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# Authentic Leadership Style and ISO 9001 Effectiveness: Developing a Theoretical Model

Alma Aganović & Ensar Mekić

International Burch University, Sarajevo, BOSNIA AND HERZEGOVINA Faculty of Economics and Social Sciences

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#### Abstract

This paper represents an extensive literature review conducted with aim to propose a theoretical model for investigating relationship between authentic leadership style and ISO 9001 effectiveness. Identification of mediators such are employee satisfaction and customer orientation in the mentioned relationship is one of the key objectives. Main methodology used in this study is qualitative literature review whereby numerous studies relevant for the topic are analyzed and based on their results, the new hypotheses are proposed. Finally, all hypothesized relationships are synthesized and integrated into one unified theoretical model which is proposed for further validation and testing by future researchers. Even though the aim of this study is not to validate, but only propose the model, some methodological recommendations and expected results will be mentioned. It is recommended to future researchers not only to validate this research model, but also to consider extending it with more mediating variables in future studies.

Keywords: authentic leadership, ISO 9001 effectiveness, employee satisfaction, customer orientation.

## 1. Introduction

Investigating ISO 9001 standard, its implementation, effectiveness, benefits, and other aspects gained attention of many researchers across the world (Strukan, 2015; Levine & Toffel, 2010; Sampaio, Saraiva & Rodrigues, 2011). Practitioners claim that it is impossible to talk of good implementation of ISO 9001 standard without good leadership, and according to them it is natural that these two paths are inseparable. In fact, even by the ISO 9001 standard itself, the leadership is the first instance of responsibility as the standard implementation represents strategic matter of each organization.

Even though mentioned relationship matters, it took little attention in eyes of researchers, and there are not many studies dealing with this relationship. Accordingly, this study aims to fill the gap in the literature and theoretically uncover not only relationship between leadership and ISO 9001 effectiveness, but also potential mediators in this relationship. The main deliverable of this study is theoretical model with clear hypotheses and recommendations for future validation.

The first section of this study will define variables and explain relationships among them using appropriate literature review. Later, the variables and proposed relationships will be

© **Authors**. Terms and conditions of Creative Commons Attribution 4.0 International (CC BY 4.0) apply. **Correspondence**: Alma Aganović, International Burch University, Faculty of Economics and Social Sciences, Sarajevo, BOSNIA AND HERZEGOVINA. E-mail: <a href="mailto:alma.aganovic@hotmail.com">alma.aganovic@hotmail.com</a>.

presented visually in form of a theoretical model. Methodology for model validation will be recommended, and finally expected results will be discussed.

## 2. Literature review

There is no one perfect definition of leadership, but rather many of them depending on the context. However, researchers agree that leadership involves three inseparable elements, leader, the follower, and situation. Some of the definitions which are selected and reported (Ginnett & Curphy, 2012) are as follows:

- "The process by which an agent induces a subordinate to behave in a desired manner."
- "An interpersonal relation in which others comply because they want to, not because they have to."
- "The process of influencing an organized group toward accomplishing its goals."
- "Actions that focus resources to create desirable opportunities."
- "Creating conditions for a team to be effective."
- "A complex form of social problem solving."

## 2.1 Leadership styles

This paragraph will explain leadership styles: directive, supportive, participative, and achievement-oriented.

Directive leader tells subordinates exactly what they are supposed to do. It characterizes a leader who tells subordinates about their task, including what is expected of them, hoe it is to be done, and time line for the completion of particular task. He also sets standards of performance and defines clear rules and regulations for subordinates (Northouse, 2004). Directive behavior is appropriate when task is complex or ambiguous, formal authority is strong and the work group provides job satisfaction (Achua & Lussier, 2013). On the other hand, supportive leader shows concern for subordinates' wellbeing and personal needs. Supportive leadership consists of being friendly and approachable as a leader and includes attending to the well-being and human needs of subordinates (Northouse, 2004). Supportive leadership is appropriate when task is simple, formal authority is weak, and the work group does not provide job satisfaction (Achua & Lussier, 2013).

Participative leader consults with subordinates about decisions. A participative leader consults subordinates, obtains their ideas and opinions and integrates their suggestions into decision making (Northouse, 2004). Participative leadership is appropriate when subordinates don't want autocratic leadership, have internal locus of control, and follower ability is high; when task is complex, authority is either weak or strong, and satisfaction from co-workers is either high or low (Achua & Lussier, 2013).

