THE USE OF IMPORTANCE- PERFORMANCE ANALYSIS (IPA) IN EVALUATING BOZCAADA DESTINATION'S SERVICE QUALITY

Asst. Prof. Oğuz DİKER *ID

Asst. Prof. Hacı Mehmet YILDIRIM *ID

Asst. Prof. Murat AKSU *ID

ABSTRACT

The purpose of this study is the importance of significance-performance analysis in determining the service quality in destinations. Research was conducted regarding domestic tourists in the destination of Bozcaada in Turkey. The survey was conducted on the related sample group via the SPA scale, which was tested in terms of reliability and validity, and used in a similar study. In Bozcaada, while (I) informing, (T) transportation, and (S) shopping factors were given high averages of significance by the visitors, they were placed in the "concentrate here" strategy zone since their performance averages were low. On the other hand (A) accommodation, and (H) health and hygiene were positioned on "possible overkill" strategy zone since they had lower significance averages. Elements such as time and cost are among the main limitations of this study. Because of Bozcaada's geographic features, it is difficult to generalize the significance- performance analyses in this destination. That is why re-application of the study in different seasons, on visitors with different nationalities, and a comparison of the results will be important for a better understanding of the elements that affect the service quality perception. The data obtained from the research will be important regarding the elements that tourists, who are visiting Bozcaada, attach importance to and affect from the performance. On the other hand, the obtained data will reveal the current situation about the perception of tourists pertaining to the service presented in Bozcaada, and thus enable the further evaluation of which strategies to focus on.

Key Words: Significance, Performance, Service Quality, Bozcaada Destination.

JEL Codes: B55, L83, Z32

* Canakkale Onsekiz Mart University, Tourism Faculty, Department of Accomodation Management Çanakkale/Turkey, e-mail: oguzdiker@comu.edu.tr

* Canakkale Onsekiz Mart University, Tourism Faculty, Department of Travel Management Tourism Guidance Çanakkale/Turkey, e-mail: h.mehmet@comu.edu.tr

* Canakkale Onsekiz Mart University, Tourism Faculty, Department of Accomodation Management, Çanakkale/Turkey, e-mail: drmurataksu@comu.edu.tr

BOZCAADA DESTİNASYONUNUN HİZMET KALİTESİNİ DEĞERLENDİRMEDE ÖNEM-PERFORMANS ANALİZİNİN (ÖPA) KULLANIMI

ÖZET

Bozcaada destinasyonunda gerçekleştirilen bu çalışmanın amacı, destinasyonlardaki hizmet kalitesini belirlemeye yönelik önem-performans analizinin (ÖPA) önemini ortaya koymaktır. Çalışmada benzer çalışmalarda güvenirliği ile geçerliliği test edilmiş SPA ölçeği kullanılmıştır. Bu bağlamda Bozcaada destinasyonunda ziyaretçilere sunulan hizmetlerin ziyaretçiler için taşıdığı önem ile bunlara yönelik performans algılarının ölçülmesine yönelik analizler gerçekleştirilmiştir. Araştırma sonuçlarına göre; Bozcaada destinasyonun bilgilendirme (I), taşıma (T) ve alışveriş imkanlarına (S) yönelik sunulan hizmetlerle ilgili önem oranının yüksek olduğu, fakat bu değişkenlere ilişkin performans düzeyi algısının düşük olması nedeniyle ÖPA diyagramında "odaklanması gereken" strateji alanında yer almıştır. Bunun yanı sıra sağlık ve hijyen (H), konaklama (A) hizmetlerinin ortalama öneme sahip olmasına rağmen yüksek performans düzeyi algısı nedeniyle ilgili diyagramda "olası aşırılıklar" bölümüne karşılık geldiği tespit edilmiştir. Araştırmanın en büyük sınırlılığı Bozcaada destinasyonun coğrafi özelliği bakımından ziyaretçi profilinin farklı olması nedeniyle genellenemeyeceğidir. Bu nedenle çalışmanın farklı mevsimlerde, farklı milletlerden gelen ziyaretçilere yeniden uygulanması ve sonuçların karşılaştırılması, hizmet kalitesi algısını etkileyen unsurların daha iyi anlaşılmasını sağlayacaktır. Bu araştırma sonucunda elde edilen veriler Bozcaada destinasyonundaki turizm paydaşlarının sunulan hizmetlerin öncelikleri ve performanslarını değerlendirmeleri, olası sorunları tespit ederek çözüm sağlamaları açısından önem arz etmektedir.

