

CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

The research methodology used in this study was briefly explained in Chapter 1. However, for the purpose of facilitating understanding and adding credibility to the empirical results, conclusions and recommendations from the study, it is deemed necessary to elaborate on the approach adopted in conducting this research. Starting with the research design, this chapter elaborates on the literature analyses, data collection methods, development of the sample plan, development of the questionnaires, conduct of interviews and ultimately the data analyses. The plan for this chapter is summarised in Figure 4.1 below:

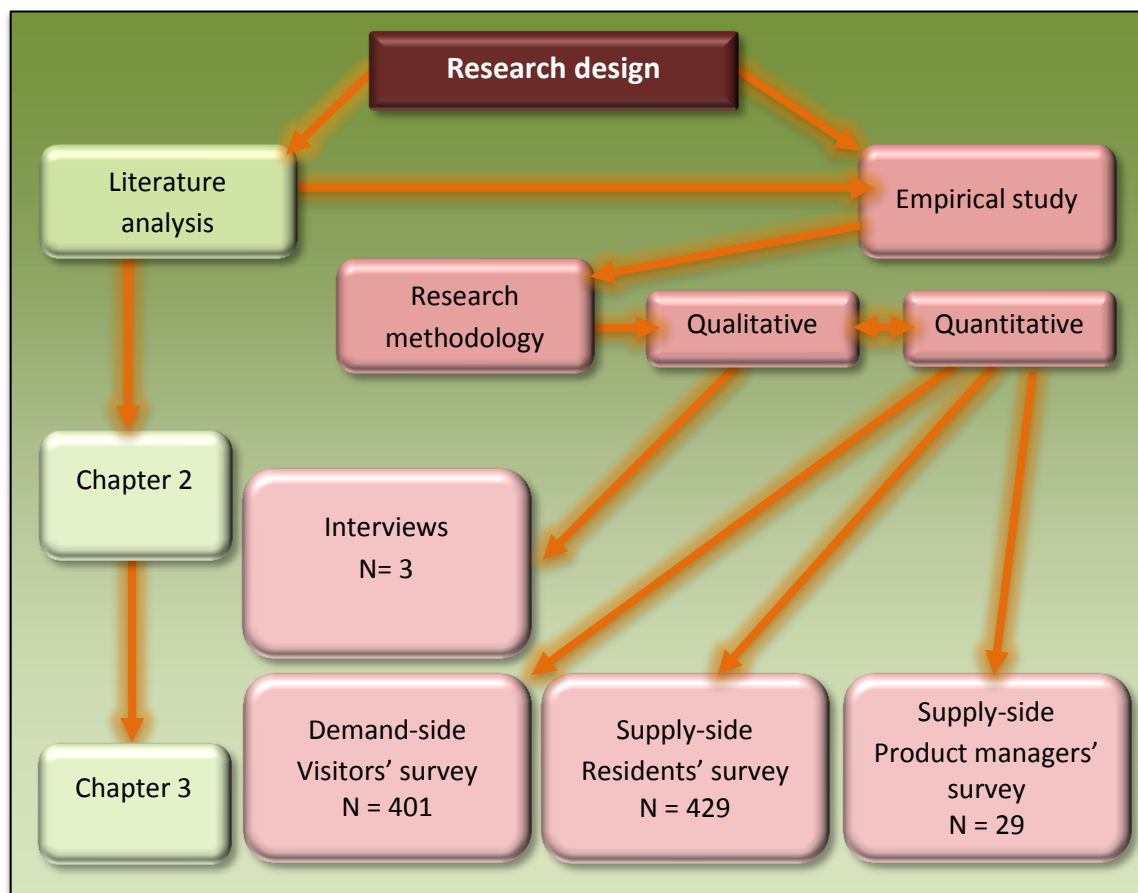


Figure 4.1: Layout of Chapter 4

4.2 LITERATURE STUDY

A study of this nature cannot be successfully executed without a comprehensive review of literature of key concepts surrounding the study area. This does not only set the tone, but also contextualises the study in relation to previous studies undertaken on the subject. It is in this light that the current research began with an analysis of literature on the tourism system, sustainable tourism, indicators of sustainable tourism, tourism planning, the South African tourism context and community tourism. Hence material related, but not limited, to the above was collected from diverse sources such as journals, books, Government of South Africa publications and conference declarations. The major databases consulted were Science Direct and Emerald. Key operational words on the research topic such as *tourism*, *community tourism*, *sustainable tourism development*, *strategy* and *township* were also defined.

