Journal of Travel & Tourism Marketing

A Review of Personality Research in the Tourism and Hospitality Context

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Online publication date: 30 July 2010

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ABSTRACT. Most commentators agree that human relations are central to tourism and hospitality. Different personalities thus display different reactions to the same task. This article provides an overview of prior studies on personality in the context of tourism and hospitality. Using EBSCOHost's Hospitality & Tourism Index, the largest online database for tourism and hospitality research, we analyzed published articles on the topic. Broadly speaking, prior studies can be grouped into the seven dimensions of disposal, biological, intrapsychic, cognitive, social, and adjustment in personality research, plus brand personality. Interestingly, our results show although the Internet has become one of the major marketing channels for hospitality and tourism, only a small number of published articles are related to consumers' online behavior. We thus propose that this area be further researched in the future.

KEYWORDS. Personality, hospitality research, tourism research

INTRODUCTION

Human beings, especially tourism and hospitality professionals, are involved in numerous communication situations on a daily basis. They meet different people and need to accommodate different behavioral attributes and mindsets. In reality, no two people look the same or behave in the same manner. When a customer meets a new salesperson, the first thing the customer likely perceives is the salesperson's appearance. After conversing with the salesperson a few times, the customer may be able to make certain judgments about the salesperson's characteristics, such as that she is humorous and open-minded, or elegant and artistic. These kinds of characteristics do not normally change to a significant extent over time (Carver & Scheier, 2008). In the psychologist's lexicon, these characteristics refer to *personality* (Cervone & Pervin, 2008; Larsen & Buss, 2008; Mayer, 2007; Mischel, 1999). Personality can affect people's shopping preferences, decision-making processes, self-control, interaction with others, emotions, and even how they handle stress (Carver & Scheier, 2008). In a tourism environment, understanding how people react to a travel product can enhance sales performance and marketing interference. From a human resources perspective, understanding employees' personalities

can help managers manage employees more effectively (Huang, 2006; Lazanski, 2004). From an employee point of view, having a manager with a higher level of self-efficacy can enhance job satisfaction (Long, Ellis, Trunnell, Tatsugawa, & Freeman, 2001). If job stress cannot be handled well, employees' mental health could be negatively affected (Kim, 2008).

People are a main component of the tourism and hospitality industry. The industry is host to countless situations in which consumers and service staff are required to think and interact with each other. The personal behavior and reactions staff display in the course of such interactions directly affect others' personal feelings (Yeung & Leung, 2007). Gaining a better understanding of the role personality plays in the industry may help provide a better level of service. In view of the importance of personality, this study firstly provides a comprehensive review of prior studies on the role of personality in the tourism and hospitality industry. After that, the article identifies potential research gaps, and finally recommends future research directions.

DEFINITION OF PERSONALITY AND PERSONALITY TYPES

People continuously spend their time trying to understand what others are alike (Cervone & Pervin, 2008). They can describe a person easily using a series of adjectives without having to take a comprehensive course in psychology. In an effort to provide a system for analyzing human personality, many psychologists have advocated various personality categorizations (e.g., Larsen & Buss, 2008; Mayer, 2007; Mischel, 1999). An appreciation of the reason for using the term "personality" is fundamental to an understanding of the wider issue. Carver and Scheier (2008) point out that using the word "personality" conveys a sense of consistency or continuity about a person, and implies that regardless of how that person behaves, it comes from within. Also, it is very difficult, if not impossible, to find two people with the same personality. However, we can still identify certain commonalities among different people.

One of the main foci of personality research is studying the differences among individuals, and personality traits refer to "consistent patterns in the way individuals behave, feel, and think" (Cervone & Pervin, p. 238).

This study categorizes studies on personality in the tourism and hospitality context, and identifies research gap for future research. Many psychologists divide personality perspectives into between four and six categories (Larsen & Buss, 2008; Mayer, 2007; Mischel, 1999). This study adopts the Larsen and Buss classification, which categorizes personality studies into six domains of disposal, biological, intrapsychic, cognitive/experimental, social and cultural, and adjustment. The following sections briefly describe the study focus of each personality domain.

Disposal Domain

In this domain, some psychologists propose personality taxonomies or classification systems which identify the fundamental traits of personality. Personality psychologists hypothesize that traits are reasonably stable over time, relatively consistent over situations, and make people different from each other (Allport, 1961; Carver & Scheier, 2008; Larsen & Buss, 2008). The most popular personality trait model is the Five-Factor model. It also known as the Big Five model, which categorizes a large number of traits into five groups comprising Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness (Barrick & Mount, 1991; Goldberg, 1990; McCrae & Costa, 1987). Other than the Big Five model, Jung's theory of psychological types was another popular taxonomy adopted by tourism researchers. This theory proposed that "people, in their attempt to evolve toward selfhood, adopt different ways of relating to experience; that is, they adopt different attitudes toward life and utilize different psychological processes or functions to make sense out of their experience" (Ryckman, 2008, p. 88).

By adopting the concepts from the Five Factor model, Aaker (1997) proposed brand personality. She defined brand personality as "the set of human characteristics associated with a brand" (p. 347). Brands are conventionally

related to consumer goods, but an increasing number of Destination Marketing Organizations (DMOs) adopt this technique to promote a destination (Henderson, 2000). Differentiating and positioning hotels, restaurants, and other tourism-related facilities and services can maintain the competitiveness of a destination.

Biological Domain

Human beings are biological creatures who are influenced by various subtle forces (Carver & Scheier, 2008). This domain mainly categorizes bodily factors that influence or are influenced by personality. It not only refers to inner self, but also includes genetic and hormone interference personality. Eysenck (1967) categorizes humans into two categories of extraverts and introverts. Extraverts like to be outgoing, seek adventure, and prefer risky activities. Tourists with this kind of personality can be categorized by their sensation-seeking level (Zuckerman, Kolin, Price, & Zoob, 1964). To a certain extent, because travel involves risk, tourists' risk tolerance levels can affect their travel choices and behavior. Biological reactions can also instigate impulsive behavior such as shopping and gambling.

