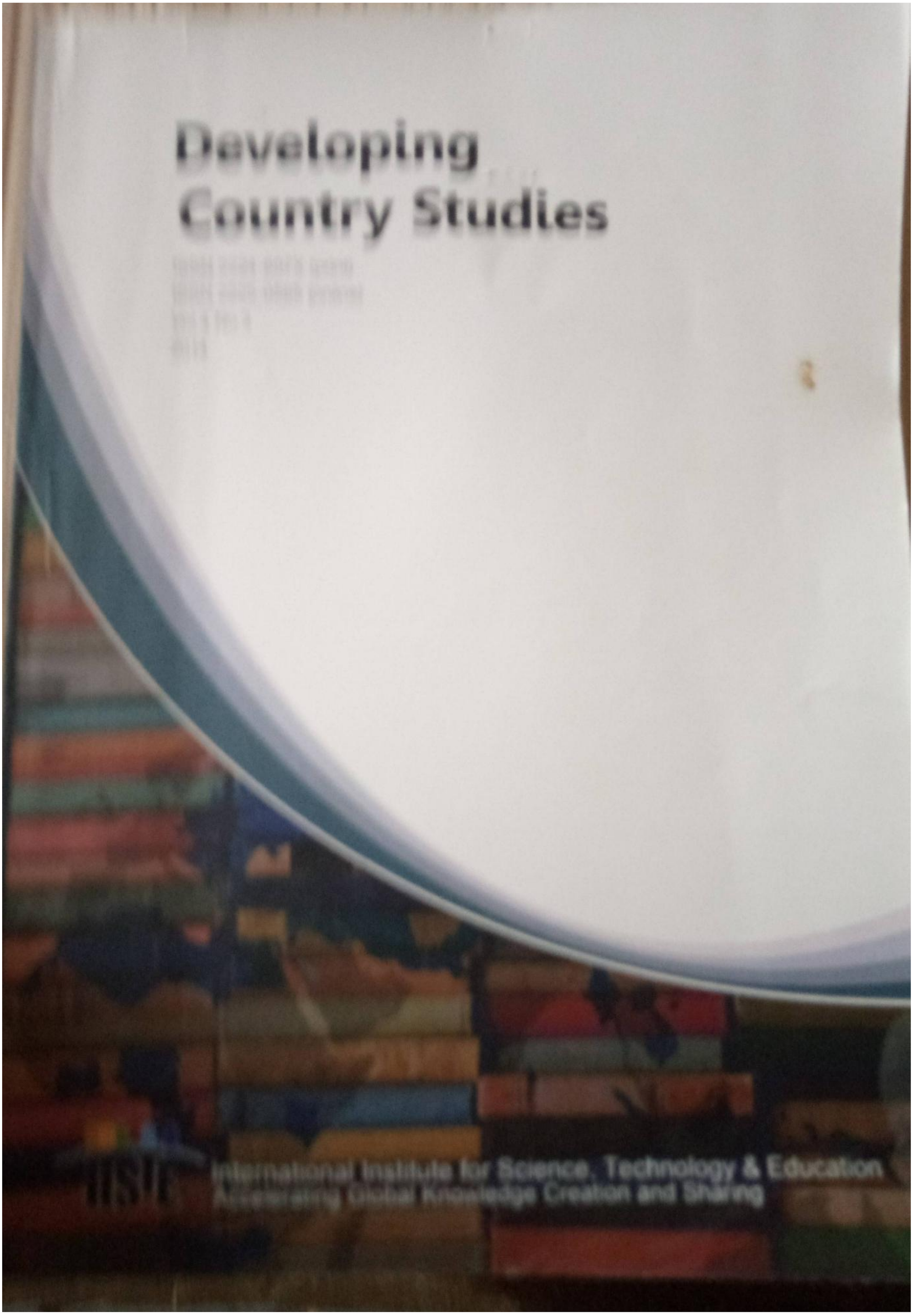

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Multi-Stakeholder Perception of Tourism Impacts and Ways Tourism Should be Sustainably Developed in Obudu Mountain Resort

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Abstract

This paper outlines the findings from an empirical investigation to ascertain whether differences in perception of the impacts of tourism and how tourism should be sustainably developed exist between five stakeholder groups in Obudu Mountain Resort: residents, entrepreneurs, tourists, local government employees and tourism students. Data were collected from stakeholders using 359 self-administered questionnaires. The results of our ANOVA test and Scheffe test performed on the data to discover whether differences exist and which groups differs in the variable used for this study indicate that there were differences in perception of the impacts of tourism in eleven of the sixteen items and in three of the fourteen items for how tourism should be sustainably developed. The variation in differences was very evident for increases in alcoholism, prostitution and sexual permissiveness, and the need for family-owned tourism businesses to be encouraged for the sustainable development of Obudu Mountain Resort. In particular, marked differences in perception were found between local government employees and all stakeholder groups, residents and all stakeholder groups, tourism entrepreneurs and all stakeholder groups, tourists and all stakeholder groups, and tourism students and all stakeholder groups for the impacts of tourism and how tourism should be sustainably developed.