 Anahtar Kelimeler: *Önem-Performans, Hizmet Kalitesi, Bozcaada Destinasyonu.*

JEL Kodu: *B55, L83, Z32*

1. INTRODUCTION

Tourism sector is one of the important sectors with its economic, social, and cultural effects. The most important stakeholders of this sector, which is comprised of activities in a large environment, are tourists. In order for tourism activities to be effective, it is important to comprehend the priorities of the tourists as well as these tourists' performance perceptions pertaining to these priorities, with regards to the service provided to them in the destinations through their travel. Thus, the tourists will be better understood and served in the tourism destinations. Fallon and Schofield (2006:709) mentioned that the experiences and perceptions of tourists play an important role in the quality of the service provided in tourism destinations. The quality perception that will be shaped for the tourists regarding the destination is also important for competitive power. The competitive power of the destinations has a valuable place in tourism literature. As the tourists gain experience about the places that are directly or indirectly competing, quality and general performance perceptions become effective in the destination choice

(Aktaş, Aksu and Çizel 2007:265). There is a global change as destinations are becoming aware of this situation, which is escalating the competition conditions. In order to compete in such an environment, the tourism destinations need to respond to these changes (Dwyer et al. 2012:305). Therefore, it is necessary to continuously determine the significance and performance in the minds of the consumer about the service provided. Called the significance-performance analysis, this method is seen as a useful means of evaluation for the potential of the destination with regards to competition (Hudson and Shephard 1998; Azzopardi and Nash 2013).

There are numerous studies on significance-performance degrees of the service provided in various branches of tourism sector. Some of them are as follows; pertaining to the service quality in the destination (Dwyer et al. 2012; Murdy and Pike 2012; Albayrak and Caber 2011; Fallon and Schofield 2006; Hudson and Stephard 1998); with regards to the service in hotels and thermal hotels (Blesic et al. 2014; Cvelbar and Dwyer 2013;Wilkins 2010; Deng 2007; Chu and Choi 2000); regarding the service in restaurants (Tzeng and Chang 2011); pertaining to marina park service (Tong and Moore 2007); with regards to the service in the airways (Leong 2008); regarding guiding service (Zheng and Chow 2004); pertaining to the congress service in the destinations (Baloglu and Love 2003). What these studies have in common is the fact that significance-importance is an important means of supporting the management (Sever 2015:44). In other words, significance-performance analysis comes to the forefront as a useful analytic technique guiding the managers (Caber et al. 2012:43). In addition, these studies also utilize significance-performance as the satisfaction scale (Matz et al. 2003: 112; Deng 2007:1276).

It is administratively important to make improvements to those factors that were determined to be of greatest importance to customer satisfaction. However, since the business sources are limited, the managers have difficulty in deciding in which areas to make improvements. Informing this is the fact that the managers have limited information about which product or service is considered important by the customers, and they have insufficient judgement about primary source utilization (Albayrak and Caber 2011:627). The objective of this study is to examine the importance of significance-performance analysis in determining the service quality in destinations. In this purpose a research was conducted regarding domestic tourists in the destination of Bozcaada.

2. LITERATURE REVIEW

Many studies since 1980s have accepted service quality as the prerequisite for developing strategies and excellence (Tzeng and Chang 2011:107). In tourism management, significance-performance analysis (SPA) is used as a part of quality management (Tonge and Moore 2007:768). This analysis is a simple and efficient technique for increasing customer satisfaction and service quality (Shieh and Wu 2011; Deng 2007). Service quality and customer satisfaction are important elements of destination competition. The importance of managing service quality efficiently and effectively for customer satisfaction and performance perceptions of the customers should be thoroughly

comprehended (Caber et al. 2012:43).

Significance-performance analysis (SPA) issue, which gained popularity after the related Martilla and James (1977) study, has gained popularity in fields including service quality, tourism, catering, banks, public relations, e-commerce, information technologies, education and health (Hudson and Shephard 1998; Ford, Joseph and Joseph 1999; Oh 2001; Wong, Hideki and George 2011; Sever 2015). The most important reason of SPA's mentioned popularity is the simplicity and ease of implementation of the analysis (Oh 2001; Rial et al. 2008; Lai and Hitchcock 2015). Another factor making the analysis popular is that it presents suggestions to managers for sustainable customer satisfaction and its improvement (Tzeng and Chang 2011:107). Significance-performance analysis is generally used to measure service performance (Tzeng and Chang 2011:107). Although it received some criticism with regards to analysis validity, it was continued to be used in the other areas of the production (Azzopardi and Nash 2013:222; Sever 2015:44; Lai and Hitchcock 2015:242).