Achievement-oriented leader sets clear and challenging goals for subordinates. The leader establishes a high standard of excellence for subordinates and seeks continuous improvement. Further leader shows a high degree of confidence in subordinates (Northouse, 2004). Achievement-oriented leadership is appropriate when followers are open to autocratic leadership, have external locus of control, and follower's ability is high; when task is simple, authority is strong, and job satisfaction from co-workers is either high or low (Achua & Lussier,

2013). In findings of Malik (2013), directive, supportive, participative, and achievement-oriented leader behaviors have significant relationship with supervision and job in general. While supportive, participative and achievement-oriented leader behaviors were also significantly related with the co-worker and work. Further, linear combination of leader behaviors, i.e., directive, supportive, participative and achievement-oriented are significantly related with job satisfaction. This results-oriented approach to management works well with self-motivated employees and weeds out those who are not committed to the common goal. Leaders who relate to their teams and inspire effective action are critically important to business success.

Leadership is viewed as an important determinant/predictor of organizational effectiveness and employee job satisfaction. Studies show that there is a positive correlation between leadership and employee job satisfaction (Malik, 2011; Berson & Linton, 2005; Seo, Ko & Price, 2004; Mosadeghrad, 2003). Downey, Sheridan and Slocum (1975) have reported higher level of job satisfaction under directive leadership behavior when task was highly structured and under supportive behavior when task was highly unstructured.

2.2 Employee satisfaction and customer orientation and ISO 9001 effectiveness

The concept of employee satisfaction has been in a focus of research and practice for the last two decades. Greasley, Bryman, Dainty, Price, Soetanto and King (2005) consider it to be a critical issue for organizational performance. A number of scholars stressed the importance of employee satisfaction and its influences on organizational performance as much as customer satisfaction (Chen, Yang, Shiau & Wang, 2006). The concept of employee satisfaction is a multi-dimensional and inter disciplinary term that has been attracted the attention of researchers and practitioners from different disciplines such as psychology, human resource management, organizational behavior, TQM and etc.

Organizations need to be smart enough to predict the changing needs of their customers, focus on their organizational capability, offer high-quality services, and to see the quality of internal and external service as a tool to gain competitive advantage (Hawa & Said, 2015). Nevertheless, the presence of customer orientation skills on behalf of sales personnel does not necessarily guarantees customer satisfaction unless a quality service is delivered to satisfy the customers.

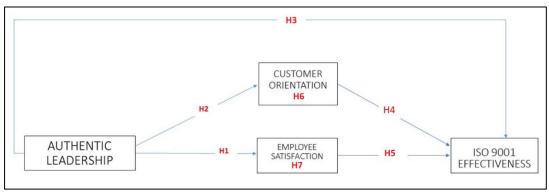
Guo, Li and Wu (2015) deals with propositions related to leader effectiveness in his theory. As already explained, the whole purpose of this theory is to investigate which leadership behavior brings higher leader effectiveness. In case of this study, theory will be applied to examine which leadership behavior leads to higher ISO 9001 effectiveness in organization. Coming to the stage where we believe that not only the leadership, but the competent leadership is required to understand, formulate and implement the most suitable change for organizations, the next manifest is, what kind of knowledge, skills, talent and competencies are required from a leader to bring a successful organizational change.

When these observations about planning skills are considered in light of our earlier observations about the need for effective structuring behavior by leaders, the following conclusion seems indicated. Leaders who are better able to identify key causes, restrictions, and downstream consequences and leaders who can the environment and implement opportunistically will engage more effective structuring behavior resulting in higher group performance under conditions (e.g., turbulence) where structuring behavior is needed (Marta, Leritz & Mumford, 2005). However, it is important to emphasize that there are two aspects of ISO 9001 effectiveness variable. One aspect is about effectiveness in terms of goals achievement, while another important aspect is fact that goals in this case are about ISO 9001, quality management standard. A recent study found that

employee satisfaction mediates the effect of competencies and work environment on employee performance (Widyaningrum, 2020).