Keywords: Stakeholders; Perception; Impacts of tourism; Sustainable tourism; Mountain tourism

1. Introduction

In recent times the government and private sector in local communities that have the potential for developing tourism have cultivated the attitude of harnessing the natural environment into an important tourist destination. This is particularly true for rural communities in many developed countries and partially true for some communities in the developing world. To a large extent, this is happening as a result of the decline in traditional livelihood family support activities of the rural dwellers such as agriculture, mining and forestry (Reader & Brown 2004) and the need for the government and private sector to strengthen their effort to diversify developmental activities and revitalize the rural areas so as to improve the local economy base. As a consequence, several tourism ventures have been initiated hitherto and today tourism is in a different form known as 'alternative tourism'. This includes ecotourism, nature tourism, sustainable tourism, mountain tourism and many others (Boo 1990; Lindberg & Hawkins 1993).

According to Davis & Morais (2004) and McGehee & Andereck (2004), tourism has been recognized as one of the primary industries with the potential to assist local communities in developing economic diversity. However, tourism is not a remedy for economic decay because it has the potential to create both positive and negative socio-cultural, economic and environmental impacts in destination areas (Andriotis 2003; Bryd *et al.* 2009). As with any type of economic development, tourism development creates changes that improve or threaten the quality of life. Changes in the host community's quality of life are influenced by two major factors: the tourist-host relationship and the development of the industry itself (Ratz 2002). Substantial literature on the economic, environmental and socio-cultural impacts of tourism abounds with apparently inconsistent observations, with researchers reporting both positive and negative findings in each of these categories (Wall & Mathieson 2006). Also, the manifestations of tourism vary in the form that it takes and the situations in which it occurs, making findings of necessity and contingent ((Wall & Mathieson 2006). In any case, understanding and assessing the impacts of tourism on communities is important in order to maintain the sustainability and long-term success of the tourism industry (Diedrich *et al.* 2009). In addition, identifying the perceptions and attitudes of various stakeholders toward the development of tourism in a community should be taken as a first step in tourism planning in order to ensure trust, cooperation, harmony and mutual benefit for all those involved (Kuvan & Akan 2012).

It is an indisputable fact that for the development of tourism to be successful, it must be planned and managed responsibly and sustainably (Puczko & Ratz 2000; De Oliveira 2003; Southgate & Sharpley 2002). Thus, Frey & George (2010) suggest that whereas responsible and sustainable tourism should not be used interchangeably, the approaches all have the common objective of minimizing negative social, economic and

environmental impacts, whilst maximizing the positive effects of tourism development. To this end, sus... tourism signifies a condition of tourism based on the principles of sustainable development, taking "full a... of its current and future economic, social and environmental impacts" and addressing the needs of stake... (Waligo *et al.* 2012). One key to the sustainable development of tourism in a community is the inclusi... stakeholders (Bryd *et al.* 2009). Researchers advocate that stakeholders' participation and cooperation ... crucial factor for sustainable tourism development (Yu *et al.* 2011). Without stakeholder support a... community it is almost impossible to develop tourism in a sustainable manner (Andereck & Vogt ... Andriotis 2005; Gursoy *et al.* 2002).

Quite a number of studies have investigated stakeholders' attitude and perception of the impa... tourism in many varying tourism destinations. Among the stakeholders that have been quite well researched ... continue to gain academic attention are the residents of tourism areas. Thus, residents' perception of the im... of tourism is a dominant theme in tourism literature. The studies in this area include those by (King *et al.* ... Mason & Cheyne 2000; Andereck & Vogt 2000; Weaver & Lawton 2001; Williams & Lawson 2001; To... 2002; Andriotis 2004; Morais *et al.* 2005; Choi & Sirakaya 2005; Chen & Chiang 2005; Kaltenborn *et al.* ... Huttasin 2008; Diedrich & Garcia-Buades 2009; Amuquandoh 2010; Choi & Murray 2010, McDowall & C... 2010; Vareiro *et al.* 2012; Nunkoo *et al.* 2013). A few studies have been conducted to investigate the percep... of multi-stakeholder groups and ascertain the difference in their views. More specifically, none have been carr... out in mountain tourism destinations. So far the few studies comparing multi-stakeholder perception of ... impacts of tourism have considered only four stakeholder groups: residents, entrepreneurs, government offic... and tourists (Bryd *et al.* 2009). Since the tourism literature refers to different stakeholder types (Butler 19... Getz & Timur 2005; Hall & Lew 1998; Markwick 2000; Mason 2003) with many typologies typi... combining into six broad categories – tourists, industry, local community, government, special interest gro... and educational institutions – this study investigates whether differences exist in the perception of the impac... tourism and ways in which tourism should be sustainably developed in Obudu Mountain Resort between f... stakeholder groups – residents, entrepreneurs, tourists, local government employees and tourism students – a... way of contributing to the existing literature.