SPA defines the strength and weakness that the market presents based on the two criteria consumers use while deciding upon a destination. One of the criterions is correlated with the importance of the features, while the other is related with the consumers evaluating these features (Blesic et al. 2014:485). In other words, it is a method that evaluates the significance and importance of service and productions from consumer point of view (Leong 2008:41). SPA is a simple and useful technique for defining the features of the productions and service, and improving them (Abalo, Varela and Manzano 2007:115). SPA includes determinations of the current situation of the results in the figures named as "SPA Matrix", which are derived from an evaluation of both the importance degree that the consumers give for the production and service, and the performance levels that they perceive after the use these productions and services. The current situations that are determined by the SPA provide quite a lot of information to the stakeholders of the production and service. The information provided by the SPA matrixes both provide measurement of production/service quality, in other words consumer satisfaction, and present important solutions to the businesses for reevaluating their product range (Tekin, Kalkan and Duman 2014:752). In the light of the results obtained from significance-performance analysis, four basic strategies are presented via matrixes in order to balance significance-performance values. These are (Martilla and James, 1977; Albayrak 2014; Tekin, Kalkan and Duman 2014)

- **Concentrate Here (High Significance-Low Performance):** The dimensions mentioned in this cell are perceived as significant by the customers, while the performance is perceived as low. In other words, this is the cluster formed by the services which is attached importance by the customers while the performance presented is low level.

- **Keep up the Good Work (High Significance-High Performance):** The dimensions in this cell are vitally effective on the choices of the customers. On the other hand, the customers perceive the quality of the dimensions in this cell as high. In other words, this is the cluster formed by the services

that are evaluated by the customers as high in terms of both performance and significance.

Figure 1. SPA Matrix
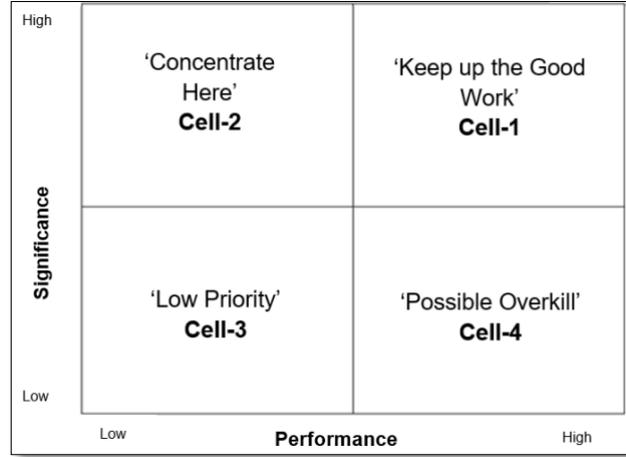
- **Low Priority (Low Significance- Low Performance):** The dimensions of this cell are the elements that do not affect the purchase of the customers, they are not perceived important by the customers with regards to service quality, and the performance is perceived low by the customers. In other words, this is the cluster that is formed by the services that are perceived in low significance and low performance levels by the consumers.

- **Possible Overkill (Low Significance-High Performance):** Although the dimensions in this cell are not attributed importance by the customers, their performance level is perceived as high. The customers do not care these features while deciding. In other words, this is the cluster formed by the services that are perceived in low significance level but present high performance.

SPA analyses are utilized in different levels and for different purposes as mentioned before. In another study including SPA usage, the analysis was also used differently from its classical use, in a SWOT- analysis manner, for the measurement of organizational structures of organizations. Kinley et al. (2002) examined shopping centers as the tourism destinations and mentioned the strategies as; concentrate here "threats", keep up the good work "opportunities", low priorities "weaknesses", and possible overkill "strength".

Significance-performance analysis is a basic diagnostic tool simplifying optimum usage of limited sources and supporting the strategic plan as the competition increases (Azzopardi and Nash 2013:223). The needs and demands of the customers in the different sections are defined with the help of the significance- performance analysis. Thereby, it enables the tourism businesses, which have a wide share in the market, to improve marketing strategies to get advantages in competition by meeting the need and demands of the customers in the target market (Blesic et al. 2014:484). Significance-performance analysis is accepted as an important tool in management strategies and customer

satisfaction. This technique can help the tourism destinations determine the priorities and eliminate the deficiencies. Thus, tourist satisfaction enables more efficient use of limited sources in destination competition (Sever 2015: 43). As mentioned by Caber et al. (2012:52), this situation serves competitiveness efforts of the destination managers by long term planning, and strategic management perspective based on assessment and evaluation principles.

