al. (2002), the perception of costs and benefits can be a significant factor in determining residents' attitudes to tourism in their community. Theoretically, Gursoy & Jurowski (2004) believe that if individuals perceive that benefits outweigh costs, they would make a logical and rational decision to support tourism development. Gursoy et al. (2002) further suggest

that factors which may alter residents' perception include the concern residents have for their community, the degree to which they are environmentally sensitive and the extent to which residents use the same resource base that tourists use. One can suggest that this argument gives a theoretical basis for the social exchange theory and builds on the works of earlier research. Social exchange theory offers a potential underlying framework for understanding resident attitudes because it addresses how residents assess the expected costs and benefits of tourism. In this case, social exchange theory assumes that individuals select exchanges after an evaluation of rewards and costs. In light of this notion, attitudes are altered by the perceptions of the exchanges people believe they are making. Consequently, individuals who evaluate the exchange as beneficial perceive a positive impact, where as someone who calculates the exchange as harmful will perceive a negative impact.

Another important theory that can be used to explain resident attitudes to major tourism development initiatives is contact theory. Contact theory is based on the view that increased contact between social groups can result in favourable attitudes (Baron & Byrne, 2003). In an empirical study, Weaver and Lawton (2001) investigated, among other things, the impact of residents' level of contact with tourists on their attitudes towards tourism. As expected, they found that residents' perceptions of tourism were related to the level of contact they had with tourists in their community. The authors stated that, "members are more likely to work within tourism and have more frequent contact with tourists, and express a desire to share the community with non-locals...the findings support the contention that those involved with tourism and tourists will be more positively inclined towards that [tourism] sector" (p.454). This study showed that, under contact theory, persons with higher levels of contact (particularly those employed in the tourism sector) have a more positive disposition towards tourism and related initiatives. Moreover, Madrigal (1993) also demonstrated in a study that those who work in the tourism industry have more positive attitudes towards tourism.

Doxey's Irritation Index Model (1975) suggests that residents' responses to tourism may pass through a series of four stages including euphoria, apathy, irritation and antagonism, as continued exposure to intensifying negative impacts is reflected by increasing annoyance.

This model is simplistic and there are many other variables which may mediate the relationship between tourism development and host community reaction. The *Irridex* however, may be appropriate for explaining the growing irritation that accompanies the gradual build up of impacts associated with tourist activity. The growth of impacts of an event may have a different evolution.

The right to stage a major event attracts media attention and in some parts of the community the feeling of success is often associated with euphoria. Other segments of the community may oppose the initiative. Discussions of the perceived costs and benefits as well as peoples' anticipation of impacts will determine their stance on the issue.

Community support and participation in planning

Gursoy et al (2001) modelled host community support for tourism development based on the factors found to influence reactions towards it. They found that the host community support was affected by the perceived costs and benefits of the tourism development, utilisation of resource base, and level of concern and ecocentric values. The findings show that community support for tourism development is affected by six factors: perceived benefits of tourism development, state of the local economy, perceived cost, use of the tourism resource base by local residents, level of ecocentric values of local residents, and level of community concern of local residents.

A model of the relationships among rural resident perceptions of tourism impacts, support for additional tourism development, restrictions on tourism development, and support for special tourism taxes was developed by Perdue, Long & Allen (1990). They found that, when controlling for personal benefits from tourism development, perceptions of its impact were unrelated to socio-demographic characteristics. Support for additional development was positively or negatively related to the perceived positive or negative impacts of tourism. Negatively related to the perceived future of the community was the support for additional tourism development.

Insight into the information needs of residents for more effective participation in tourism planning was sought in a study by Keogh (1990). The study showed that the

residents' unfamiliarity with information about the establishment of a tourist park in their community also may have an adverse effect on resident perceptions and general opinions. Concerns voiced by residents were inadequately dealt with. This was revealed after an examination of the development plans. The study suggests that greater awareness and interest among residents' might be achieved if information enclosed in reports and plans at the municipal offices are presented in an understandable form.

The above mentioned studies examined residents' perceptions on the impacts of tourism development, events and to a lesser extent alternative accommodation for a mega-event. Although the studies examining residents' perceptions or attitudes on the impacts of mega-events have been limited, there have been other efforts (Deccio & Baloglu, 2002; Mihalik & Simonetta, 1998; Ritchie & Aitken, 1985; Ritchie & Lyons 1987; Soutar & McLeod 1993; Waitt 2003;). There is however, still a lack of research exploring residents' attitudes to providing alternative accommodation to hotels for a mega-event.