Intrapsychic Domain

This domain categorizes factors within the mind that influence behavior, thoughts, and feelings, and elements of people that remain largely unknown (Larsen & Buss, 2008). One of the foci of tourism and hospitality research was motivation. Motives come from internal psychological needs and urge people to think, perceive, and act in certain predictable ways (Larsen & Buss). Maslow (1970) proposes a hierarchy of needs that divides into five levels, each of which involves different aspects of tourist behavior. The first of Maslow's levels, physiological needs, include tourists' basic needs when they travel, such as food and a place to sleep. Tourists are also concerned with safety when they travel, and different personalities can bear different levels of risk. To fulfill their esteem and self-actualization needs at the highest level of Maslow's hierarchy, some tourists participate

in volunteer work as a way of expressing their ideal self.

Cognitive/Experimental Domain

This domain emphasizes the understanding of people's perceptions, thoughts, feelings, desires, underlying stable motives, and other conscious experiences, especially from an individual's point of view. Locus of control (LOC) describes a person's perception of responsibility for the events in one's life (Liebert & Spiegler, 1990). This is one of the most popular measurement scales for examining employees' responsibility. LOC is divided into internal and external aspects. Internal LOC refers to one's own efforts in the workplace; whereas external LOC refers to organizational forces. Research also shows that employers prefer to hire employees with a high level of the trait hope, and that one's hope score has implications for the pre-employment process (Tesone, DiPietro, & Ricci, 2005). Emotions have been defined as "internal mental states that are focused primarily on affect" (Ortony, Clore, & Foss, 1987, p. 358). Emotions affect tourists' satisfaction and behavior during travel (Farber & Hall, 2007). Individuals seek to achieve a positive self-image, which may be enhanced by a positive assessment of one's own group in comparison with other groups (Tajfel, 1978). This reflects the importance of, and need for, peer recognition.

Social and Cultural Domain

This domain emphasizes the public aspects of personality and how they are affected by, and expressed through, social institutions, social roles and expectations, and relationships with other people in the course of daily life. Larsen and Buss (2008) note that there are three processes by which personality can influence an individual's social environment of selection, evocation, and manipulation. An extravert is likely to choose to spend time and feel comfortable with others who tend toward extraversion (Carver & Scheier, 2008). Narcissistic people evoke admiration from their followers and contempt from those who dislike their unbridled self-centeredness. In the tourism field,

service staff are unable to choose which customers to serve, but can arouse upset or anger among those they do. While service staff cannot change tourists' behavior, their attitude can minimize dissatisfaction among those they serve. Personal values reflect internal states that intervene between stimuli and responses, thereby affecting those responses (Eagly & Chaiken, 1993), and are linked to consumer behavior (Homer & Kahle, 1988).

Adjustment Domain

Some researchers relate personality to mental health. The adjustment domain reflects how personality functions help adjust to the challenges and demands of life, including via mental and behavioral changes. Self-efficacy is defined as "one's self-judged ability to perform a certain task in life" (Mayer, 2007, p. 177). People with high self-efficacy will set higher goals to achieve or be willing to take greater risks. They may even suffer from an impaired immune system when coping with stressors (Wiedenfeld et al., 1990). People with high stress levels may suffer from headaches or stomach aches and experience pessimism. If the condition is not handled properly, interactional personality-illness will occur. Tourism professionals can sometimes suffer job burnout, which is a "prolonged response to chronic interpersonal stressors on the job" (Maslach, 1998, p. 68). Another behavioral model that forms part of the adjustment domain is the illness behavior mode. Pathological gambling, the most common behavioral disorder in the tourism industry, is a complex disorder which involves biological vulnerability as well as psychosocial factors (Rodriguez-Jimenez et al., 2006).

METHODOLOGY

This study adopted a content analysis to analyze the published articles that are related to personality research. We retrieved research journal articles on personality from EBSCOHost, an online database for academic journals, and all research articles were collected in early 2009. To limit the findings to articles on

tourism and hospitality, only journals listed in the "Hospitality & Tourism Complete" database were selected. Although this excluded non-tourism journals, Hospitality & Tourism Complete is the most comprehensive database in tourism and hospitality, and the database basically includes all reputable journals in the field. Entering the keyword "personality" as the search criterion resulted in 205 full-length articles published between 1967 and 2009 being retrieved. In this research, only refereed research articles were counted; but editor prefaces, Internet columns, and conference or book reviews were excluded. Among the 205 articles, 12 were "editorial" prefaces or commentary articles, and 19 were not available as the authors' affiliated university does not subscribe these relevant journals. The remaining full-length articles were thoroughly read by the each author to confirm their appropriateness. A further 14 of the retrieved articles were excluded as they were unrelated to personality research. For instance, one article stated that "Instead of trying to measure personality traits that might be important . . . [respondents were] simply asked what the term hotel loyalty meant to them" (Mason, Tideswell, & Roberts, 2006, p. 192). Another article analyzed wine personality (Johnston, 1999). This left a total of 160 published articles pertaining to personality for further analysis. The identified articles were then categorized into six personality domains and subdomains, and brand personality as shown in Figure 1. Furthermore, these articles were further divided into four hospitality and tourism functional areas, including consumer behavior, human resources management, leisure, and education. Each author worked out the categorization of all articles independently and comparisons were then made to eliminate the potential discrepancies on categorization.