4.3 EMPIRICAL STUDY

The empirical study consisted of three surveys and three interviews. The first survey was conducted on the demand-side to gain an understanding of the characteristics, travel behaviour and the township tourism propensity and perception of visitors to the City of Tshwane. Two subsequent surveys were carried out on the supply-side of tourism in the Soshanguve township, firstly, to understand the readiness of Soshanguve residents to tourism development in their community, and their perceptions of tourism impacts in the Soshanguve community; and secondly, to explore the range and quality of tourism products in Soshanguve. Finally, three interviews were conducted with three community leaders in Soshanguve to interrogate in greater depth the nature of tourist attractions in the community, the state of tourism planning in the community and the objectives of tourism development in the community.

4.4 RESEARCH DESIGN

Research can be approached from a causative, exploratory or descriptive perspective (Cooper & Emory, 1995:496). While causative studies deal with variable relationships in which one factor has an effect on the other, exploratory research is undertaken to uncover a situation about which not much is known and descriptive studies seek to clarify the defining characteristics or properties of people, events or problems (Cooper & Schindler, 2001:147-148; Sekaran, 2003:119-126; Gayle, 2001:20). Both the causative and descriptive approaches have been adopted in this study to establish a sustainable community tourism strategy for Soshanguve township. The data collected was explained using descriptive

statistics while exploratory methods were used to get an in-depth understanding of the relationship between the different results obtained from the statistics.

4.5 RESEARCH METHODOLOGY

Research generally adopts either quantitative or qualitative paradigms. Ostlund, Kidd, Wengstroom and Rowa-Dewar (2011:371) state that quantitative research deals with facts and objectivity, while the researcher using qualitative methods organises and describes subjective data in a systematic manner. In collecting data, qualitative researchers employ methods such as focus group discussions, participant observation or interviews (Gravetter & Forzano, 2009:22-38; Sarantakos, 2005:299).

This study uses methodology triangulation by employing both quantitative and qualitative approaches (Jack & Amitabh, 2006:346; Hoque, Covalleski & Gooneratne, 2013:1171). The purpose of using both approaches was to enrich the data by making it inclusive of the views of a wide range of Soshanguve community members and potential visitors to Soshanguve (quantitative), and at the same time having quality from the in-depth data collected from interviews with community leaders. The quantitative method was used in the construction of three sets of questionnaires while the qualitative method was employed through the use of interviews.

4.5.1 Quantitative research

Following the quantitative research approach three sets of questionnaires were developed and administered in this study with the purpose of exploring both the demand-side and supply-side potential for tourism development in Soshanguve. The three surveys were conducted as follows:

4.5.1.1 Survey 1: Demand-side (potential visitors to Soshanguve)

The purpose of this survey was to explore the potential demand for the township tourism product, especially with regard to communities such as Soshanguve in the City of Tshwane Metropolitan Municipality (CTMM).

4.5.1.1.1 Sampling frame

Cooper and Schindler (2001:170) define the sampling frame as the exhaustive list of elements or population from which the sample for the study is to be drawn.

According to South African Tourism (SAT, 2012:55), Gauteng was the most visited province in South Africa in 2012, capturing 44.6% of all tourist arrivals to the country. Of these, 3.86 million (46.3%) were foreign tourists, while 5.1 million were domestic visitors. However, the City of Tshwane (COT, 2008:1) indicates that five million tourists visit the city annually. The sample frame for this study consisted of all five million visitors to the City of Tshwane Metropolitan Municipality as anyone of them could have been there during the study period from 23 to 27 September 2013.