Resident involvement in accommodation development

Little research has been carried out on issues relating to the provision of accommodation for events, and residents' involvement in the development of accommodation for tourism and the hosting of mega-events. Cho (2004) assessed the role of Korean-style small Inns and the use of these as an alternative accommodation to tourist hotels for the 1986 Asian Games and the 1988 Olympic Games. The study showed that the small Inns played an important role in the preparations for the 2002 FIFA World Cup. The analysis focused on elements that made the preparation of the small Inns successful such as owner concerns, information exchange and resource availability. Results of this study indicated that Korean-Style small Inns can be used as an alternative type of accommodation in future Korean special events.

An investigation of the development and constraints upon South Africa's emergent small black-owned accommodation sector in the form of B&B establishments was undertaken by Rogerson (2004). The study concluded that for the successful growth of tourism small-enterprises policy makers need to address issues relating

to the marketing of tourism products and the spaces where Black entrepreneurs are running businesses; training of entrepreneurs; improving access to finance and to available support networks of business information and advice.

SUMMARY

In summary, these studies examined residents' attitudes or opinions towards tourism development including mega-events. There still exists however, a scant body of research exploring resident's attitudes towards participating in the preparation and development of alternative accommodation for a mega-event. With respect to the above literature, this paper goes a step further by employing two major theoretical frameworks, the social exchange and contact theories. This approach will not only provide a sound assessment of the results but also ensure that the study is theoretically driven, in hope of contributing to a stronger conceptual model capable of explaining residents' attitudes and opinions towards tourism related development initiatives in the Caribbean.

METHODOLOGY

Instrument and Design

The purpose of this study is to identify resident attitudes towards the B&B initiative and explore whether differences in attitudes towards the initiative exist with respect to frequency of contact with tourists, awareness of the initiative, area of employment and perceived obstacles facing the B&B. A structured questionnaire was developed for this study containing 27 questions, where 13 of these were designed to measure participants' attitudes towards the B&B initiative (the dependent variable). A five point Likert scale was used for these thirteen items (*Strongly disagree* to *Strongly agree*). Sample items include: "Bed and Breakfast would enhance my community" and "I would enjoy having a tourist stay in my home". The items were combined as an index, where higher scores reflected more positive attitudes towards the B&B initiative. Negatively worded items were reverse coded. Relevant demographic information was also elicited such as participants' age, gender, income and educational level. Other items (independent variables identified in the main research questions) relating to

frequency of contact with tourists in the community (measured by the question: "How frequently do you come into contact with tourists in your community?"; 1= *Very Infrequent* to 5= *Very Frequent*), awareness of the B&B initiative (*Are you aware of the Bread of Breakfast Initiative? - yes or no*), area of employment and perceptions of obstacles facing the initiative were also included in the questionnaire. These variables were examined to determine their effects on participants' attitudes towards the initiative.

Sample and Procedures

Six hundred (600) Barbadian residents were targeted via telephone interviews, a response rate of 54% was secured (N = 322). All members of the sample were homeowners. Of the 322 completed surveys, 207 were women and 115 were men. Persons who were employed in the tourism sector accounted for only 8% of the entire sample, while the remaining 92% came from other sectors including the agriculture (n=11) manufacturing (n=20), financial (n=68), education (n=20), health care sectors (n=22), among others. Table 1 shows the demographic profile for the sample. It is important to note here that income, as a demographic variable, was measured in Barbadian dollars (local currency) (see Table 1).

The sample population was determined by the utilisation of a stratified random sampling technique. Population information for each parish of Barbados was accessed from the Barbados Statistical Service (BSS) and a proportionate sample was selected from the sampling frame. Using a systematic sampling procedure (a random start was chosen due to the alphabetical listing of sampling frame), a telephone directory was used where every tenth person was selected from each parish. Persons were then interviewed over the telephone; the telephone survey method was adopted because of its efficiency and ability to access participants who were geographically scattered over the island. The interpretation of these findings, however, should be cautioned due to the relatively small sample size (under 400 persons). Furthermore, the telephone survey method usually "reduces anonymity and introduces potential interviewer bias" (Neuman, 2003, p. 290).