FINDINGS AND ANALYSIS

The findings of this study are discussed in seven sections covering each of the domains introduced above. Table 1 summarizes the results of this study for each personality domain. As some articles dealt with more than one

FIGURE 1. Categorization of Personality Domains and Subdomains in Tourism and Hospitality.
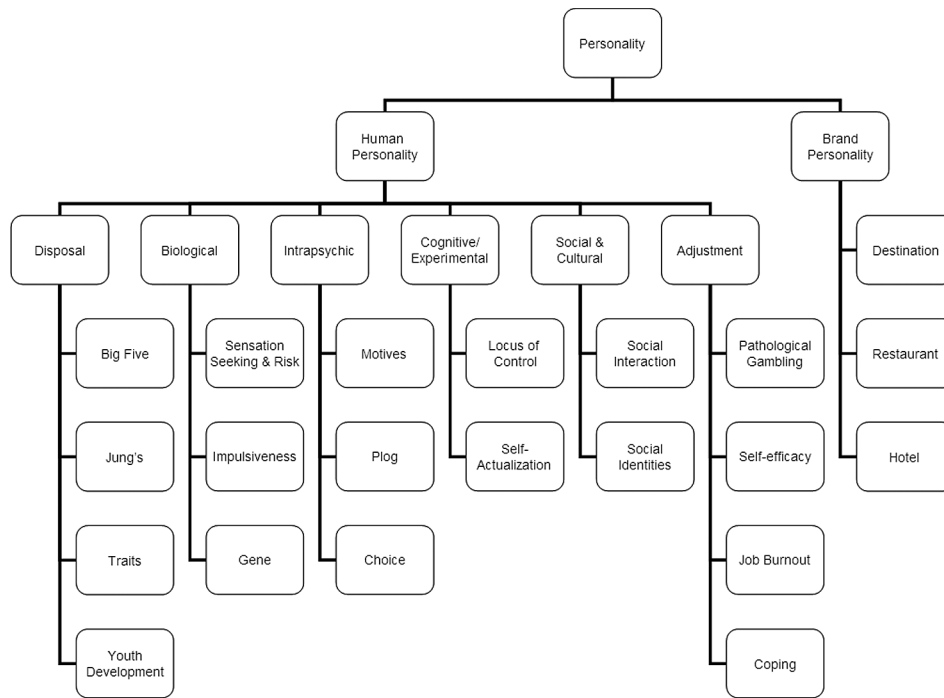
TABLE 1. Number of Research Articles on Personality

Domain	Theory	No. of occurrences / (%)	Total / (%)
Disposal	Trait	14 (29.79)	
	Big five	12 (25.53)	
	Jung's theory	8 (17.02)	
	Youth development	7 (14.89)	
	Others	6 (12.77)	47 (27.81)
Biological	Sensation seeking	6 (28.57)	
	Risk	6 (28.57)	
	Impulsiveness	5 (23.81)	
	Genes	4 (19.05)	21 (12.42)
Intrapsychic	Motives	17 (51.52)	
	Plog	7 (21.21)	
	Choice	7 (21.21)	
	Others	2 (6.06)	33 (19.53)
Cognitive	Locus of control	6 (50.00)	
	Others	4 (33.33)	
	Self-actualization	2 (16.67)	12 (7.10)
Social	Social interaction	5 (62.50)	
	Social identities	3 (37.50)	8 (4.73)
Adjustment	Pathological gambling	27 (77.14)	
	Job burnout	4 (11.43)	
	Self-efficacy	2 (5.71)	
	Coping	2 (5.71)	36 (21.71)
Brand	Destination	8 (61.54)	
	Restaurant	3 (23.08)	
	Hotel	2 (15.38)	13 (7.69)
Total			169 (100.00)

personality theory, the total number of occurrences (169) is larger than the total number of articles (160).

Disposal Domain

Among the analyzed articles, 47 (27.49%) are related to this domain. The five-factor model (Big Five) was the taxonomy of personality traits that received most support from personality researchers. Of the 45 articles, 12 adopted the five-factor model for data analysis or as part of the research framework. This model categorizes a large number of traits into the five groups of neuroticism, extraversion, openness, agreeableness, and conscientiousness. These five factors characterize the major dimensions of personality in natural English-language trait adjectives, and are very useful for personality ratings and questionnaires.

The majority of the 12 articles that use the five-factor model focus on analyzing service staff personality. Employee personality can affect the service satisfaction rate. Research findings show that the conscientiousness of frontline staff can reflect the effectiveness of employees' performance (Tracey, Sturman, & Tews, 2007). Agreeableness, conscientiousness, and extroversion are the positive predictors for hiring new service staff in the hospitality industry (Costen & Barrash, 2006; Liu & Chen, 2006; Teng, 2008; Teng, Huang, & Tsai, 2007), as well as in the food service industry (Barrash & Costen, 2008). Problem solving can reflect the ability of individual service staff to handle stress, and personality is one of the factors that shows an individual's stress tolerance level (Young & Corsun, 2009). Although the quality of service provided in the tourism industry can affect tourist satisfaction, their perceptions apparently play a more important role. As such, analyzing tourists' personality can help identify individual needs and wants. Na and Marshall (1999) examine Korean customers' personality and their buying behavior using the big-five scale and conclude that the big five can result in significantly different product images. Personality also affects an individual's choice of travel destination (Ariffin, Ahmad, & Ishak, 2008; Gretzel, Mitsche, Hwang, & Fesenmaier,

2004) and leisure activities (Barnett, 2006; Barnett & Klitzing, 2006).