Finally, based on previously reviewed literature the following hypotheses are proposed for validation by future researchers: (H1) Authentic Leadership Style affects Employee Satisfaction; (H2) Authentic Leadership Style affects Customer Orientation; (H3) Authentic Leadership Style affects ISO 9001 Effectiveness; (H4) Customer Orientation affects ISO 9001 Effectiveness; (H5) Employee Satisfaction affects ISO 9001 Effectiveness; (H6) Customer Orientation mediates effects of Authentic Leadership on ISO 9001 Effectiveness; (H7) Employee Satisfaction mediates effects of Authentic Leadership on ISO 9001 Effectiveness.

Proposed research model including all variables, relationships among variables along with all hypotheses and research questions is presented in the next figure.



Source: Prepared for this study through extensive literature review

Figure 1. Presentation of proposed research model

The model reflects in total 7 hypothesized relationships which are proposed to be investigated. These relationships are further explained in the following table.

Proposed Effect	Type
Authentic Leadership Style $\rightarrow$ Employee Satisfaction	Direct
Authentic Leadership Style → Customer Orientation	Direct
Authentic Leadership Style → ISO 9001 Effectiveness	Direct
Customer Orientation → ISO 9001 Effectiveness	Direct
Employee Satisfaction $\rightarrow$ ISO 9001 Effectiveness	Direct
Authentic Leadership $\rightarrow$ Customer Orientation $\rightarrow$ ISO 9001	Indirect Effect – Mediation
Effectiveness	
Authentic Leadership $\rightarrow$ Employee Satisfaction $\rightarrow$ ISO 9001	Indirect Effect – Mediation
Effectiveness	

Table 1. Summary of proposed indirect and direct effects

## 3. Proposed methodology

In a case researchers would like to perform model validation on a sample comprised of companies, it is recommended that it is well balanced in terms of size, industry type and other characteristics important for researcher. The most appropriate research design to validate the proposed model seems to be a data collection via structured survey. Once the data is collected, considering that besides direct effects, there are two proposed mediating relationships in the model, it is recommended to apply Structural Equation Modelling approach. Before structuring the model in relevant SEM software (AMOS, Smart PLS etc.) it is strongly recommended to

perform Exploratory Factor Analysis and make sure that validity of each construct is appropriate. Besides this, it is also recommended to check Reliability using Cronbach's Alpha values for each individual variable in the model.

## 4. Expected results

Based on previously conducted studies, it is expected that Authentic Leadership will have statistically significant positive effects on Employee Satisfaction, Customer Orientation and ISO 9001 Effectiveness. It is also expected that Employee Satisfaction, Customer Orientation will have statistically significant positive effects on ISO 9001 Effectiveness. When it comes to mediating relationships, it is expected that both Employee Satisfaction and Customer Orientation are statistically significant partial mediators between Authentic Leadership and ISO 9001 Effectiveness. However, these are assumed expected results based on previous studies, and it is strongly recommended to full validation of proposed theoretical model with aim to get results based on the real data. Replication of the model validation in different countries and different samples will bring even better opportunities for comparative analysis and will bring stronger confidence in model itself.

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# Kardamyli and Patrick Leigh Fermor: Tourism Industry in the Regional Unit of Messinia

Maria Manola & Aikaterini Mouchimoglou

University of West Attica, Department of Tourism, Athens, GREECE

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#### **Abstract**

This study will examine at the beginning the current situation of the Tourism Industry in the Regional Unit of Messinia, giving an insight in Tourism numbers. Furthermore, it will refer to the emergence of Literary Tourism as part of Cultural Tourism, focusing on the case of Messinia and the potential of further development of Literary Tourism there. Finally, this study will highlight the impact of Patrick Leigh Fermor, who chose Kardamili as his place of inspiration and his contribution by creating there a destination for people of Literature and Fine Arts.

*Keywords*: tourism, cultural tourism, literature, literary tourism, film tourism, Messinia, Patrick Leigh Fermor.

Tourism is a dynamic and competitive sector of the Greek economy, that contributes significantly in creating new jobs and reducing unemployment, improving infrastructure throughout the country, providing new fund for investments, improving in general the living standard of the local population while at the same time is used by many governments as mean of achieving economic and social development (Andriotis, 2001).