Table 1 - Demographic data for sample

	Number	%
<i>Home Owner</i>		
Yes	322	100
No	-	-
<i>Gender</i>		
Male	115	36
Female	207	64
<i>Age</i>		
18 – 25 years	16	5
26-40 years	119	37
41 – 60 years	173	54
Over 60 years	14	4
<i>Education level</i>		
Primary	4	1
Secondary	85	27
Tertiary	233	72
<i>Income (Barbadian)</i>		
Under \$1000	23	7
\$1000 - \$2000	35	11
\$2001 - \$3000	48	15
\$3001 - \$4000	70	22
\$4001 - \$5000	60	18
Over \$5000	86	27
<i>Area of Employment</i>		
Tourism Sector	27	8
Other Sectors	295	92
TOTAL	322	100

RESULTS

The thirteen items, which measured attitudes towards the B&B initiative, were examined by a principal component analysis (PCA), with a varimax rotation. Table 2 below shows the results of the PCA. One factor was extracted and explained more than 40% of the variance. Factor loadings for twelve items were above the criterion of 0.4. The item eliciting whether participants agree with the significant and dominant role that tourism plays in the economy was dropped from the scale (<0.4); this item appears to measure participants' attitudes towards tourism in general, rather than on the B&B initiative. The final scale (12 items) yielded a Cronbach's reliability coefficient of 0.88, indicating high internal consistency (Morgan, Leech, Gloeckner & Barret, 2004).

Overall, the mean attitude score for the sample was 3.30 (SD = 0.50), which reflected that the participants generally expressed a moderately positive attitude towards the B&B initiative

Frequency of Contact and Attitudes towards B&B Initiative

Since frequency of contact was measured on an ordinal scale (1= Very Infrequent to 5 = Very Frequent), a Spearman (non-parametric) correlation analysis was employed to ascertain the relationship between this variable and attitudes towards the B&B initiative. Frequency of contact was significantly and positively related to attitudes towards the initiative ($\rho = .22$, $p < 0.001$). This result suggests that higher levels of

Table 2-Principal Component Analysis of B&B Attitude Scale

ITEMS	COMPONENT
Tourism plays a significant and dominant role in the economy of Barbados †	-
I would enjoy having tourists stay in my home	.80
I would enjoy interacting with tourists staying in my home	.77
B&B will enhance my community	.69
My community is a good place for B&B development	.67
The positive impacts of B&B development outweigh the negative impacts	.74
All my community will benefit significantly if B&B is developed	.59
My social standard will be enhanced by developing my home into a B&B	.79
B&B will diminish the space in my home and this is of great concern to me*	.45
B&B can erode social values in my community*	.43
B&B can bring unwanted activity to my community*	.55
I think the future of my community will be bright if B&B is developed	.69
My overall quality of life will be enhanced by developing B&B accommodation in my home	.79

Note: Varimax rotation method. Factor loadings shown.

† The first item was dropped from the scale due to the low factor loading (< 0.4)

* Negative attitude item

contact with tourists in the community were associated with more positive attitudes towards the B&B initiative (see Table 3).

Awareness and Attitudes towards B&B Initiative

An independent samples t-test was conducted to determine whether there was a significant difference in attitudes between persons who were aware of the B&B initiative and those who were not. A significant difference emerged between these two categories of persons ($t = 3.23, p < 0.001, r = .17$), indicating that persons who are aware of the initiative possessed more favourable attitudes (see Table 3). The estimate of the effect size (r)

for the t-test analysis was reported, where $r = \sqrt{t^2/t^2 + df}$; $r = .10$ is a small effect size, $r = .30$ is medium effect size and $r = .50$ is a large effect size (Cohen, 1988).

Perceived Obstacles and Attitudes towards B&B Initiative

In order to determine whether perceived obstacles affected attitudes towards the initiative, an independent samples t-test was conducted between persons who perceived obstacles and those who did not. A significant difference was found.