Other than the big five, Jung's theory of psychological types is another taxonomy adopted by the tourism researchers whose work is analyzed. This theory proposes that "people, in their attempt to evolve toward selfhood, adopt different ways of relating to experience; that is, they adopt different attitudes toward life and utilize different psychological processes or functions to make sense out of their experience" (Ryckman, 2008, p. 88). Eight of the articles we considered relate to this theory. To measure and compare individual differences, many researchers employ the Myers-Briggs Type Indicator (MBTI; Myers, 1962). Students' personality influences their learning preferences (Fox & Roberts, 1993), their selection of a major, and enhances their ability to complete the desired program (Houtz, Fox, Roberts, & Huffman, 1990). Educators and facilitators should thus be aware of students' different MBTI profiles to facilitate different forms or styles of education (Horton, Clarke, & Welpott, 2005; Kovac, 2008). Other researchers examine whether personality can be used to explain the role of tourists (McGuiggan & Foo, 2004) or to explore the relationship between Bloom's taxonomy (Bloom, Englehart, Furst, Hill, & Krathwohl, 1969) and Keirsey's temperament sorter (Keirsey, 1998) using the MBTI (Weber, 2007). Other than MBTI, Personality Style Inventory (PSI) is another measurement tool used to apply Jung's theory. Huang (2006) uses PSI to examine how personality traits can reflect an employee's job attitude and concludes that personality is the most important criterion when selecting new staff (Lazanski, 2004). Furthermore, Holland's theory of personality types can be used to explain consumer choice behavior and satisfaction in tourist settings and it suggests that an attraction must be of personal interest to a tourist and it reflects a person's personality type before this person is motivated to visit (Frew & Shaw, 1999).

Many researchers focus on examining actions and reactions based on specific traits or general personality traits. Since a manager's leadership skills can determine the success or failure of a company, having a successful leader is thus

very important. Ladkin (1999) summarizes 13 research articles on hotel general managers' personality factors, finding most general managers believe that diligence and strong interpersonal skills are the most important factors that help them advance in the field and achieve their current position (Brownell, 1994). Gibson (2004) surveys Hong Kong hotel financial controllers and hospitality management graduates, confirming that graduates are not aware of the attributes required to become a hotel financial controller. Managers' views on business opportunities and threats can affect hotel performance, and personality is one of the factors that can affect their perceptions (Garrigós-Simón, Palacios-Marqués, & Narangajavana, 2008). To advance to upper-level food and beverage management positions, one should have good communication skills, creativity, loyalty, flexibility, good judgment, the ability to follow through, and tolerance of others' shortcomings (Hackett, 1981). To provide high-quality service, these traits are applicable to top management and frontline staff (Beaulie & Love, 2004; Chang, 2006; Cran, 1994; Little & Watkins, 2004). Some researchers note that internship creates a high level of frustration. As such, Zopiatis (2007) recommends that internships be distributed to students whose personality traits best fit the nature of the job.

Analyzing different tourist segments can help a DMO improve its promotional activities. Decrop (2000) points out that personality is one of the socio-demographic factors that can affect tourists' destination choice. Some studies analyze tourists traveling to the Caribbean (Huang & Sarigöllü, 2007) or Latin America (Sarigöllü & Huang, 2005), and group their personality characteristics into four segments. The student travel market is another important segment in the travel industry. Reisinger and Mavondo (2004a) study the psychographic differences between male and female travelers and extend their study by identifying the psychographic differences between U.S. and Australian student travelers (Reisinger & Mavondo, 2004b).

Disposal perspectives included personality development, which refers to "the continuities, consistencies, and stabilities in people over time and the ways in which people change over time" (Larsen & Buss, 2008, p. 128). Especially for youth, certain environmental factors can affect how their personalities develop as they grow up. In particular, recreation, sports, and after-school activities can help adolescents develop self-esteem and personal characteristics (Burge, Pietrzak, & Petry, 2006; Daud & Carruthers, 2008; Green, Kleiber, & Tarrant, 2000; Hurtes, Allen, Stevens, & Lee, 2000; Lloyd, Burden, & Kiewa, 2008; Nichols, 2004). Furthermore, researchers examine how adolescents can be prevented from becoming gambling addicts (Burge et al., 2006; Vitaro, Wanner, Ladouceur, Brendgen, & Tremblay, 2004).

Personality also affects human choices, as Januszewska and Viaene (2001a, 2001b) show in a comparison of the acceptance of chocolate in Belgium and Poland; Melamed and Meir (1995) as well as Madrigal (2006) examine how personality affects the consumption of leisure activities and those who become recreational specialists (Scott & Shafer, 2001).

Biological Domain

We examined 21 articles (12.28%) that are related to this domain. Only three of these articles are associated with biological reactions. The first article concerns obesity traits from the genetic perspective (Fernández & Shiver, 2004). The second article analyzes human chewing responses to food texture (González, Montoya, Benedito, & Rey, 2004), and the final one examines people's physiological reactions before and after travel (Toda, Makino, Kobayashi, & Morimoto, 2007). A prior study also shows that pathological gambling is associated with the dopamine receptor genes (Da Silva Lobo et al., 2007).

Risk and sensation seeking is one of the hottest topics in this domain, with 12 published articles related to this topic among those we analyzed. Sensation seeking (SS) is ". . . the tendency to seek out thrilling and exciting activities, to take risks, and to avoid boredom" (Larsen & Buss, 2008, p. 212). When traveling to a new destination, tourists face certain levels of uncertainty and risk. Their SS level

thus directly affects their travel behavior and activities. The findings of two studies on SS among young adults confirm that higher SS is related to explorer and drifter tourists (Lepp & Gibson, 2008), and that their destination and activity choices are significantly different from those of individuals with low SS (Pizam et al., 2004). Similar findings also appear in Galloway, Mitchell, Getz, Crouch, and Ong's (2008) study on wine tourists. In addition, Litvin (2008) validates the original SS scale (Zuckerman et al., 1964) and the revised brief SS scale (Hoyle, Stephenson, Palmgreen, Lorch, & Donohew, 2002); the results showing that the brief version consistently gives highly reliable scores. Mountaineering has become a popular adventure tourism activity in recent years. Pomfret (2006) presents a model on motivational dimensions linked to mountaineering participants. The model shows that such participants achieves a high SS score and enjoy exciting, risky, and adventurous activities. In addition to measuring tourists' behavior, SS can be used to measure cultural acceptance in a business environment. Also, Pornpitakpan (2003a) measures the level of acceptance of American salespeople by Thai residents.