2.0 Literature Review

2.1 Stakeholders in Tourism Planning and Development

The notion that organizations have stakeholders is widely recognized within the business and academ... worlds (Freeman 1984; Philips 2003; Cornelissen 2008; Fassin 2009). It has been suggested that the survival a... success of an organization depend on its ability to establish wealth, value and satisfaction for primar... stakeholder groups (Clarkson 1995; Chung *et al.* 2009). Freeman (1984) defines a stakeholder as any group o... individual that can affect or is affected by the achievement of the firm's objectives. Similarly, Donaldson an... Preston (1995) refined Freeman's definition, stating that to be identified as a stakeholder the group or individu... must have a legitimate interest in the organization. In the field of tourism, Richardson & Fluker (2004) define... stakeholders as "those who have an interest in, or who are affected by tourism, which include travel and tourism... companies, governments and host communities".

From the early contributions of tourism planners, the concept of 'stakeholders' has become more... important in tourism (Aas *et al.* 2005; Currie *et al.* 2009). The organizational structure of a destination is... perceived as a network of interdependent and multiple stakeholders (Cooper *et al.* 2009; d'Angella & Go 2009; ... Bohdanowicz 2011; March & Wilkinson 2009). Stakeholder collaboration represents a widely accepted approach... to solving the problems associated with a lack of understanding and few shared common goals between the many... stakeholders often involved in the development of tourism (Fyall & Garrod 2005; Ladkin & Bertramini 2002). ... To date, a number of studies have called for stakeholder involvement in the sustainable development of tourism... (Dodds 2007; Getz & Timur 2005; Hall 2007; Ryan 2002). However, the multiplicity and heterogeneity of ... tourism stakeholders render the process complicated (Waligo *et al.* 2012). There are a number of tourism studies... involving stakeholder identification and analysis (Aas *et al.* 2005; Byrd 2007; Hardy & Beeton 2001; Vernon *et ... al.* 2005). The tourism literature refers to different stakeholder types (Butler 1999; Getz & Timur 2005; Hall & ... Lew 1998; Markwick 2000; Mason 2003) with many typologies typically combining into six broad categories ... tourists, industry, local community, government, special interest groups and educational institutions. These ... stakeholder groups influence the development of tourism in many ways including tourism supply and demand ... regulation, the management of tourism impacts, human resources and research (Waligo *et al.* 2012).

Among the first studies to investigate multiple-stakeholder groups was the study of Pizam (1978). The ... results of Pizam's (1978) research found that residents and entrepreneurs differed in a few perceptions such as ... the impact tourism had on the community's quality of life, but that the two groups did not differ in their ... perceptions of some of the negative impacts of tourism (e.g. traffic congestion, litter, price of goods and property

cost). Accordingly, Andriotis (2005) also found that there were not many differences between residents and entrepreneurs in their perceptions of the impacts of tourism. The study of Puczko & Ratz (2000) which was based on residents and tourists found statistically significant differences between the two groups in their perceptions of impacts. Kavallinis &nh Pizam (1994) investigated three stakeholder groups – residents, entrepreneurs and tourists – and their study revealed that tourists differed from residents and entrepreneurs in many perceptions (e.g. litter, noise, traffic and pollution), and that there was no difference between the residents and entrepreneurs. Three years later Byrd (1997) researched the same three stakeholder groups and found that there were statistically significant differences between all three stakeholder groups. Murphy (1983) and Lankford (1994) also conducted their study on three stakeholder groups, but instead of tourists they included government officials. Murphy (1983) found that all three groups differed in their perceptions of tourism (e.g. benefits, burdens and whether the town should attract more visitors), and that residents and entrepreneurs differed the most. Lankford (1994) found that residents differed from entrepreneurs and government officials in their perceptions (e.g. local roads, promotion and support, and environmental impacts). Entrepreneurs and government officials did not differ significantly in their perceptions of tourism development. In an attempt to further understand the difference in the perception of stakeholders on the impacts of tourism, Bryd *et al.* (2009) investigated four stakeholder groups: residents, entrepreneurs, government officials and tourists. Their study found that the residents and the local government officials had different perceptions about the impacts that tourism has on the community. Entrepreneurs and local government officials differed in three items: tourism development increases a community's quality of life, tourism development improves the community's appearance, and increased tourism improves the economy. Residents and tourists differed in one item, which was their perception that increased tourism improves the local economy. The item that showed the greatest number of differences between groups was the statement that tourism improves the local economy (Bryd *et al.* 2009).

2.2 Mountainous Areas as Tourism Destinations

Mountains are featured as places that offer excitement, stimulation and potential adventure (Beedie & Hudson 2003), and are frequently sought by the globally important hiking and trekking market (Kastenholz & Rodrigues 2007). They must be understood as destinations that appeal for a variety of reasons, conveying a variety of meanings (Silva 2012), and potentially attracting a large and heterogeneous tourist market. There has been a slow but steady effort towards increasing global awareness concerning mountain issues. In recent years, mountain issues have come to the forefront in the policy agenda of many national and international agencies and governments (Godde *et al.* 2000). In a unified response to increasing global awareness of mountains and tourism issues, the year 2002 was declared the International Year of the Mountains and also the International Year of Ecotourism.