As long as tourism continues to be a global lever of development, the competition between destinations will further intensify, pushing destination to evolve constantly by renewing and improving tourism products, according to the trends and needs of visitors.

The increasing internationalization of tourism, the emergence of new tourist destinations, the high maturity degree of tourists, the increase of incomes and the search for new leisure and tourism activities, led to the diversification of tourism demand and the creation of new specialized forms of tourism and tourism products that meet the new needs – requirements (Lagos et al., 2008).

What is more, the rapid increase in demand for products related to alternative forms of tourism, has led to the adaptation of the tourism sector to the new data.

In recent years the Regional Unit of Messinia proved that it has the ability to support and create new tourist attraction poles beyond the classic 3S Tourism model of Sea, Sun and Sand.

As a place of inspiration and origin of many important people of art and literature and poetry, Messinia could play an active role in the further development of a form of alternative tourism, not highly developed in Greece, that of literary tourism (Holloway, 2006).

© **Authors**. Terms and conditions of Creative Commons Attribution 4.0 International (CC BY 4.0) apply. **Correspondence**: Maria Manola, University of West Attica, Department of Tourism, Athens, GREECE. E-mail: mmanola@uniwa.gr.

## 1. Messinia as a destination – The Current Situation of tourism in Messinia

Messinia<sup>1</sup> is connected to Athens and the rest of Peloponnese with an extensive road network especially after the construction of the new highway that made the connection with the capital and the International Airport El. Venizelos faster and safer. This project is expected to play an important role in the further development of the wider Peloponnese region.

Kalamata International Airport "Captain Vas. Konstantakopoulos" serves daily and especially during the summer months, dozens of flights to and from various destinations within Greece and abroad in 31 cities in 17 different countries. During the years 2017 to 2019 the number of arrivals increased significantly reaching 437,888 passengers.



Source: Civil Aviation Service

Chart 1. Kalamata Airport – Arrivals

In addition, Messinia has five ports (Kalamata, Kyparissia, Pylos, Methoni, Koroni), with Kalamatas being the main port, although its traffic is relatively low and its infrastructure need further improvement in order to be able to meet the needs of Cruising, Yachting and Seaplane Flighting. At present, during the summer months it serves itineraries to and from Kythera and Crete.

In order for a tourist destination to be established both nationally and internationally, certain models of tourist development should have been developed and operated at first place. Thus, there is development, organization and management of resources (natural-environmental, cultural-historical and anthropogenic) of the tourist infrastructure and tourist services but also of the tourist trends which compose and constitute the tourist demand of each region (Karasoula, 2010).

Most hotels in Messinia are located on the shores of the Messinian Gulf, with the largest concentration in and around Kalamata. Below shown are tables for the years 2017 - 2019 regarding the hotel potential and the rooms for rent in the Peripheral Unit of Messinia, as well as data on arrivals, nights and occupancy in hotel accommodation, from 2010 to 2018.

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<sup>&</sup>lt;sup>1</sup> The Regional Unit of Messinia belongs administratively to the Region of Peloponnese with an area of 2,991 sq.km and consists of the Municipalities: West Mani, Kalamata, Messina, Oichalia, Pylos-Nestoros and Trifylia.

Regional Unit of Messinia Hotel Accommodation 2017 - 2018 -2019									
		<b>5</b> *	4*	<b>3</b> *	2*	1*	Total		
	Hotels	9	20	47	66	16	158		
2019	Rooms	1.156	1.199	1.249	1.451	234	5.289		
	Beds	2.759	2.422	2.337	2.765	446	10.729		
2018	Hotels	7	19	46	69	15	156		
	Rooms	1.074	1.202	1.229	1.517	204	5.226		
	Beds	2.583	2.368	2.297	2.880	386	10.514		
2017	Hotels	7	19	42	68	16	152		
	Rooms	1.301	963	1.084	1.543	210	5.101		
	Beds	3.013	1.894	2.015	2.945	394	10.261		