Table 3: Spearman Correlation between Frequency of Contact and Attitudes towards B&B

Frequency of Contact	Attitudes towards Bed and Breakfast Initiative	
	Rho	p-value
	.22*	.000

Note: * $p < .001$

The results revealed that persons who perceived obstacles facing the initiative expressed less favourable attitudes towards the B&B initiative ($t = 2.17$, $p < 0.05$, $r = .12$) (see Table 4)

Area of Employment and Attitudes towards B&B Initiative

An independent t-test was conducted, investigating whether persons who work in the tourism sector differ significantly in their attitudes towards the B&B initiative from those who work in other sectors. The results highlighted a significant difference between the two categories of workers. Those employed in the tourism sector ($M = 3.49$), compared to those employed in other sectors ($M = 3.26$), expressed more positive attitudes towards the initiative ($t = 2.21$, $p < 0.05$, $r = .12$) (see Table 4).

DISCUSSION

The study suggests that respondents were moderately positive towards the B&B initiative. Since the initiative calls for residents to be part of a new tourism development project, the finding is consistent with the euphoric stage of Doxey's irritation index (Irridex), where the first reaction of residents to any area of tourism development is euphoria, which involves a welcoming attitude towards any initiative promoting an influx of tourists. The Irridex represents the rising irritation of residents as the impact of visitor numbers increases. One of the factors influencing the ability and willingness of host communities to accommodate or tolerate tourism initiatives is the cultural distance between hosts and guests (Doxey, 1975). Cricket is the national sport of Barbados and it is also part of the country's culture. The B&B initiative has developed as a result of the hosting of CWC, and as a result the majority of the visitors during the period of the games are expected to be Cricket fans from all over the world. This cultural familiarity may influence residents' positive attitude towards the initiative and the event.

The B&B initiative appears to be a win-win scenario where both the community and tourism industry benefit. The possibility of participating in the development of alternative accommodation for the country's tourism industry might be a reason why the community supports the initiative (Boyd & Singh, 2003). The extent of residents' reactions and attitudes towards tourism

development however, is often influenced by economic dependency on tourism. Studies have shown that residents who benefit from tourism have a higher level of support for it (Husband, 1989; Lankford, 1994). Furthermore, positive benefits are significantly related to personal benefits from tourism (Pearce, Moscardo & Ross, 1996).

This study also found a significant relationship between frequency of contact with tourists and attitudes towards the B&B initiative (see Table 3). Residents with high level of tourist contact were more likely to express positive attitudes towards the initiative. This finding is corroborated by past studies (Brougham & Butler, 1981; Pizam, Neumann & Reichel, 1979; Fredline & Faulkner, 2002; Weaver & Lawton, 2001). According to the principles of contact theory, increased contact between members of different social groups can ultimately lead to positive attitudes (Baron & Byrne, 2003). Residents' desire to open up their homes to tourists by developing it into a B&B might be motivated by a strong link to, and previous exposure and contact with tourists. This contact however, must be under favourable conditions.

Conversely, Pizam, Neumann & Reichel (1978) found in their study that residents with more tourist contact expressed negative feelings towards tourism. Furthermore, social exchange theory suggests that residents will be willing to enter an exchange with the tourist if they can benefit from it without unacceptable costs. Consequently, residents who perceive the exchange as beneficial will support the tourism development initiative while residents who perceive the exchange as damaging will be in opposition to the development (Ap, 1992)

Along with frequency of contact, awareness was also seen as an important factor that could enhance attitudes towards the B&B initiative (see Table 4). For example, persons who were aware of the B&B initiative had more positive attitudes towards the initiative. It is important to understand that people who are not made aware of planned developments or initiatives are more likely to react negatively towards these initiatives when they are implemented.

Table 4 Attitudes towards B&B with respect to Awareness, Perceived Obstacles and Area of Employment

	Mean	SD	t
Awareness of B&B Initiative			
<i>Aware of B & B initiative</i>	3.34	.48	3.23*
<i>Not aware of B & B initiative</i>	3.10	.53	
Obstacles Affecting B&B Initiative			
<i>Obstacles perceived</i>	3.23	.49	2.17*
<i>No obstacles perceived</i>	3.36	.52	
Area of Employment			
<i>Tourism Sector</i>	3.49	.54	2.21*
<i>Other Sectors</i>	3.27	.49	

Note: * $p < 0.05$. All scores were based on a 5-point scale (1 to 5), where higher scores (above 3.00) indicate more positive attitudes towards the initiative.