Mountains, with their spectacular scenery, majestic beauty and unique amenity values, are one of the most popular destinations for tourists. They are attractive destinations for exploration, journey, searching and outdoor recreation as they offer a wide range of activity options, like downhill skiing, snowmobiling, trekking, mountaineering, mountain biking, water rafting and canyoning (Maroudas *et al.* 2004). The aforementioned activities can be developed either autonomously, since they may constitute a complete tourism product, or as part of a 'complex' of tourism activities. The development of tourism in the mountains can be a key factor in the focal concern for overall improvement in people's quality of life through sustainable economic development initiatives and environmental conservation. In socio-economic and environmental terms, tourism in mountain regions is a mixed blessing: it can be a source of problems, but it also offers many opportunities (Nepal & Chipeniuk 2005). The most important forms of tourism, which historically led to the perception of mountainous regions as spatial units convenient for recreational activities, were winter sports tourism (or ski tourism) and mountaineering and canyoning (Maroudas *et al.* 2004). Mountain tourism destinations are places with powerful symbolic features that exert a strong influence on destination image formation. They are, in particular, pertinent for creating strong links with the people who visit them. In addition, mountains are nature spaces that are particularly vulnerable to the effects of tourism development, more or less visible to visitors (Silva *et al.* 2013).

Travel to mountain areas accounts for 20% of global tourism and is increasing rapidly (United Nations Environment Programme, 2007), with mountain destinations being second in global popularity and the choice of 500 million tourists annually (Singh 2007; Thomas *et al.* 2006). According to Nepal & Chipeniuk (2005), many mountain communities are looking for opportunities to develop their tourism industry and, given global trends in tourism and recreation, it will not be surprising if new mountain destinations are explored and developed. People are continually searching for new forms of recreation and settings for it, and mountains have often provided the 'pleasure grounds'. Mountain destinations have commonly evolved as local recreation grounds and have become a magnet for all types of tourist and amenity migrants. Increased pressure on mountain areas from tourist arrivals can have negative impacts on these previously isolated systems. While the central challenge to developing mountain tourism may appear no different from that of any tourism development, the fragility of mountain environments requires particular attention (Kent *et al.* 2012). Some have suggested that in order to reduce the

anthropogenic pressures on sensitive mountain environments, managers of protected areas should limit tourism access (Padoa-Schioppa & Baietto 2008). However, the attraction of mountains for recreation has long been recognized and there has been no real effort to study the viewpoints of stakeholder groups on the impacts of tourism in mountain tourism areas, particularly in developing countries. Therefore, this study represents one of the earliest attempts.

3.0 Methods

3.1 Study Area

Obudu Mountain Resort is located in the Obanliku local government area in the Cross River State of Nigeria and was formerly called Obudu Cattle Ranch. Obudu Mountain Resort is one of the loveliest and most wonderful places in the world because of its topography. The resort was described by a foreigner as "Nigeria's best kept secret". Its recognition nationally and internationally has increased as it offers both leisure and business tourism experiences. It was developed in 1951 by Mr. McCaughley, a Scot who first explored the mountain ranges in 1949. But until 2005, the resort was not developed to international standards to attract both local and international tourists. The resort is situated at an altitude of 1,575.76m above sea level. Temperature levels vary with the season. In the months from November to January the temperature range is 26˚c to 32˚c. In the months from June to September the temperature level is 4˚c to 10˚c (Esu & Arrey, 2011). It is bounded to the north by Benue State, to the south by the Ogoja local government area and the east by the Republic of Cameroon and lies between latitude $6^{o}21^{1}30^{11}$ and $6^{o}22^{1}30^{11}$N and longitude $9^{o}22^{1}0^{11}$ and $9^{0}22^{1}45^{11}$E, with an approximate area of 104 sqkm^{2} (Nwahia *et al.* 2012).

Obudu Mountain Resort is settled in a community call the Becheve community and is hosted by six villages, namely Anape, Okpazawge, Kegol, Keji-Ukwu, Okwamu and Apah-Ejilli. The main occupation of the inhabitants of the communities is subsistence farming; some are civil servants, part-time workers and businessmen, while some engage in tourism activities in their area. Obudu people are known as peace-loving people and they have a strong ability to coexist with other tribes without engaging in wars or conflicts. These communities are scattered with an average distance of 1km between communities whose roads are motorable, and those whose roads are not motorable (footpaths) are 5km or more apart. Of these communities, only Appah Ejilli and Keji-Ukwu are closer to the mountain resort.

3.2 Data Collection

This study used questionnaires for data collection. The questionnaire comprised two parts which were basically in the form of Likert scale questions, which is in line with most research on perception studies. Each statement was situated on a five-point scale as recommended by Maddox (1985), with 1 representing a response of 'strongly disagree' and 5 representing 'strongly agree'. The first aspect of the questionnaire contained eighteen items on the economic, social and environmental impacts of tourism adopted from Ko & Stewart (2002), Byrd *et al.* (2009) and Kim *et al.* (2012) which have been found reliable. The second part of the questionnaire was on ways tourism should be sustainably developed in Obudu Mountain Resort. The items in this section were completely new, in other words they have never been seen in any study and tested for validity and reliability. Thus, to ensure that these items were reliable, a pretest (pilot study) was conducted between January 15th and 22nd 2013 using 67 samples who are stakeholders in Obudu Mountain Resort. The questionnaire items and Likert scales were assessed by examining the Cronbach's alpha, correlation coefficients and factor loadings. An analysis of the pilot study results showed that all the initial seventeen items after factor analysis yielded values above 0.5 and the Cronbach's alpha coefficient was within the limits of 0.60–0.70 for all items as recommended by Nunnally & Bernstein (1994). The questionnaires were further assessed for content validity based on feedback from two scholars who specialize in tourism research. Three items were deleted in response to the experts' comments leaving fourteen items for the full survey.