Source: Hotel Chamber of Greece – Editing INSETE Intelligence

Chart 2. Hotel Accommodation. R.U. of Messinia

Regional Unit of Messinia Rooms for Rent 2017-2018-2019								
		4K	3K	2K	1K	Total		
	Units	9	80	205	126	420		
2019	Rooms	60	460	1.071	582	2.173		
	Beds	166	1.214	2.849	1.433	5.662		
	Units	9	81	218	128	436		
2018	Rooms	60	468	1.106	593	<b>2.22</b> 7		
	Beds	166	1.230	2.963	1.471	5.830		
2017	Units	8	81	220	125	434		
	Rooms	57	468	1.126	573	2.224		
	Beds	156	1.230	3.014	1.427	<b>5.82</b> 7		

Source: Register of Tourism Enterprises – Editing INSETE Intelligence

Chart 3. Rooms for Rent. R.U. of Messinia

Regional Unit of Messinia Details of arrivals, overnights and occupancy in hotel accommodation 2016-2017- 2018							
	2016	2017	2018				
Arrivals of international tourists	64.429	87.762	83.280				
Arrivals of national tourists Overnight stays of international tourists	152.865 360.676	166.8 <u>53</u> 441.721	157.423 389.918				
Overnight stays of national tourists	380.033	394.944	376.248				
Occupancy	37%	38%	35%				

Source: Hellenic Statistical Authority – Editing INSETE Intelligence

Chart 4. Details of arrivals, overnights and occupancy. R.U of Messinia

Entertainment and Recreation, Cleanliness and Hospitality are highly valued among visitors in Messinia reaching a GRI scoring almost 85%. Food and beverage and Value for Money follow scoring around 80%.

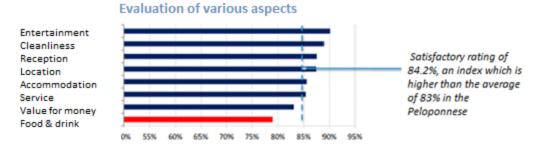
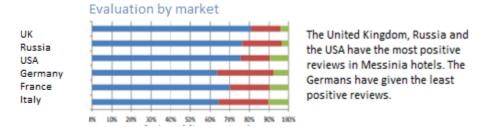


Chart 5. Evaluation of various aspects



Source: Review Pro / SETE Intelligence / INSETE, Peloponnese Tourism Product Marketing Plan /Road map 2015-2020

Chart 6. Evaluation by market

## 2. Literary and film-induced tourism

Literary tourism is a particular type of cultural tourism that is becoming more and more widespread over time and refers to trips made by readers in an effort to feel themselves the protagonists of favorite books. Traveling to the locations where the stories they loved, give flesh and blood to whatever their imagination has created, feel part of the story of the book and have

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the opportunity to penetrate more into the ethnographic elements of their favorite heroes and authors. Literary tourism includes visits to writers' homes, shops, destinations where they lived or wrote their books, museums with personal items and areas where the film and television transfers of their favorite books were filmed (Manola, 2019).

The first world literary destination who developed this form of tourism is England, followed by New York, Paris, San Francisco and Italy (Manola et al., 2021). Also of particular interest from the history is the area of Veneto in Italy from the time of the Grand Tour (Manola et al., 2020a).

Important literary personalities who associated their name with a place made it known to the general public all over the world.

Some of the greatest literary works from antiquity to modern times were written in Greece. Aeschylus, Sophocles, Euripides belong to the greatest and most important writers of all time while the most modern ones include Dionysios Solomos, Giannis Ritsos, Odysseas Elytis, Nikos Kazantzakis, Kostis Palamas and George Seferis.

In Greece, the contribution of the film "Zorbas" by Nikos Kazantzakis in 1964, which won the best film Oscar, has been huge for tourism until today.

Beeton (2005) first referred to the term "film-induced tourism", which emphasizes on the need of viewers to become part of films through a variety of tourism activities.

The film adaptation of Louis de Bernier's book *Captain Corelli's Mandolin* in 2001 made the island of Kefalonia world-famous, helping greatly the island gaining a significant increase in tourist arrivals the years that followed.

Typical examples of metaphors in international cinema are the novels of Arthur Conan Doyle starring Detective Sherlock Holmes, John Ronald Reuel Tolkien with the huge success of the trilogy *The Lord of the Rings*, Ian Fleming with the adventures of legendary British Secret Agent James Bond, Joan Rowling with *Harry Potter* books and Dan Brown with the famous book adventures of Robert Langdon in *The da Vinci Code*, *Inferno* (Manola, 2020b).