Heywood (2006) provides a list of factors that participants should cross-check against their personality before participating in rock climbing activities. The risk attitude of a tourist can affect his or her choice of destination (Nicolau, 2008). If one has a perception that a certain destination is with high-risk, such as where it is notorious for terrorism or disease outbreaks, the intention to travel will be lowered (Reisinger & Mavondo, 2005). Risk-taking attitude also affects hotel managers' business decisions (Legohérel, Callot, Gallopel, & Peters, 2004). An individual's consumption behavior will change in response to risk aversion during a financial crisis (Ang, 2001); this type of behavior also applies to gamblers (Westermeyer et al., 2008). The impulsivity of a gambler is a key research topic in the gambling literature (Clarke, 2004; Nower & Blaszczynski, 2006; Rodriguez-Jimenez et al., 2006; Skitch & Hodgins, 2004). This type of impulsive gambling can also extend to airport shopping behavior (Omar, 2001).

Intrapsychic Domain

Larsen and Buss (2008) emphasize that motives and needs are the basic constructs in this domain. In this study, 33 articles (19.30%) are related to this domain, and half of which focus on motives. Tourism and hospitality are business areas, and many researchers have investigated customer behavior to increase the range of business opportunities available in the sector. As an increasing number of people search for information via the Internet, customer shopping behavior research now focuses on online behavior. Two of the extant studies in this area focus on online behavior in Hong Kong (Siu & Cheng, 2001) and among tourists in Korea (Lee, Qu, & Kim, 2007).

Information availability can affect customers' visit intentions (Karim & Leong, 2008). Tourism is a way to escape from daily life and relieve work-related stress. Holistic tourism thus offers a combination of therapies and counseling, both of which represent pathways to spiritual development. The prospect of spiritual development motivates people to travel (Smith & Kelly, 2006). With a higher satisfaction level and the effect of motivation, it can lead to destination loyalty (Yoon & Uysal, 2005). Because many tourism businesses are run by families, their success or otherwise depends on how business owners motivate their family members (Peters, 2005). Personality and motivation affect not only people's travel choices, but also their leisure activity preferences (Caldwell et al., 2008; Gramann & Bonifield, 1995; Iwasaki & Mannell, 1999; Shores & Scott, 2007) and sites (Lee, Graefe, & Li, 2007). Moutinho (1987) proposes a vacation tourist behavior model showing the decision-making process of vacation tourists which can help identify the motivation and needs of a tourist at each decision-making stage. Moreover, their travel patterns reflect their personality and motivational differences (McKercher, Wong, & Lau, 2006). An individual employee's job satisfaction can be affected by his/her creativity, and those who are creative tend to have a broad range of interests, tolerate ambiguity and aestheticism (Horng & Lee, 2006; Robinson, 2005), and provide better service customization (Gwinner, Bitner,

Brown, & Kumar, 2005). Fast-food employees who strive to achieve will derive greater job satisfaction due to bigger financial rewards and a lower turnover rate (Aziz, Goldman, & Olsen, 2007).

Plog (1974), the first researcher to conduct tourist personality research, introduced the tourist psychographics system. He later revised and refined the system, and reminded destination managers to stay focused on development to prevent beautiful places from being trampled underfoot (Plog, 2001). Plog's model was later validated by Griffith and Albanese (1996), and again confirmed using data from the annual American Traveler Survey (Plog, 2002). Researchers use this model to show that visitors to all destinations are highly homogeneous in terms of demographics, lifestyle, and activity preferences (Chandler & Costello, 2002). Madrigal (1995) points out that travelers' personality types can be more accurately measured by Plog's model if locus of control is included. People set their personal values according to their inner authority. Winery visitors can be categorized by lifestyle, and "achievers" and "fun-lovers" are the representatives of the list-of-value segment (Simpson, Bretherton, & de Vere, 2004). Another study finds that event managers' personal values remain very stable over time (Carpenter, 2000).

Different customers have different consumption choices or preferences. Among the seven articles identified in this subdomain, Grande (2000) develops a structural equation model for measuring consumer behavior in relation to risk, loyalty, and innovation. Januszewska and Viaene (2001a) analyze cultural differences in chocolate consumption based on the theory of planned behavior; Weijzen, de Graaf, and Dijksterhuis (2008) examine snack choice intentions and behavior; and Cleveland, Babign, Laroche, and Ward (2003) compare residents' Christmas gift purchase behavior in Canada, the United States, and the United Kingdom. Other studies show that physical activity levels can affect leisure activity choices (Gracz & Majewska, 2006), especially among older people (Lawton, 1994). In the tourism field, McGuiggan (2003) proposes that personality factors be incorporated into the vacation choice

model. Wellness tourism is a new style of tourism that involves spiritual activities, such as yoga (Lehto, Brown, Chen, & Morrison, 2006), are designed to satisfy body, mind, and spirit (Pernecky & Johnston, 2006).