For the final survey, independent samples were drawn from each of the five stakeholder groups. Residents were drawn systematically by selecting respondents from every second house in the six villages (Anape, Okpazawge, Kegol, Keji-Ukwu, Okwamu and Apah-Ejilli) hosting the mountain resort. A list of tourists who were present in the resort at the time of the survey and who had previous experience in the resort was obtained from the tourism officers and was considered a valuable sample. The total population of local government officials was obtained from the administration department of the Obanliku local government where samples were drawn. The actual record of tourism entrepreneurs was not officially available and therefore they were identified in their location in the Obudu environment and the students of the Department of Tourism Hospitality Management of Cross River State University of Technology who are indigenes and indicated interest to work with the Obudu Mountain Resort after graduation were selected as a sample of the stakeholder group. A total number of 750 questionnaires were given to the entire stakeholder group and after three weeks from the date of its administration only 359 questionnaires were returned yielding a total response rate of 47.87%.

3.3 Data Analysis and Study Findings

Available data obtained in this study were analysed using SPSS 17 and the ANOVA test from the statistical package was employed to ascertain the difference in the stakeholder perception of the impacts of tourism and how tourism should be sustainably developed in Obudu Mountain Resort. The Scheffe test was then conducted to determine which specific groups of stakeholders were different. The result of the ANOVA test at 0.05 degrees of freedom ($\alpha = 0.05$) for stakeholders' perception of the impacts of tourism evidently signifies that there are statistically significant differences for eleven of the eighteen items that measure the economic, social and environmental impacts of tourism development corresponding to 61% of the total variables used for this aspect of the study. Out of the eleven items where stakeholders were found to differ on the impacts of tourism, eight items were under the economic and social impacts and only three were under the environmental impacts. Items measuring economic, social and environmental impacts, for which stakeholders' perceptions about them differ, are: (X1) tourism generates tax revenues for local governments, (X2) tourism increases the cost of living, (X4) tourism contributes to income and standard of living, (X6) tourism unfairly increases property prices and property taxes, (X9) tourism increases alcoholism, prostitution and sexual permissiveness, (X10) tourism improves quality of life, (X11) tourism increases the availability of recreational facilities and entertainment, (X12) because of tourism, roads and other local services are well maintained, (X13) tourism preserves the environment and improves the appearance of the community, (X15) tourism businesses that serve tourists throw away tons of rubbish a year, (X18) tourism has long-term negative effects on the environment. Our results show that all of these items are made up of both negative and positive impacts of tourism and vividly establish that there are differing perceptions about the impacts of tourism on local communities among tourism stakeholders, namely the local residents, tourism entrepreneurs, tourists, and local government officials and tourism students used in this study.

This study found it useful to ascertain the specific groups where differences in perception were evident and in which items these differences are found using the Scheffe test as mentioned earlier and a substantial number of differences were observed. For instance, in all the eleven items where there was a statistically significant difference in perception between the five stakeholder groups, local government employees and residents differed in perception in seven items measuring the three tourism impacts. These items include: (X1) tourism generates tax revenues for local governments, (X2) tourism increases the cost of living, (X4) tourism contributes to income and standard of living, (X9) tourism increases alcoholism, prostitution and sexual permissiveness, (X10) tourism improves quality of life, (X12) because of tourism, roads and other local services are well maintained, (X13) tourism preserves the environment and improves the appearance of the community. Our results indicate that local government employees, residents and tourism entrepreneurs vary in their views about the impacts of tourism on the Obudu Mountain Resort local community in four items. These items are: (X1) tourism generates tax revenues for local governments, (X2) tourism increases the cost of living, (X4) tourism contributes to income and standard of living, and (X10) tourism improves quality of life. Certain differences are found between tourists, local government employees and tourism students in three items. Two of these items which measure the social impact of tourism are (X11) tourism increases the availability of recreational facilities and entertainment, and (X12) because of tourism, roads and other local services are well maintained, while the last item of the three (tourism produces long-term negative effects on the environment) measures the environmental impact. In addition, statistically significant differences were found in two items (X12: because of tourism, roads and other local services are well maintained, and X18: tourism produces long-term negative effects on the environment) between residents, tourists, local government employees and tourism students. Differences were also observed in one item (X6: tourism unfairly increases property prices and property taxes) between residents, tourism entrepreneurs and tourism students; one item (X9: tourism increases alcoholism, prostitution and sexual permissiveness) between local government employees, tourism students and residents; one item (X13: tourism preserves the environment and improves the appearance of the community) between local government employees and residents; and lastly one item (X15: tourism businesses that serve tourists throw away tons of rubbish a year) between residents, tourists, tourism entrepreneurs and tourism students.