In the tourism sector, 4, 5, 6, 7, 9, and 10 point Likert scales were used in studies regarding significance-performance analysis. The researchers mentioned that 5 and 7 point Likert scales were producing more accurate results with regards to significance-performance analysis. It is reported that particularly the 7 point Likert scale had higher reliability levels when compared to the 5 point Likert scale, and therefore its use is suggested. The reason for this is that when the respondents of the surveys were asked to rank the questions with regards to significance-performance, they asserted that this causes unreliable information production. As a result, in the studies that used 5 point Likert scale significance, degree and performance perception are generally found to be exceedingly high. This is not a preferred situation since it has the possibility of decreasing the reliability of the studies (Lai and Hitchcock 2015:249).

When the related literature is examined, a considerable amount of studies have used significance-performance analysis in tourism sector. Among these studies, the ones pertaining to measurement of service quality in the destinations are as follows; Dwyer et al. (2012) utilized significance- performance analysis in their research regarding reshaping the future of tourism in Slovenia destination in a case study. Opening up for discussion the obligatory issues that the shareholders have to take in response to problems originating from global developments, they applied surveys on tourism shareholders. As a result, while the significance level of the services in tourism sector of Slovenia was high, it was emphasized that the performance values were low. In another study, Murdy and Pike (2012) utilized significance-performance analysis for researching visitor perceptions by the destination marketers as a relational technique. In this investigation, they distributed questionnaires asking "what can be done to create new visitors" to some of the destination visitors, and they applied the resulting information to the related sample group on the internet. As a result, they found that the significance levels were high and performance levels were low.

In another similar study about SPA, Albayrak and Caber (2011) aimed to measure the factors that affect the general service quality in a certain tourism destination in Turkey via significance-performance analysis. In this investigation, the authors firstly compiled from the literature the questions related with the features forming service quality dimensions. Secondly, the authors made analyses on the visitors from different nations through 2007, 2008, and 2009. When the results of the study were compared, it was detected that the findings were quite close to each other. This result is the proof of the consistency of the SPA technique. Moreover, separate analysis of Russian and German tourists enabled a comparison of different market parts and to examine the differences across nationalities. In their study to reveal the

important destination dynamics in Orlando, Fallon and Schofield (2006) utilized the significance-performance analysis and satisfaction scale. At the result of the study, they discussed the importance of significance-performance balance. In another study, Hudson and Shephard (1998) researched the measurement of service quality in winter destinations via significance-performance analysis. In this study, they utilized the in-depth interview method on focus groups in a ski resort in the Alps. Thus, they determined the features of the destinations for both the consumers and service providers. Based on the results they obtained from the study, the researchers mentioned that significance-performance analysis can be used in developing service features.

3. METHODOLOGY

3.1. Objective and Significance of the Study

The objective of this research is to determine the priority perceptions and service quality perceptions of the domestic tourists visiting Bozcaada via significance-performance analysis. In this context, the purpose and motives of this study is designed to answer the following questions;

> What are the elements that tourists visiting Bozcaada attach importance to and what are the relatively significance levels of these elements?

> What are the elements that the tourists visiting Bozcaada are affected by, and what are the relative performance levels of these elements?

The data obtained from the study will be important regarding the elements that the tourists, who are visiting Bozcaada, attach importance to and how they affected by the performance. Furthermore, the data obtained from the study will reveal the current situation regarding tourists' perceptions of the services offered in Bozcaada destination, and thus enable an evaluation of which tourism strategies to focus on in the future.

3.2. Method of the Study

For examining the factors presented in the objective and questions of the study, the survey was conducted on the related sample group via the SPA scale, which was developed by Albayrak and Caber (2011), tested in terms of reliability and validity, and used in a similar study. There are six statements regarding the demographic information in the first part of the survey, which consisted of three parts. In the second and third parts of the survey there are a total of 22 statements in each, consisting of five dimensions. In the significance of a factor via the Likert scale, 5 is represented as "definitely significant" and 1 is "definitely insignificant". For performance, a rating of 5 is "very well" and a rating of 1 is "very bad".