Cognitive/Experiential Domain

Among the 13 articles (7.60%) that are related to this domain, 6 of them deal with locus of control (LOC). As this topic is associated with the perception of responsibility, a majority of research articles in tourism and hospitality focus on employee work stress and job satisfaction. For instance, Ross (1995) examines the major personality constructs that might be related to work stress. Using the LOC scale, job competence is associated with cheerful and enthusiastic mood states, and internal LOC is associated with enthusiasm. Salazar, Hubbard, and Salazar (2002) examine the impact of internal/external LOC on job satisfaction among hotel managers, and Silva (2006) investigates the relationship between the job attributes and personality of hospitality employees using both the big-five model and the LOC scale as measurement tools. Both studies show that employees with internal LOC have higher job satisfaction than those with external LOC. Moreover, students with internal LOC have higher achievements (Beldona & Ismail, 2002). Outside the employment context, LOC can affect one's complaint behavior. Gursoy, McCleary, and Lepsito (2007) find that customers with internal LOC are more likely to complain. LOC is also one of the factors that can be used to assess the likelihood that an individual will become a problem gambler (Clarke, 2004).

To become a successful business manager, one should have effective leadership skills. Previous research shows there is a strong relationship between emotional intelligence (EI) and leadership skills. By participating in EI training (such as via a mentorship program or weekly staff meetings), managers' transformational leadership ability is likely to be enhanced (Scott-Halsell, Shumate, & Blum, 2008). Employers prefer to hire new employees who tend to work steadily on projects and

strive to be the best (Tesone et al., 2005). Research findings show that supply chain managers need to have three competencies; namely, general intelligence, the need for achievement, and adaptability (Richey & Wheeler, 2004). From the tourism perspective, natural scenery and recreational activities can arouse positive emotions (Farber & Hall, 2007). According to Maslow (1970), humans seek self-actualization and need to be recognized by their peers. Research shows that female consumers concerned with environmental and animal rights issues are more likely to become vegetarians (Trocchia & Janda, 2003), and tourists can achieve self-actualization by participating in volunteer tourism activities (Mustonen, 2007).

Social and Cultural Domain

We examined eight published articles (4.68%) that are related to this domain. Some researchers have investigated the interaction between service employees and customers with different personalities. Before the open-door policy was implemented in China, the majority of tourist arrivals in Hong Kong were from Western countries and Japan. These tourists behaved in a manner that is different from the way in which mainland Chinese behave. Yeung and Leung (2007) examine the perceptions and attitudes of service staff that may influence their behavior toward tourists from mainland China, with many of the respondents expressing a negative perception of and attitude toward these tourists. Zhang, Inbakaran, and Jackson (2006) also point out that residents' individual personalities directly affect their attitude toward tourists and the sustainable development of tourism. To support the tourism industry, academics have provided specialized training to students who seek to become service professionals. However, the traditional fundamental interpersonal relations orientation-behavior (FIRO-B) personality assessment tool might not be capable of predicting how students will behave in a professional environment. It is, however, still helpful in giving students an understanding of professional style (Janes, Wisnom, & Pybus, 2003). Proxemics models indicate that if service staff invade a customer's intimate space, the customer may react negatively (Hashimoto & Borders, 2005), an important finding given that two thirds of communications in the service industry consist of non-verbal messages. Adult learning is another research interest. Paraskevas and Wickens (2003) further suggest that the Socratic Method is a very effective way of teaching adult learners.

In the society, everyone has a social identity in terms of how one presents oneself. Three of the articles we reviewed are related to social identity. The first article describes a study that investigated status consumption among Malaysian consumers. The results showed that certain wealthy Asian consumers may seek status symbols rather than simply acquire luxury goods (Heaney, Goldsmith, & Wan Jusoh, 2005). The second article concerns a study that examined the use of mobile telephones in Turkey, and the respondents indicated that many people use them for ostentation, displaying prestige, popularity, and status (Dedeoglu, 2004). The final study compares Chinese, Indonesian, and Malaysian perceptions of American salespeople who adopt their respective cultures and behavior from a social identity perspective (Pornpitakpan, 2003b).

Adjustment Domain

We examined a total of 36 published articles (21.05%) that are related to this domain. Unpleasant events happen every day, and people cope with them in different ways. For instance, leisure activities can help adolescents (Staempfli, 2007) and adults cope with stress (Iwasaki, 2003). Self-efficacy is the belief that one's self-judged ability can achieve a desired outcome (Mayer, 2007). With a higher level of self-efficacy, managers tend to have better leadership skills (Long et al., 2001), and lecturers spend a relatively larger amount of time on teaching-related activities (Brenowitz & Tuttle, 2003). As the first contact point for tourists, many service staff face various levels of pressure and stress. If they cannot handle pressure and stress, job burnout can affect their health. We reviewed two studies on the relationship between job burnout and hotel staff personality.

Personality was measured by the five-factor model's international personality item pool (IPIP; Goldberg, 2001); the researchers concluded that hospitality service staff should ideally be agreeable extroverts (Kim, Shin, & Umbreit, 2007). The most critical personality trait affecting burnout is neuroticism, and the most prominent traits predicting engagement are conscientiousness and neuroticism (Kim, Shin, & Swanger, 2009). Kim (2008) extends this line of study by examining the relationship between emotional labor and job burnout. Previous research also shows that core self-evaluation is negatively related to burnout (Best, Stapleton, & Downey, 2005). This finding accords with Yagil, Luria, and Gal (2008), and they also point out that negative customer behavior can influence individual staff attitudes and the interaction of staff with customers.

Mental and behavioral disorder is one of the main focuses of this domain. In the tourism context, disorder research normally refers to problem gambling. We analyzed 27 articles on problem gamblers, 10 of which are related to pathological gambling (PG), and 5 of which are related to gambling disorders. Many psychological factors can cause a person to gamble (Clarke, 2004). If one is reward-sensitive (Leiserson & Pihl, 2007) and believes in chance (Wood & Clapham, 2005), the likelihood for this person to become a problem gambler is relatively high. Rockloff and Dyer (2006, 2007) develop a four-E model of problem gambling and confirm that their scale is a highly reliable and stable measuring instrument.