Table 1
Test of significance between local residents, tourism entrepreneurs, tourists, local government employees & tourism students (one-way analysis of variance with the Scheffe test) on tourism impacts

Variable	Mean Local residents (n = 204)	Mean Tourism entrepr. (n = 29)	Mean Tourists (n = 58)	Mean Local Govern't (n = 33)	Mean Tourism students (n = 35)	F ratio	Sig	Scheffe test ($p < 0.05$)
Economic impacts						3.66	0.013	G > R, E
X1	3.23	3.49	3.28	3.69	3.57	4.28	0.008	R > G, E
X2	4.12	3.65	3.81	3.88	3.87	0.71	0.566	
X3	3.68	3.74	3.61	3.67	3.64	3.83	0.012	R > E, G
X4	3.78	4.20	3.98	4.09	3.62	0.78	0.551	
X5	3.87	3.99	3.76	3.93	3.78	4.43	0.006	R > E, TS
X6	4.45	3.77	4.24	4.13	3.94			
Social impacts						0.58	0.668	
X7	.24	2.19	2.15	2.21	2.22	2.23	0.086	
X8	2.57	2.51	2.36	2.43	2.29	6.57	0.000	G > TS, R
X9	3.43	4.18	4.21	4.42	3.96	5.60	0.001	E > R, G
X10	4.27	4.56	4.05	3.99	3.95	3.57	0.014	T > G, TS
X11	4.39	4.59	4.46	4.12	4.21	3.47	0.015	R > T, G, TS
X12	2.31	3.12	2.76	2.63	2.45			
Environmental impacts						4.83	0.002	G > R
X13	3.14	3.34	3.30	3.63	3.21	0.95	0.500	
X14	2.41	2.38	2.49	2.43	2.47	4.52	0.005	R > E, T, TS
X15	2.42	2.30	2.28	2.41	2.17	2.37	0.071	
X16	2.43	2.32	2.19	2.37	2.18	2.29	0.093	
X17	2.38	2.34	2.32	2.28	2.26	4.64	0.003	R > T, G, TS
X18	2.46	2.45	2.36	2.22	2.13			

Note: X1= Tourism generates tax revenues for local governments; X2 = Tourism increases the cost of living; X3 = Tourism increases employment opportunities; X4 = Tourism contributes to income and standard of living; X5 = Local business benefits from tourism; X6 = Tourism unfairly increases property prices and property taxes; X7 = Tourism increases traffic accidents; X8 = Tourism increases crime/robberies/vandalism; X9 = Tourism increases alcoholism, prostitution and sexual permissiveness; X10 = Tourism improves quality of life; X11 = Tourism increases the availability of recreational facilities and entertainment; X12 = Because of tourism, roads and other local services are well maintained; X13 = Tourism preserves the environment and improves the appearance of the community; X14 = Tourism brings environmental pollution; X15 = Tourism businesses that serve tourists throw away tons of rubbish a year; X16 = Tourism damages the natural environment and landscape; X17 = Tourism destroys the local ecosystem; X18 = Tourism produces long-term negative effects on the environment. R = Residents; E = Tourism entrepreneurs; T = Tourists; G = Local government employees and TS = Tourism students

Since the sustainability of every venture has become an issue that is considered paramount by stakeholders in various fields today and sustainable tourism has not been left out, this study considered it valuable to look into ways that tourism should be sustainably developed in a mountain resort as perceived by the same stakeholders. Our findings, as shown in Table 2, indicate that all the stakeholder groups hold a similar position on the need to sustainably develop Obudu Mountain Resort and how it should be developed. This agreement is evident in eleven of the fourteen items measuring how tourism should be sustainably developed. They include: S1 (Tourism should be developed and managed to meet the needs of the present and the future); S3 (The ecosystems in Obudu should be properly preserved); S4 (The inhabitants of Obudu should be cautioned against indiscriminate encroachment of the tourist site); S6 (There should be effective collaborative networking among tourism entrepreneurs for marketing Obudu Mountain Resort); S7 (There should be collaboration and understanding among stakeholders in tourism); S8 (The government should provide adequate funds for local

people to establish tourism businesses in Obudu Mountain Resort); S9 (The government should partner harmoniously with the private sector to sustainably develop Obudu Mountain Resort); S10 (Tourists should be properly educated about responsible behaviour in tourism destinations); S11 (Revenue generated from tourism destinations should be used to maintain and further develop tourism); S12 (Waste generated from Obudu Mountain Resort should be recycled); and S14 (Local communities in Obudu Mountain Resort should be fully involved in the planning and development of tourism). The five stakeholder groups studied in this research show varying perceptions in three items only, which include S2 (Tourism development should respect the scale, nature and character of Obudu Mountain Resort local communities); S5 (Family-owned tourism businesses should be encouraged in Obudu); and S13 (The facilities in Obudu Mountain Resort should be regularly maintained). The scheffe test performed on the three items shows that residents differed from other stakeholders in how tourism should be sustainably developed in Obudu Mountain Resort. Evidently, tourism students differ from other stakeholders in two items, which are S5 (Family-owned tourism businesses should be encouraged in Obudu) and S13 (The facilities in Obudu Mountain Resort should be regularly maintained). More specifically, the stakeholder groups such as local government employees, residents, tourism entrepreneurs and residents and tourism students hold varying perceptions only in S2 (Tourism development should respect the scale, nature and character of Obudu Mountain Resort local communities) and S13 (The facilities in Obudu Mountain Resort should be regularly maintained) respectively. Furthermore, our findings indicate that the highest variation between stakeholder groups in how tourism should be sustainably developed in Obudu Mountain Resort is found in S5 (Family-owned tourism businesses should be encouraged in Obudu) as provided by its F ratio of 9.89 and statistically significant value of 0.005.