Table 1. Different Population and Survey Sample Sizes

Population	100	200	250	500	750	1000	3000	5000	10000000
Sample Sizes	80	132	152	217	254	278	341	357	384

Source: Sekaran, 2003:294

The survey was conducted using the convenience sampling method in July and August of 2017. The reason for this choice of month is that the tourist figures in Bozcaada are the highest in these two months. The surveys were conducted by the researchers via a one-on-one interview method. Approach of Sekaran (2003) was used for determining population and survey sample sizes. According to that approach, with confidence level 95% and margin of error 5% for a population of more than 100.000 survey sample size of 384 is enough. In this context there were 500 surveys has planned to conducted however totally 300 applicant have approved the invitation. 223 applicable forms were gathered at the end result of analysis.

3.3. Analysis and Findings

Descriptive statistics, factor analysis and importance-performance analysis were used in the analysis of the data. Results of descriptive analysis are listed below with table 2. Descriptive differences are classified into 5 groups as gender, age, occupation, educational status and accommodation type.

Table 2. Descriptive Statistics

Variables		n	%
Gender		n	%
Male		123	55,2
Female		100	44,8
	Total	**223**	
Age			
19 and below		46	20,9
20-29		63	28,6
30-39		48	21,8
40-49		42	19,1
50 and above		21	9,6
	Total	**220**	
Occupation			
Self-employed		7	3,21
Housewife		25	11,47
Public (civil) servant		43	19,72
Student		73	33,49
Retired		5	2,29
Private Sector Employee		65	29,82
	Total	**218**	

Educational Status			
Primary School		28	12,90
High School		92	42,40
Associate Degree		12	5,53
Bachelor's Degree		76	35,02
Post Graduate		9	4,15
	Total	**217**	
Accommodation Type			
Hotel		139	62,90
Hostel		16	7,24
Day Tripper		42	19,00
Other		24	10,86
	Total	**221**	

As seen on the Table 2, the 55,2 % of the respondents were male, while 44,8 % were female. When the respondents are examined according to their age groups, 69,5 % of the respondents were in between 20 and 49, while 20,9 % were under 19, and 9,6 % were 50 and over. In regards to their educational status, it is observed that 42,40 % were high school graduates and 35,02 % had a bachelor's degree. Of the respondents who answered about their occupation and accommodation, 33,40 % were students, 29,82 % were private sector employees, and 62,90 % were staying in hotels, respectively.

After considering the descriptive statistics, we can begin the analyses regarding the reliability, validity, and convenience of the study. Firstly, the data obtained was put to factor analysis in order to determine the significance and performance dimensions regarding the quality of the service presented in the destination, and later reliability analysis was conducted. Among the 25-question significance-performance scale version that was used by Albayrak and Caber (2011) 3 statements were removed, since they were under 0,5 according to the factor analysis (money exchange possibilities, existence of visitors from other countries in the hotel, and production quality). Thus another version of the 22 remaining questions consisting of 5 dimensions was created.

Table 3. Factor Analysis Results Regarding the Performance Perceptions of the Services Provided in the Destinations

Performance	1	2	3	4	5
General environmental clean-up in Bozcaada	,674				
Hygiene of the food&beverage facilities in Bozcaada	,748				
Food quality in the restaurants in Bozcaada	,786				
Hygiene of public lavatories in Bozcaada	,821				
General health measurements in Bozcaada	,839				
Methods of customer traction of business salesmen in Bozcaada		,539			
Respect and attitudes of the salesmen to the tourists in Bozcaada		,650			

	1	2	3	4	5
Righteousness of the salesmen in Bozcaada	,734				
General price levels of products in Bozcaada	,606				
Existence of price and tags on productions in Bozcaada	,615				
Tourism consultancy service in Bozcaada		,829			
Finding book, brochure, and map regarding the district in Bozcaada		,794			
Informative plates and signs		,714			
Pedways and night lightening sufficiency in Bozcaada		,740			
Finding an authority for complaints and consultancy		,822			
Comfort of local transportation means in Bozcaada			,810		
Local transportation ring frequency in Bozcaada			,740		
Extent of the transportation network in Bozcaada			,789		
Attitude and behavior of drivers in Bozcaada			,821		
General hygiene of accommodation business in Bozcaada				,770	
Food&beverage quality of accommodation business in Bozcaada				,825	
Attitude and behavior of personnel of accommodation business in Bozcaada				,773	