Gambling screening is widely used for detecting gambling problems. Research generally shows that a shorter review time frame can identify changes in symptoms as a function of treatment (Wulfert et al., 2005). A case study shows that therapy delivered via videoconferencing can provide regular and effective ongoing clinical supervision for those who live in remote areas (Oakes, Battersby, Pols, & Cromarty, 2008). Research also shows that there is a relationship between problem gambling and problem drinking (Zack, Stewart, Klein, Loba, & Fragopoulos, 2005), and that some gamblers even face co-occurring mental health disorders (Westphal & Johnson, 2007).

Research findings indicate that problem gamblers generally have early winning experience, stressful lives, depression, anxiety, and poor coping skills (Turner, Zangeneh, & Littman-Sharp, 2006). Apparently, impulsiveness has a strong relationship with PG (MacKillop, Anderson, Castelda, Mattson, & Donovick, 2006; Nower & Blaszczynski, 2006; Rodriguez-Jimenez et al., 2006; Skitch & Hodgins, 2004; Wohl, Matheson, Young, & Anisman, 2008). A research study on New Zealand women prisoners indicates that they are mostly first-time criminals, with problem gamblers being the second major group (Abbott & McKenna, 2005).

Treatment for PG can be both psychological (Echeburúa & Fernández-Montalvo, 2005; Oei & Gordon, 2008) and pharmacological (Hollander, Sood, Pallanti, Baldini-Rossi, & Baker, 2005). However, Nathan (2005) points out that certain methodological problems can affect the usefulness of research on psychological treatments for PG. Early-onset gamblers report greater psychiatric and family/social problems, and that they are less satisfied with their current living situations (Burge et al., 2006; Vitaro et al., 2004). Those who score higher in temperament factors (novelty seeking and harm avoidance) are more likely to become PG (Nordin & Nylander, 2007). Lastly, research findings also demonstrate that PG is associated with the dopamine receptor genes (Da Silva Lobo et al., 2007). To identify the differences between gamblers and nongamblers, Westermeyer et al. (2008) survey 557 American-Indian veterans and reveal that gamblers are more socially competent and have a higher level of lifetime psychiatric morbidity. el-Guebaly et al. (2006) show that people with moderately/highly severe gambling habits have a greater propensity to suffer from mood/anxiety and alcohol disorders. The level of gambling addiction, sensation seeking, cognitive biases, and impulsiveness are the significant factors that influence the amount of time spent in a first-visit casino (Hong & Jang, 2005).

Brand Personality

We reviewed a total of 13 articles (7.60%) that are related to the topic of brand personality.

The main outcome of this review was that brand preference can affect customers' purchase intentions (O'Cass & Lim, 2002). Sill (1980) shows that customers evaluate restaurants not only on the basis of food quality, but also on the basis of a number of intangibles. Siguaw, Mattila, and Austin (1999) develop a brand personality scale for measuring restaurant personality, and Murase and Bojanic (2004) adopt the brand personality dimensions (Aaker, 1997) to examine the cross-cultural differences among three quick-service restaurants.

Destination personality is the most popular strand in the brand personality literature with eight published articles. Specifically, Ksatenholz (2004) addresses destination-self-congruity in measuring destination image. Morgan, Pritchard, and Piggott (2003) propose the use of brand management in managing destinations and identify the role of each stakeholder. Destination personality has also been proposed as a tool for measuring destination image (Ekinci & Honsany, 2006; Hosany, Ekinci, & Uysal, 2006). The measuring scale of destination personality is adapted from the concept of brand personality (Aaker, 1997). By identifying different destination personalities, DMOs can identify their competing destinations (Murphy, Moscardo, & Benckendorff, 2007) and motivate tourist arrivals (Murphy, Benckendorff, & Moscardo, 2007). Pitt, Opoku, Hultman, Abratt, and Spyropoulou (2007) propose a new approach to the measurement of website branding using brand personality dimensions (Aaker). Two more articles use brand personality to measure hotel branding. Johns and Gyimóthy (2008) examine the brand positioning of Danish inns. Researchers also point out that music can influence hotel perceptions (Magnini & Parker, 2009).

CONCLUSIONS AND FUTURE RESEARCH DIRECTIONS

This study categorized the 160 journal articles into six personality domains. Empirically, the disposal domain is the most popular one with more than one quarter of the research articles focused in this area. By understanding the

characteristics among individuals, hospitality and tourism professionals can formulate different strategies to cater for different needs. The second popular one is the adjustment domain, and 75% of the studies focused on pathological gambling. Apparently, many addictive gamblers strongly suffer from this personality disorder that negatively affect their normal lives. Since hospitality and tourism is a human-oriented industry, understanding human beings' motivations could improve business performance. Among the 33 intrapsychic personality studies, more than half of them are related to consumer behavior.

This study further categorized the 160 research articles into four main tourism and hospitality functional areas, comprising consumer behavior, human resources management, leisure, and education. Consumer behavior studies covered consumer/tourist behavior such as risk perceptions, impulsive shopping, and social identity. Human resources studies focused on the aspects of employee personality that are related to job satisfaction, stress handling, job burnout, coping, social interaction with customers, and management leadership. Studies related to addictive and pathological gambling were also included in this area. Leisure studies identified personality factors that help develop self-esteem and personal characteristics, and the choices of activities types and locations. Lastly, educational personality studies focused on learning strategies, tourism and hospitality students' performance, and factors that can help students learn more effectively. In order to promote brands effectively, using a brand personality measurement scale can help managers understand the perceived personality of hotel, restaurant, and destination brands. The frequency count for each of these areas is listed in Table 2.