4.5.1.1.2 Sampling method

A convenience non-probability sampling method was used in the selection of the 401 (N) respondents, as every visitor to the City of Tshwane during the study period had a “nonzero” chance of taking part in the study. This number (401) conforms to the sample size required to validate the study (Sekaran, 2003:294; Krejcie & Morgan, 1970:608). These studies validate a sample of 384 (N) for a population of one million and above (Krejcie & Morgan, 1970:608).

In order to increase the chances of finding visitors to the City of Tshwane key attractions in the City were targeted. These attractions were the Union Buildings, Freedom Park, the Voortrekker Monument, the South African Police Museum, Burgers Park and Church Square. Once at the attraction, visitors were randomly selected to complete the questionnaire.

4.5.1.1.3 Development of questionnaire

This questionnaire was divided into three sections: demographic information, travel behaviour and township exposure and perceptions. The demographic characteristics of the visitors included aspects such as gender, age, home language, household income, occupation and place of origin.

The rest of the questionnaire and the ensuing questions were informed by literature on the tourism system, specifically the behavioural setting of demand for tourism (Hall, 2008:78), and the push factors for tourism demand (Fletcher, Fyall, Gilbert & Wahhill, 2013:7). The theoretical foundation here indicates that demand for tourism is motivated by issues such as culture and life course, information, accessibility, past experiences and preferences, and expectations and images.

Based on the above, section B of the visitors' questionnaire focussed on collecting data on their travel behaviour, including the type of holidays they most frequently take (one day, weekends, and holidays longer than a weekend), the group composition during holidays, and the type of accommodation and mode of transportation. The next set of twenty questions sought to gain an understanding of the visitors' motivations for taking a holiday, while another set of eighteen questions explored the holiday activities they find most attractive and twenty other questions delved into their holiday destination-choice determinants. It is important to note here that the objective of exploring the visitors' travel behaviour was to see how this could influence the community tourism development strategy for Soshanguve.

The last part of the visitors' questionnaire set out to establish the exposure of respondents to townships, their preferences with regards to township tourism and, lastly, the media that influenced their decision to visit the City of Tshwane. At this

stage it was felt that the questionnaire had gathered sufficient information to provide quality insight into the nature of the respondents and their travel tastes.

4.5.1.1.4 Data collection

The data was collected between 5 and 27 September 2013. Visitors to various City of Tshwane Metropolitan Municipality attractions were randomly approached and asked if they would like to take part in the study. To ensure that the respondents were visitors and not just residents walking around, a brief explanation of the purpose of the study was followed by a question asking the respondents about their place of origin. Those who were not residents and accepted to participate in the study were handed the questionnaire for completion. However, a number of respondents complained that the questionnaire was very long as it had three pages. Out of the 401 (N) questionnaires successfully completed, 26% were collected at the Union Buildings, 22% from Freedom Park, 11% from the Voortrekker Monument, 34% from the South African Police Museum, 1% from Burgers park, 3% from Church Square and 3% from various events around the city.

4.5.1.1.5 Data analysis

Data collected using the questionnaires was captured on Excel spreadsheets and sent to the statistical consultation services of the North West University where it was analysed using the SPSS (Statistical Package for Social Sciences) software programme. Descriptive statistical methods were then used to portray a general perspective on the issues considered important by visitors (demand-side).

4.5.1.2 Survey 2: Supply-side (Soshanguve residents' survey)

The aim of this survey was to explore the perceptions of residents of Soshanguve township on tourism development impacts in their community. Following the Social Exchange Theory (SET), this would then form the basis for understanding the extent to which the residents would support tourism development initiatives.

4.5.1.2.1 Sampling frame

The residents' survey considered all the inhabitants of the Soshanguve community as part of the study population. With a population of 403 162 residents (Statistics

South Africa, 2011) each one of these had the possibility of being selected for the study.

4.5.1.2.2 Sampling method

As already indicated, each of the 403 162 residents of Soshanguve were considered legitimate potential candidates to participate in this study. Nevertheless, in line with Sekaran (2003:294) and Krejcie and Morgan (1970:608) a sample of 429 community members successfully completed the questionnaire. This is in conformity with the 384 (N) sample size required to validate a study on a population of 1, 000, 000 (N) and above. Here again a convenience non-probability sampling method was employed, thereby giving all residents available at the study scene an equal opportunity of being selected (Sekaran, 2003:294).