Principal components analysis with varimax rotation. Explained total variance: %67,19 Kaiser-Meyer-Olkin Sample sufficiency: %88,2; Barlett test of sphericty: X^2 :763,43 s.d.:78, p<0,001

At the end of the factor analyses, it was determined that both significance and performance scales correspond to the 5 factor structure. The mentioned factors are characters in similar studies in the literature (Hudson and Shephard, 1998; Meng et al., 2011; Albayrak and Caber, 2011), considering the terms and meanings they involve they were named as "health and hygiene" (see factor 1), "shopping" (see factor 2), "informing" (see factor 3), "transportation" (see factor 4), and "accommodation" (see factor 5). The explanatory rate of variance of the 5 factors for both of the scales was determined as 67,19% for performance scale and 69,17% for significance scale. Considering the internal consistency of the factors, Cronbach Alpha value was determined as 88,2% for the performance scale and 79,4% for the significance scale. Reliability is the degree to which a test or scale measures something consistently and accurately. A reliable test or scale yields similar results when reapplied under similar conditions (Altunışık et al. 2005:115). Given that the reliability values are acceptable, other analyses can be made.

Table 4. Factor Analysis Results Regarding the Significance Perceptions of the Service Provided in the Destination

Significance	1	2	3	4	5
General environmental clean-up in Bozcaada	,545				
Hygiene of the food&beverage facilities in Bozcaada	,686				
Food quality in the restaurants in Bozcaada	,691				
Hygiene of public lavatories in Bozcaada	,704				
General health measurements in Bozcaada	,728				

Methods of customer traction of business salesmen in Bozcaada	,732		
Respect and attitudes of the salesmen to the tourists in Bozcaada	,743		
Righteousness of the salesmen in Bozcaada	,782		
General price levels of products in Bozcaada	,785		
Existence of price and tags on productions in Bozcaada	,755		
Tourism consultancy service in Bozcaada		,786	
Finding book, brochure, and map regarding the district in Bozcaada		,763	
Informative plates and signs		,686	
Pedways and night lightening sufficiency in Bozcaada		,810	
Finding an authority for complaints and consultancy		,813	
Comfort of local transportation means in Bozcaada			,808
Local transportation ring frequency in Bozcaada			,880
Extent of the transportation network in Bozcaada			,884
Attitude and behavior of drivers in Bozcaada			,742
General hygiene of accommodation business in Bozcaada			,751
Food&beverage quality of accommodation business in Bozcaada			,702
Attitude and behavior of personnel of accommodation business in Bozcaada			,731
Principal components analysis with varimax rotation. Explained total variance: %69,17 Kaiser-Meyer-Olkin Sample sufficiency: %79,4; Barlett test of sphericty: X^2 :756,23 s.d.:86, p<0,001			

In the study of Martilla and James (1977), it was prescribed that in order to measure the performance perception, the averages of the answers that the respondents gave to the statements regarding performance should be taken. On the other hand, there are two different methods in evaluating significance measurement: 1) direct measurement, 2) indirect measurement extracted from performance values. In the indirect measurements, the general evaluation of the respondents regarding product or service is the dependent variable and the features examined are the independent variable; the standardized or unstandardized regression coefficients, which are obtained from regression analysis, are used as the significance values (Albayrak and Caber, 2011:630).

In this context, many significance-performance studies have used a three-step analysis method. The first step is taking the averages of the performance perceptions of respondents regarding the product or service. The second step is applying the regression analysis between the dependent variable (significance) and independent variable (performance). Finally, the third step is placing the values on the matrix and determining the contact points (Bacon, 2003: 60). Significance-performance matrix is important for determining both the intersection points of the visitors' priority perceptions in the destinations and the current situation as well as determining the strategies corresponding to these points. The averages of the significance-performance perceptions regarding the products and services provided in Bozcaada destination are on Table 5.

Table 5. The Averages of the Significance-Performance Perceptions Regarding the Product and Service Provided in Bozcaada Destination

	Performance Average	Significance Average
Health and Hygiene	4,3497	0,137*
Shopping	4,0857	0,287**
Informing	4,1793	0,353**
Transportation	4,1536	0,227**
Accommodation	4,2652	0,136*

In keeping with the research methods of prior investigations, standardized Beta coefficients, which were obtained from regression analysis, and averages of the performance statements asked in the scale were used to create an estimation of the averages. When the related table is examined, it is observed that the highest performance perception values of the visitors of Bozcaada destination were health and hygiene, while the lowest factor regarding performance perception is shopping. Although there are numerous studies determining that destinations with satisfactory health and hygiene are more attractive (Albayrak, 2013; Saltık, 2017), it is not frequently seen among the results of significance- performance analyses. On the other hand, the lower perception values regarding shopping factor are similar to other study results in the literature (Kozak, 2001; Albayrak and Caber, 2011).