Despite the wide range of issues covered in the literature, there is a notable research gap in the area of personality in the virtual environment. Although the Internet has become a popular means of communication, only a very limited number of prior studies had examined the relationship between human personality and websites. We identified only two studies that had examined customers' online shopping behavior

TABLE 2. Number of Research Articles by Functional Areas

Functional areas	No. of occurrences / (%)
Consumer behavior	69 (43.12)
Human resources	40 (25.00)
Leisure	22 (13.75)
Brand personality	13 (8.13)
Education	8 (5.00)
Others	8 (5.00)
Total	160 (100.00)

(Siu & Cheng, 2001; Lee, Qu, et al., 2007): one study introduced a destination recommendation system that makes recommendations according to the user's personality (Gretzel et al., 2004), and one study on website branding (Pitt et al., 2007). Law, Leung, and Buhalis (2009) also showed that there were only eight published articles in tourism and hospitality journals that dealt with the issue of online customer needs in their list of selected journals in 2005 to 2007. This strongly indicated online personality in the tourism and hospitality context is a relatively unexplored field.

The Next Research Area in the Personality Literature—Website Personality

The Internet serves as an instant, real-time, and cost-effective communication channel, especially for marketing in which time is critical to competitiveness. The channel enables travelers to gather as much information as they want and become knowledgeable about travel products, and provides the flexibility of purchasing in anywhere and at anytime (Wolfe, Hsu, & Kang, 2004). Nowadays, the World Wide Web is the most important tool for hotels to remain competitive. This includes how well they integrate websites into their business plans, and also how fast they can keep up with technological advancements (Gan, Sim, Tan, & Tan, 2006). Websites can act as an excellent marketing platform for marketing managers who seek to promote their products and even complete business transactions online. However, competition among websites is vigorous as customers can compare and contrast competing products and services with minimal expenditure in terms

of personal time or effort (Liang, Chen, & Wang, 2008). As such, the first impression of a website can directly affect the online sales performance (Lim, Sia, Lee, & Benbasat, 2006). Academic researchers have confirmed that good website design has a positive effect on customers' decisions on online purchases (Chang, Simpson, Rangaswamy, & Tekchandaney, 2002; Wolfinbarger & Gilly, 2001), and that customers select the brand that matches or is close to their personality (Plummer, 2003). However, Amichai-Hamburger (2002) indicates that the personality of the web user is generally ignored by Internet designers. Researchers recommend that website design should be matched to one's personality and that web surfers should be offered a list of web design choices with different virtual environments to enable them to select the one that fits their own personality the best. As a result, psychologists must work closely with web designers to make this happen. A study on the relationship between Internet usage and motives indicates that students with different personality types have different Internet usage and motive patterns (Amiel & Sargent, 2004). Karsvall (2002) adopts the color and psychology theory and manipulates three prototypes of interactive television screens in analyzing users' preference versus their personality. Marcus, Machilek, and Schutz (2006) examine the personalities of personal website owners and the content of their websites; empirical results indicate that the perception of a website owner's personality can easily be influenced by website content and design.

Moreover, commercial websites reflect a company's image. Researchers have thus attempted to use the brand personality model to examine website branding (Müller & Chandon, 2003; Chang, Tekchandaney, Rangaswamy, & Simpson, 2003). As websites play an important role in advertising, Chen and Wells (1999) propose modifying the existing "attitude toward the ad" measuring scale to "attitude toward the site" to measure the popularity of the Internet and website marketing. An instrument for measuring website personality has also been proposed (Chen & Rodgers, 2006). As website personality has developed, researchers have indicated an interest in examining the

implications of personality in an online environment by measuring the relationship between website personality and purchase intention (Poddar, Donthu, & Wei, 2009).

Future Research on Tourism and Hospitality Website Personality

Website personality could be one of the foci of future research on the role of personality in tourism and hospitality. Sigala (2004) suggested future research in e-commerce development should concentrate on human response and the focus should be on both visual and aural design. Different website personalities are associated with different likelihoods of web design components such as coloring, layout, use of text and images. The current website personality measurement tools simply provide a list of adjectives for individuals to identify their personal feelings on website personality of the selected websites (Chen & Rodgers, 2006). The result merely shows a score that reflects the personality of a website as perceived by customers. This study does not propose a systematic and objective way of measuring website personality. Many researchers have proposed different website evaluation frameworks for assessing the usability of websites. Palmer (2002) put forward a tool for evaluating website performance, and Hashim, Murphy, and Law (2007) propose a framework for evaluating hotel websites which encompasses five dimensions of website quality, including information and process, value added, relationships, trust, and design and usability. Chan and Law (2006) use automatic website evaluation tools to analyze website usability performance. However, none of these evaluation tools incorporate human factors like personality. They all simply generate a set of scores and a conclusion on the website's usability. If a certain attribute is appreciated by one group and disliked by another group, a neutral score that does not represent the view of either group would result. As a result, future studies should develop appropriate measuring tools that can be used to both evaluate website usability and measure personality. The results generated from this new website personality scale would then provide a more comprehensive summary of users' views.

Based on the results generated, web designers could design websites that generate a higher user satisfaction rate, and DMO/hotel managers could examine the personality style of their websites and make modifications to gain a share in this new market segment.

Limitations

A major limitation of this study is that we used only one database (EBSCOHost's "Hospitality and Tourism Complete Database") to source our data. We acknowledge that this resulted in the exclusion of some tourism and hospitality journals, especially those that have recently been launched. Still, given the comprehensive coverage of research journals in tourism and hospitality our source database offers, this study provides a general, if not completely thorough, overview of research findings in the field. A natural extension of this study is thus to extend the database coverage by including additional sources, especially databases that include articles published in other journals.

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