Initially, the idea was to target people at the commercial centres to complete the questionnaire. It was assumed that many residents would be easily found in the shopping malls and this would also reduce the safety concerns of moving into private dwellings. However, this method did not prove very fruitful as many people in the shopping centres appeared too busy to complete the questionnaire. Moreover, some of the people in the commercial centres were under the perception that the field workers wanted to sell something to them. The field workers then reverted to the initial “unsafe” strategy of moving from house to house. This approach proved quite fruitful because the people found in the homes during the day were unemployed and less busy, and appeared quite pleased to spend some time “fruitfully” on the exercise. Again, the respondent selection was random and depended pretty much on the resident’s willingness to participate in the study.

4.5.1.2.3 Development of questionnaire

The overriding goal of this questionnaire was to gain an understanding of the impacts that residents of Soshanguve expect from tourism development in their community. The theoretical foundation of this questionnaire was informed by literature on the Social Exchange Theory which holds that residents are more likely to support tourism development if they envisage the potential benefits that

would accrue to them from such development (Lee, 2013:34, Park & Stokowski, 2009:906, Nunkoo & Ramkissoo, 2012:998).

The questionnaire was split into three sections: section A dealt with biographic data of the respondents, while section B investigated the residents' involvement with tourism, and section C gathered information regarding the residents' perceptions of tourism development impacts ranging from economic to socio-cultural, environmental and infrastructural.

The demographic questions were open-ended relating to gender, length of stay in Soshanguve, age, educational level, occupation and attachment to the Soshanguve community. The next set of questions (8 to 11) requested information regarding any previous involvement with tourism and the respondents' general perception of the impacts of tourism both in their personal lives and community life, ranging from "very negative" to "no effect" to "very positive". Questions on the perceived specific impacts of tourism in the community provided a Likert scale from 1 to 5 on which the respondents had to indicate whether they "strongly disagree (1), "disagree somewhat" (2), "disagree" (3), "agree somewhat" (4) or "fully agree". The first eight questions were on economic impacts, followed by eight questions on socio-cultural impacts, then six questions on environmental impacts, and six questions on benefits resulting from infrastructure development. The last question was open-ended requesting respondents to indicate what they see as major challenges to the development of tourism in Soshanguve.

4.5.1.2.4 Data collection

Collecting data on the residents' perceptions was comparatively easier than during the visitors' survey. This was probably because everyone in Soshanguve was a potential candidate, but also because the residents saw the likelihood of a more direct benefit from the project. Moreover, the resident questionnaire was just two pages, and not as long as that of the visitors. Nevertheless, two challenges were experienced in collecting data from the residents. The first was that at the shopping centres many people seemed too busy to want to complete the questionnaire, and the second challenge was the medium of expression because the questionnaire was compiled in English and some residents were not

acquainted with using this medium for their daily expression. The door-to-door approach proved more successful as many of the people found at home were quite willing to cooperate in completing the questionnaire. The questionnaires were handed out to the residents who completed them themselves. The fact that almost all the field workers understood the vernacular also helped as they explained any problem areas in the questionnaire to the respondents.

4.5.1.2.5 Data analysis

Data collected using the questionnaires was captured on Excel spreadsheets and sent to the statistical consultation services of the North-West University where it was analysed using the SPSS (Statistical Package for Social Sciences) software programme. Descriptive statistical methods were then used to portray a general perspective on the issues considered important to the residents.

4.5.1.3 Survey 3: Supply-side (Product managers' survey)

This survey was aimed at exploring the range and quality of tourism products in the Soshanguve township. This was considered important because the demand for Soshanguve tourism can only be stimulated by the availability of quality products.

4.5.1.3.1 Sampling frame

The sampling frame was considered to be every manager or person responsible for the supply of tourism goods and services in Soshanguve. Given the nascent stage of tourism development in the community, tourism business development is relatively new and so there are few tourism businesses. In view of this the researcher had to drive around the entire community with the aim of identifying tourism businesses. The sample frame consisted of all 29 tourism businesses found to be operating in the community.