Table 6. The Average Summaries and Matrix Codes Regarding the Service Provided in Bozcaada Destination

Dimensions	Matrix Code	Coordinate	
		Performance	Significance
Health and Hygiene	H	4,3497	0,13**7**
Shopping	S	4,0857	0,287
Informing	I	4,1793	0,353
Transportation	T	4,1536	0,227
Accommodation	A	4,2652	0,136
		4,2067	0,228

Considering the significance averages, the highest values regarding the significance perceptions of the Bozcaada destination visitors is the informing factor. The lowest significance degree is the accommodation factor. With the averages obtained from these analyses and related codes, determination of their coordinates on the matrix began.

Figure 1. SPA Matrix Regarding the Service Provided in Bozcaada Destination
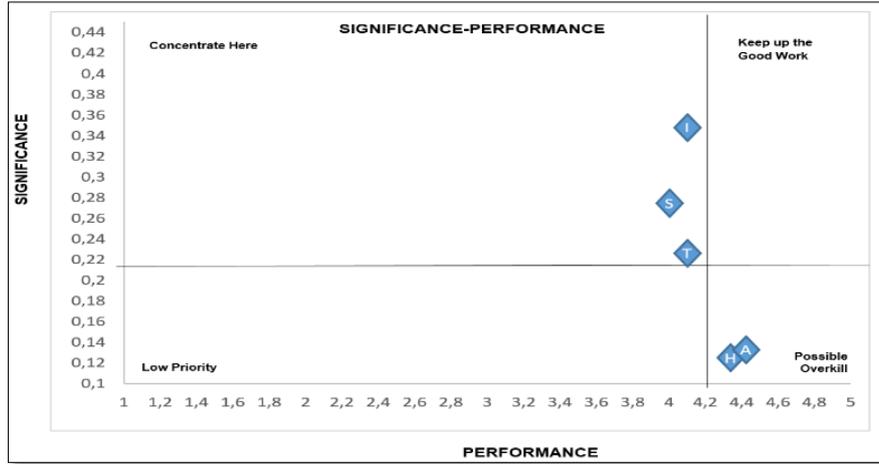
In the positioning of the five factors of significance and performance based on matrix strategies, an intersection was detected on 4,2 (performance) on the horizontal plane and 0,22 (significance) on the vertical plane. While (I) informing, (T) transportation, and (S) shopping factors of SPA had the highest significance averages, their performance averages were low; therefore, they were positioned on the "concentrate here" zone. On the other hand, (A) accommodation, and (H) health and hygiene were positioned on "possible overkill" zone since they had high performance and low significance averages. Considering the intersections on the average matrix, it was observed that out of five factors, none were positioned on "keep up the good work" and "low priorities" zones. According to these results, the significance level of informing, transportation, and shopping were high. However, the evaluation degrees of the visitors regarding the performance of mentioned services were low. In other words, the informing, transportation, and shopping services provided for the visitors of Bozcaada destination were unsatisfactory. In this context, it is necessary to focus on the mentioned factors in order to increase the quality of the service.

While the performance of Bozcaada destination was perceived high regarding the accommodation, and health and hygiene services provided for the visitors, it was discovered that these were not particularly significant factors for the visitors. In this context, these factors can be considered as "possible overkills" in regards to the visitors. The aforementioned results are important with regards to competition analyses and success of the services provided in the destination.

4. CONCLUSION

Quality, by its classic definition, can be described as the degree at which a product or service meets the consumer demands and needs. As quality is related to the mental bond between the consumer and the product or service, this can lead to numerous views depending on the number of the beneficiaries for a given product or service. For this reason, during the creation of a product or service, all of the

production partners must aim for meeting the most consumer demands. On the other hand, the pursuit of quality appears as a continuous notion. Quality includes the ability to meet the demands and needs of consumers in a timely and consistent manner. Therefore, trying to meet consumer demands and needs in the process of creating a product or service is an ineffective technique. The same quality has to be offered every time a product or service used. This fact needs to be given greater importance within the context of the service sector, particularly the tourism sector. Considering the nature of service, the fact that the creation of benefit and utilization are coordinated processes necessitates near perfect planning, preparation and presentation. With the ever-increasing significance of tourism, destinations have now become more competitive than ever.