This was consistent with the findings of Keogh's (1990) study in which it was found that there was a relationship between residents' familiarity [awareness] with proposed tourism development initiatives and positive perceptions of the initiatives. A major implication highlighted in this study was that governments or those directly responsible for implementing a major tourism initiative must ensure that residents (those directly affected by the initiative) are fully informed about the initiative and the associated benefits. Consistent with social exchange theory, the awareness of attached benefits is likely to lead to favourable perceptions towards the particular event (Gursoy & Jurowski, 2004; Madrigal, 1993). Furthermore, communication between parties (in this case, government and residents) is essential because those readily informed about proposed developments and initiatives are likely to show commitment towards the same and would be motivated to ensure that they are successful.

Additionally, the study showed that residents who perceived obstacles in the development of the B&B initiative expressed less positive attitudes towards the initiative (see Table 4). According to social exchange theory, perceived costs associated with a tourism initiative are a major predictor of negative attitudes towards the initiative. If benefits are perceived to be

greater than the costs in relation to a particular initiative or event, persons are more inclined to support the initiative (Gursoy & Rutherford, 2004; Madrigal, 1993). These benefits may include economic (e.g. employment opportunities), social (e.g. incentives to preserve national culture) and cultural (e.g. development of cultural activities by locals) dimensions (Gursoy & Rutherford, 2004). Another interpretation of this finding is that persons who expect obstacles are less likely to embrace this initiative based on the view that although perceived costs (in this case, negative impacts) may not be a factor, there remains a perception that the benefits attached to the initiative would be limited or undermined.

Finally, those residents employed in the tourism sector were more likely to exhibit favourable attitudes towards the initiative, compared to those in other sectors (see Table 4). This finding is supported by the arguments of Madrigal (1993) who asserted that under the theory of social exchange, those employed in tourism industry would be more likely to perceive tourism development initiatives in a more positive light, due to their heavy dependence on tourism. The main explanation offered was that this category of persons who are economically dependent on the tourism industry are more likely to recognise the benefits of tourism development initiatives,

compared to those in other sectors. Another plausible explanation for this finding is that those employed in the tourism sector have more extensive contact with tourists, compared to others, and under contact theory, would be more comfortable with the accommodation of tourists in their community. This interpretation is consistent with Weaver & Lawton's (2001) study, which shows that residents who were involved in the tourism industry were more likely to express favourable views towards the initiative, due to the high levels of contact with tourists. Caution should be taken when interpreting this finding because less than 10% of the sample was employed in the tourism sector, compared with more than 90% employed in the other sectors.

CONCLUSION

Limitations and Directions for Future Research

The present study offers a theoretical and practical contribution. Theoretically, the study adds to the existing body of knowledge by highlighting the significance and generalisability of contact and social exchange perspectives, thereby providing strong explanations for residents' attitudes towards tourism development initiatives regarding perceived benefits, awareness, frequency of contact and involvement in the tourism sector.

In a practical sense, the results highlight that the Bed & Breakfast initiative may be [initially] welcomed by residents of Barbados, however, the government must recognise that, with respect to any initiative, public awareness is necessary for a positive public response. Particularly, those employed and involved in tourism should be informed, contacted and consulted for assistance in the development of this project. Future plans to implement or develop large-scale tourism initiatives should not occur prior to the formation of linkages (and cooperation) between government and the community. These plans should be integrated into government's public policy, especially relating to major tourism initiatives and events. One limitation of the study was that although the sample was randomly selected, the generalisability of the findings is still questionable due to the relatively small sample size, compared to the general population of Barbados (over 266, 000 residents).

Another limitation was the absence of in-depth qualitative interviews and focus groups with residents, along with the structured survey approach adopted here, to further corroborate the results and understand fully the fundamental reasons behind these attitudes with respect to this initiative.

It is advised that future research adopt longitudinal designs when investigating attitudes of residents towards a major mega-event. This approach would allow researchers to observe attitudinal changes over a period of time (perhaps before and after the event) to determine whether the mega-event itself may have altered residents' attitudes.

Triangulation of methods should also be employed in future investigations such as the use of survey research (quantitative) and follow-up face to face (or focus group) interviews to gain a deeper understanding of residents' attitudes and the motives behind them.

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