4.5.1.3.2 Sampling method

The sampling method was purposive non-probability sampling as only managers of tourism products in Soshanguve were targeted. There are few tourism businesses in the township so it was decided that all tourism businesses identified

would be requested to take part in the study. The strategy adopted was to ask residents of any tourism businesses they knew of in the area.

However, this exercise proved to be the most challenging as the researcher seemed to be driving around the community in vain, either because upon arrival at the directed location it had already closed down or was non-existent. The other challenge with this survey came from the fact that the researcher had intended the sampling to be stratified in order to reveal the variation in the tourism product range in the study area. Unfortunately, most community members understood a tourism business to be synonymous with an accommodation establishment. Despite all these hurdles, a total of twenty-nine (29) tourism businesses were identified consisting of 9% accommodation, 25% art, 5% conservation, 22% traditional dance, music and drama, 18% hospitality, 3% safety and security, 5% sports, 8% transport and tours and 5% traditional healers.

4.5.1.3.3 *Development of questionnaire*

This study would not be complete without an exploration of the different tourism products in Soshanguve and the quality of those products. This was considered vital because the tourism product represents the pull factor for tourism activity (Fletcher *et al.*, 2013:8).

Even though this questionnaire was labelled sections A, B, and C, it is more convenient to split it into four sections for the purpose of analysis. Section A requested information on the business, section B examined the human resource potential and quality issues regarding the business, section C probed the success factors of the business and section D did an analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the business.

The questions on “business information” were open-ended questions requesting information pertaining to the name of the establishment, the business sector to which it belongs, the type and nature of the business and period of existence of the business. In order to get some insight into the human resource potential of the business, open-ended questions solicited information on the gender of the director(s), the racial composition and educational status. Further questions

interrogated the number of employees in the business, their level of education and training received in the last six months.

Regarding quality control in the business, the managers were asked to indicate on a yes/no basis if the business is graded and if it belongs to an industry association. The managers were further asked to rate the performance of the business in the last twelve months on a Likert scale from “very poor” (1), “poor” (2), “good” (3), “very good” (4), to “extremely good” (5).

Based on the supply-side indicators of sustainability obtained in literature (Lozano-Oyola *et al.*, 2012:662-665), a list of twenty aspects of relevance to the business success was presented to the managers. On a Likert scale from 1 to 5, (1 = not at all important, 2 = slightly important, 3 = important, 4 = very important and 5 = extremely important), the managers were asked to rate the importance of each aspect to the success of a tourism business in general and their business in particular. The aim was to gain an understanding of the managers’ understanding of their business needs as opposed to the prevailing conditions in their specific business.

Four open-ended questions were also used for managers to indicate the opportunities, threats, strengths and weaknesses of their businesses in the Soshanguve environment. To obtain an overview of the impacts that the managers think tourism development would have on their personal lives as well as their community, they were asked to indicate their perceptions on a scale from “very negative” to “very positive”. Finally, the managers were requested to make suggestions for the development of tourism in the Soshanguve township.

4.5.1.3.4 Data collection

Managers of the tourism businesses located were quite willing to participate in the survey as they saw it as an opportunity to give their business some exposure. The only difficulty was in locating the businesses. Most of the managers were comfortable with the questions and even took extra time to explain the challenges facing their businesses. Even though the questionnaire was just as long as that of the visitors (3 pages), the product managers did not complain. The questionnaires

were duly completed and handed back to the fieldworkers. Of the 29 (N) successfully completed questionnaires, 9% was from the accommodation sector, 25% from arts, 5% conservation, 22% dance, music and drama, 18% hospitality, 3% safety and security, 5% sports, 8% transport and tours and 5% traditional healers.

4.5.1.3.5 Data analysis

Data collected using the questionnaires was captured on Excel spreadsheets and sent to the statistical consultation services of the North West University where it was analysed using the SPSS (Statistical Package for Social Sciences) software programme. Descriptive statistical methods were then used to portray a general perspective on the issues considered important by product managers.