Table 2
Test of significance between local residents, tourism entrepreneurs, tourists, local government employees & tourism students (one-way analysis of variance with the Scheffe test) on how tourism should be sustainably developed in Obudu Mountain Resort

Variable	Mean Local residents ($n = 204$)	Mean Tourism entrepr. ($n = 29$)	Mean Tourists ($n = 58$)	Mean Local govern't ($n = 33$)	Mean Tourism students ($n = 35$)	F ratio	Sig.	Scheffe test ($p < 0.05$)
S1	4.49	4.38	4.41	4.43	4.43	0.72	0.510	
S2	3.90	3.31	3.91	4.17	4.00	4.93	0.041	G>R, E
S3	4.38	3.97	4.40	4.60	4.12	2.29	0.093	
S4	4.20	4.07	4.21	4.51	3.82	1.80	0.271	
S5	3.85	4.34	3.43	3.86	2.97	9.89	0.005	R>TS, T, G, E
S6	4.09	3.90	4.12	4.14	3.88	0.61	0.566	
S7	4.26	4.17	4.34	4.37	3.97	1.10	0.503	
S8	3.85	4.34	3.88	4.34	3.79	2.80	0.107	
S9	4.10	4.45	4.29	4.37	4.55	1.34	0.376	
S10	4.27	4.10	3.97	4.37	4.00	1.51	0.303	
S11	4.39	3.90	4.19	4.26	4.30	1.70	0.253	
S12	4.18	3.93	4.22	4.34	4.03	1.03	0.362	
S13	4.59	4.45	4.48	4.43	4.12	3.54	0.054	R>TS
S14	4.21	4.31	4.24	4.40	3.73	2.14	0.308	

Note: S1 = Tourism should be developed and managed to meet the needs of the present and the future; S2 = Tourism development should respect the scale, nature and character of Obudu Mountain Resort local communities; S3 = The ecosystems in Obudu should be properly preserved; S4 = Inhabitants of Obudu should be cautioned against indiscriminate encroachment of tourist site; S5 = Family-owned tourism businesses should be encouraged in Obudu; S6 = There should be effective collaborative networking among tourism entrepreneurs for marketing Obudu Mountain Resort; S7 = There should be collaboration and understanding among stakeholders in tourism; S8 = The government should provide adequate funds for local people to establish tourism businesses in Obudu Mountain Resort; S9 = The government should partner harmoniously with the private sector to sustainably develop Obudu Mountain Resort; S10 = Tourists should be properly educated on responsible behaviour in tourism destinations (Obudu Mountain Resort); S11 = Revenue generated from tourism

destinations (Obudu Mountain Resort) should be used to maintain and further develop tourism; S12 = Waste generated from Obudu Mountain Resort should be recycled; S13 = The facilities in Obudu Mountain Resort should be fully insured should be regularly maintained; S14 = Local communities in Obudu Mountain Resort should be fully involved in the planning and development of tourism

4.0 Discussion and Conclusion

This study investigated the perception of five stakeholder groups on the economic, social and environmental impacts of tourism and how tourism should be sustainably developed in Obudu Mountain Resort in Nigeria. It is a comparative study of the differences in stakeholders' opinions on the impacts of tourism for sustainable tourism development of a mountain destination that's considered at the moment as the most organized tourism destination in Nigeria given the environmental scenery and tourists' patronage. The results of our study indicated that there were differences in the perceptions of the impacts of tourism between stakeholder groups. This study finding agrees with the results of similar studies related to stakeholder involvement in tourism (Andriotis 2005; Palmer & Bejou 1995; Kavallinis & Pizam 1994; Byrd 1997; Pizam 1978; Puczko & Ratz 2000; Murphy 1983; Lankford 1994; Byrd, Bosley *et al.* 2009) and it implies that irrespective of the number of stakeholders studied in tourism development, there may always be varying positions on the impacts of tourism. With regard to three major impacts, our results suggest that tourism entrepreneurs have a higher positive perception of the economic impacts of tourism than the remaining four stakeholder groups, perhaps because they are direct beneficiaries of the economic activities of tourism development in Obudu and in most active tourism destinations. On the negative economic impacts, all the stakeholder groups agree to their occurrence even though the agreement varies between them, implying that the five stakeholder groups attest to the fact that while tourism development may be beneficial to a community economically, it also comes with a negative economic implication no matter how little it appears to be. For the social and environmental impacts, our results indicate that tourism entrepreneurs have a higher perception of their positive dimensions with the residents of the local community following them. Generally, all the stakeholders disagree with the negative social and environmental impacts of tourism even though the level of the disagreement varies among them in some of the impacts. Increases in alcoholism, prostitution and sexual permissiveness measuring the social impact of tourism produced the highest number of differences between all the stakeholder groups. However, it is pertinent to state that for tourism development to be successful, understanding the position of different stakeholder groups is cardinal to its long-term sustainability. Understanding stakeholders' attitudes and the perception they hold of the impacts of is important to gain their active support, without which it is difficult to develop tourism in a sustainable and socially compatible manner.