When the relevant literature is examined, conducted studies indicate that the primary way to gain competitive advantage in tourism is to improve the service quality, in other words, consistently providing the highest level of satisfaction for customer demands and needs in the design and presentation of a service. With the increasing importance of tourism, the destinations are more competitive than ever before. One of the ways to gain an advantage in this competitive atmosphere is to increase a destination's service quality. There is a consensus in the literature that significance-performance analysis is an important technique in increasing the quality of service (Dwyer vd. 2012; Murdy and Pike 2012; Albayrak and Caber 2011; Fallon and Schofield 2006; Hudson and Stephard 1998).

One of the services that were found unsatisfactory by the visitors was "informing". Quite important developments are taking place in the last years in Bozcaada regarding this "informing" issue. However, the reason for tourists' negative evaluation of "informing," despite these developments, can be explained through several factors. Firstly, with regards to finding an authority for complaints and consultancy, there is a unit in Bozcaada Municipality which serves tourist needs 24 hours per day in summer time. Furthermore, it is known that efforts such as informative plates and signs, books, brochures, maps and tourism consultancy office have been included in recent tourism projects. However, the visitors, particularly in their individual visits, cannot find the relevant information regarding the many locations that attracted them to Bozcaada. Moreover, physical destination boards are not clear enough in many cases. The absence of planned clear routes could cause a feeling among some tourists in time wasted and failure in the individual visits and activities. Two other important issues are pathways and night lightening. The narrowness of Bozcaada's roads and the possibility to enlarge them are further relevant issues. The issue of night lightening should also be considered by the local authority.

At the end of the analysis of the data obtained from the study, the shopping service in Bozcaada destination was found to be positioned in the "concentrate here" strategy zone. The main problem here can be explained by the inconsistency between the tourists' expectations and reality. The businesses in Bozcaada destination are mainly small scale enterprises. This situation creates an intimate atmosphere in shopping. However, the pressing issues such as the short period of the tourism season and over-consumption of products in this period have negative effects on the performances of the shopkeepers.

Additionally, hard working conditions and the anxiety of the business owners about ensuring their financial viability in such a short time creates additional pressing issues, which can cause misunderstandings and faults that can affect performance.

Another service dimension with high significance but low performance is transportation. In our destination, while the particularly comfort, ring frequency, and network of the transportation means, and attitude/behavior of drivers were perceived as significant by the respondents; their performance perceptions were discovered to be low. Particularly in summer season periods, that have regular ferryboats and passengers' ferries, thus taxi and small bus services are provided to the famous beaches. However, there is not an island-wide mass transportation service. This creates a negative effect. Besides, the mass transportation infrastructure of the island can meet the demand to an extent. However, the services are insufficient under the competing demand. The municipality of Bozcaada can increase the number of transportation means particular to summer season, or solve the problem by increasing the number and variety of mass transportation vehicles. This will be effective on the performance of the transportation. Moreover, projects about approaches of the stakeholders providing transportation service to the visitors, can also help increase the performance perceptions of the visitors regarding that service. In this context, Bozcaada Municipality and Bozcaada Association can contribute to the increase in quality by presenting expertise support for the people providing that services.

The two dimensions in the possible overkills zone, accommodation services and health/hygiene applications, are considered important by the tourism stakeholders in Bozcaada due to the location of the destination and its service policies. The advantage of being a small scale enterprise is obvious in accommodation. In accordance with service policies, the importance attached to general clean-up of the businesses in the region, food-beverage quality, and personnel attitudes is obvious here. In terms of health and hygiene, it is vitally important for Bozcaada's image to place particular emphasis on general environmental cleanup, the quality and clean-up of restaurants, public lavatories, and health services. Therefore, this situation reflects the emphasis placed by Bozcaada on human health and hygiene.

As in all studies, this study faces certain limitations. elements such as time and cost are among the main limitations. The geographic features of Bozcaada destination are unique. Therefore, it is difficult to generalize the significance-performance analyses in this destination. This is why re-application of the study in different seasons on visitors with different nationalities, and the subsequent comparison of the results, will be important for a better apprehension of the elements that affect the service quality perception. Moreover, this study will help further researchers to make future studies and comparisons in related issues on Gökçeada, Marmara and other islands with only marine transportation access.

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