4.5.2 Qualitative research

The purpose of the qualitative survey was to get more insight regarding key issues in the supply-side quantitative surveys but also to explore in greater depth major issues pertaining to tourism development such as planning, setting of objectives and leadership commitment among the local community.

4.5.2.1 Sample frame

This survey involved the leaders of the Soshanguve community so the initial sample frame consisted of all sixteen (16) councillors in the township. As the elected representatives of the people of Soshanguve, the councillors were considered the appropriate population for this part of the study. However, after a presentation of the research objectives and plan to the councillor's forum on Monday, 5 August 2013, the group decided to include two other community leaders with an active participation in tourism-related matters and good knowledge of the Soshanguve history into the sample frame. Hence, the sampling frame moved from a total of 16 to 18 community leaders.

4.5.2.2 Sampling method

The sampling method for the interview participants was non-probability, purposive and judgmental considering that all interviewees had to be in a leadership position

in the community to qualify for selection. As earlier mentioned, the councillors were identified as community leaders based on the fact that they are the elected representatives of the people.

The initial contact with the councillors was made through the council chairperson. A presentation of the project to the full council was scheduled for Monday, 5 August 2013 at 09: 20 in the morning. Upon presentation of the project and a brief question and answer session, the meeting unanimously agreed to support the project and to cooperate in its realisation. However, the research approach of holding a focus group discussion was rejected and the councillors instead proposed setting up a committee of three people to work on the project. After several failed attempts to get the names of the appointed persons, the council chairperson after three weeks instead notified the researcher of the change of plans. The contact person was no longer the chairperson but the personal assistant of the Member of the Mayoral Committee (MMC) for health and Social Development (one of the councillors). This finally set in motion the plan that was to move the project forward. From the ensuing discussions, it became apparent that the difficulty in constituting the committee to work on the project was as a result of most of the councillors conceding that they know little about tourism. In order to break the deadlock the councillors decided to bring in two community members: one with a good knowledge of the community's history and the other with a great interest and involvement in tourism. Added to these two was the most senior member among the councillors, the member of the Mayoral Committee (MMC) responsible for health and Social Development. Finally the community leaders selected to participate in the interviews were unanimously endorsed by the council meeting in Soshanguve.

4.5.2.3 Development of interview questions

Questions for the interviews were informed by literature on tourism planning and development (Fletcher *et al.*, 2013:275; Australian Government, 2004:2004:7). This literature served as a benchmark against which the responses of the interviewees were analysed. The pillars for the questions were: tourism planning in Soshanguve, tourism objectives, tourism resource-base in Soshanguve and possible challenges with developing tourism in the community.

4.5.2.4 Data collection

Data collected through interviews was accessed on three different occasions: on Saturday, 28 September, Sunday, 29 September and Thursday, 10 October 2013. The Councillors' forum selected one member to facilitate the appointments and accompany the researcher during the interviews. On the appointed dates, the researcher and the facilitator went to the interviewees. Two of the interviews took place at the residential properties of the interviewees and one interview was held in the office of the MMC for health and social affairs. The interviews were recorded while the researcher made notes and asked follow-up questions for clarity. Two of the interviews lasted approximately sixty minutes (one hour) while the interview with the MMC took about ninety minutes. The recordings were saved for later transcription while the notes served as back-up information.

4.5.2.5 Transcription of the interviews

The researcher personally transcribed the interviews with the assistance of a junior research assistant. The motivation for personally doing the transcription was to re-live the conversations as far as possible, hence considering non-verbal language that accompanied the interviewees' responses. At the same time the assistant was able to double-check audio and written accuracy. These responses were re-aligned and organised in relation to tourism development objectives, planning, opportunities and challenges in Soshanguve

4.6 CONCLUSION

The triangulation methodology employed in this study was a conscious decision to incorporate as much diversified and quality data from stakeholders involved in the Soshanguve tourism development process as possible. The use of both quantitative and qualitative research methods and probability and non-probability sampling strategies was designed to enrich the data collected and further add value and credibility to the results obtained. Finally, after the empirical reporting, the data collected through these varied research approaches was instrumental in the development of a sustainable community tourism strategy for the Soshanguve township. The next chapter discusses the empirical findings from this study.