As the findings of this study reveal the concern of stakeholders over the need for the sustainability of mountain tourism destinations as explained by their agreement in over 80% of the variables measuring it in this study, it's important to state that all the stakeholder groups support the promotion of sustainable tourism. Having stakeholder groups varying significantly in this study with the idea of encouraging local community members to engage in family-owned tourism businesses as a way of enjoying their support for sustainable tourism development suggests that there seems to be little proper understanding of the concept of family business in tourism, and the benefits it comes with in revitalizing the economy and livelihood of rural dwellers. This result is not really surprising as the study has been carried out in an emerging tourism destination that is just at its infant stage of development, as such stakeholders may hold the notion that allowing families to own businesses will amount to marginalizing a larger number of inhabitants of rural dwellers in tourism areas given the high level of corruption facing developmental activities in all been made to encourage its sustainability facets of human life in Nigeria. In addition, the low participation of local communities, either willingly or unwillingly, in tourism activities in African countries may not have provided stakeholders with the understanding that family businesses in tourism will give inhabitants of rural environments some sense of belonging and make them financially independent. Family businesses are among the longest-living organizations in the world (Miller & Le Breton-Miller 2005) and predominate in many tourism regions, particularly in rural areas in developed countries, and considerable effort has been made to encourage its sustainability (Andersson *et al.* 2002). The extension of this tradition to developing countries is necessary and stakeholders need to take into cognizance the encouragement of rural dwellers to engage in family owned tourism businesses in tourism development plans and programmes.

The sustainability of the environment in the widest sense (ecology, social structure, culture) means nothing more for the tourist industry than the maintenance of the comparative advantage of the destinations, the loss of which indicates a determinant reason for a decline in competitiveness (Butler 1980; Gill & Williams 1994). Therefore, it is imperative to recognize stakeholders when managing tourism more sustainably and to take account of their different perspectives on the issues (Dodds 2007). Stakeholders should not only be recipients of sustainable tourism plans but active participants in the planning process (Byrd 2003). Indeed, the engagement and collaboration between destination stakeholders has been a focus of much of the sustainable tourism literature (Choi & Murray 2010; Cole 2006; Macleod & Todnem 2007; Matarrita-Cascante *et al.* 2010; Timur & Getz

2009, 2008; Vernon *et al.* 2010; Bramwell & Lane 2011) and its promotion should be encouraged in developing nations like Nigeria where it has not been taken seriously.

Mountain tourism should be considered as a 'community industry' in which all the stakeholders are directly or indirectly affected by the positive and negative consequences of development and cannot be completely free of conflict. This conflict is based on different individual interests and perceptions of the overall costs and benefits of development (Davis & Morais 2004; Gursoy & Rutherford 2004; Markwick 2000; Reid *et al.* 2004). Therefore, in order to effectively reduce conflict, it is pertinent that the attitudes and perceptions of the stakeholders are identified and properly understood (De Lopez 2001; Hunt & Haider 2001; Reid *et al.* 2004). It is also equally important that tourism planners (DMOs) consider the interests of all stakeholders before proceeding with development efforts (Hardy & Beeton 2001; Vincent & Thompson 2002). The tourism destination environment is complex and dynamic with linkages and interdependencies, multiple stakeholders, often with diverse and divergent views and values, and a lack of control by any one group or individual (Jamal & Stronza 2009). In rapidly developing tourism destinations, these characteristics, combined with the pace of change, greatly increase complexity and uncertainty, creating a turbulent environment. In order to cope with such turbulent environments, adequate and regular conversation among different interest groups through an open-minded medium is paramount. In doing this, there is a strong need for tourism destination management organizations to communicate within the local community as well as with their tourists. Educating and informing the local community about tourism and its impacts will fortify the tourism industry by allowing all stakeholders to make informed decisions about the types of tourism development and activities that take place in their community (Byrd *et al.* 2009). Such communication will also allow for improved understanding of the impacts of tourism that the community perceives and the actual impacts that result from tourism. This understanding can, in turn, lead to the development of a stronger tourism product and a more fulfilling experience for all involved. Through regular effective communication and participation in the tourism process, negative impacts associated with tourism development can be reduced to the barest minimum and the well-established positive impacts of tourism can be strengthened leading to increased positive perception about the impacts of tourism among stakeholders. This communication can be facilitated by a sequence of meetings and discussions where each stakeholder group is highly regarded and given an equal opportunity to place their interest on the table for robust discussion and understanding. Certainly from this kind of exchange of views and ideas there will be reduced conflict in tourism destinations and each group will have a sense of belonging and will be willing at all times to contribute to the development of sustainable mountain tourism.

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