Messinia in addition to the 3S model had developed and supported a variety of forms of alternative tourism. It is a place with natural beauty, gorges, caves and wetlands, paths, Byzantine churches but also with unique traditional cuisine. It is an important destination for tourists looking for alternative ways of vacation, looking for an escape not only during the summer months but throughout the entire year.

Another type of alternative tourism that is found in the region of Messinia is that of film tourism. Several well-known films, Greek and international productions have been shot in the area (Velissariou, 2000). The most famous of them being *Before Midnight* (2013), the third part of the cinematic love of Ethan Hawke (Jesse) and J. Delpy (Celine) directed by R. Linklater, *The Horsemen of Pylos* (2011) and Our Callas (2015), a dramatized documentary dedicated to the unknown life of the world-famous soprano Maria Callas that shows her connection with her family's ancestral origin from the village of Niochori in Messinia and others.

Apart from Fine Arts and Writing personalities that are associated to Messinia because of their origin there is a significant number of personalities that chose Messinia as their place of residence. One of the most important Greek writers, Nikos Kazantzakis although he had traveled around the world, he chose to write about his close friend Alexis Zorbas with whom they stayed for a short period in Stoupa, Messinia.

One of the greatest travel writers ever, Patrick Leigh Fermor, was first found in Mani in 1952 and began writing the book with the same title in 1958. He lived between Britain and Kardamyli from 1960 to 2011.

Fermor followed in the footsteps of British author James Hennage, author of the epic Mystery Trilogy, founder of the Ottakar's bookstore chain in Britain and co-founder of the Chalke Valley Historical Literature Festival. Fifteen years ago, the Hennitz family visited the Peloponnese and Mani for the first time and were so enchanted by the place, the people and its history that they decided to stay permanently in the village of Doloi in Messinian Mani and to live like a local. Among the plans of James Hennage is the creation of an international literary festival, most likely in Kardamili.

Prominent personalities of letters and arts originating from Messinia who could be a pole of attraction for literary tourism but have not been properly utilized and promoted are: Nikolaos Politis², the poet of the neo-romantic school Maria Polydouri,³ Sofia Fildisi⁴ and Kiki Dimoula.⁵

## 3. Case study: Kardamili and Patrick Leigh Fermor

Patrick Leigh Fermor, British writer (1915-2011), is considered one of the greatest travel writers. In 1933, at the age of 18, motivated by his unbridled curiosity about the world, he crossed the English Channel and began to cross Europe on foot to Istanbul. He only got a few clothes and a volume of the Ode to Horatio to accompany him on his wanderings. He arrived in Constantinople in 1935 and from there he passed to Greece where he stayed on Mount Athos. From there he traveled to Epirus, Central Greece and Macedonia (McGinness, 2014).

During the World War II he returned to England and enlisted in the Irish Guard where he was placed as a liaison officer in the Greek army due to his knowledge of the Greek language he had acquired during his stay in Greece. He lived for two years as a shepherd in the mountains of Crete under the pseudonym Michalis and organized the island's resistance to the German Occupation (Syriopoulou, 2018).

He was firstly found in Mani in 1952 and began writing the book of the same name in 1958 as a guest of Nikos Hadjikyriakos Gikas in Hydra. Fermor (Mr. Michalis for the locals) begun his journey in post-war Mani and described in extremely brilliant language the geography, the towers and the villages, the Greek hospitality, the customs and traditions of the Mani like the famous funeral songs.

However, his restless spirit could not stop and thus he presented a kind of Greek Atlas, beginning with elements of mythology that passed into everyday life, his thoughts on the direct connection of ancient Greek with the Christian faith, moments of everyday life such as olive harvest (liomazoma), the Greek light and its decisive role in iconography and rather unknown historical facts such as the migration of the Maniates to Corsica in the 17<sup>th</sup> century. The author describes a world that has sadly been lost forever (Guppy, 2003).

Kardamili<sup>6</sup> is chosen as the place of his return, the sanctuary where travel records, intense experiences and inner journeys will be shared in his literary universe. In his book *Mani* he

 $<sup>^{2}</sup>$  He was born in Kalamata in 1852 and is considered the father of Greek Folklore.

<sup>&</sup>lt;sup>3</sup> She was born on April 1, 1902 in Kalamata and was one of the prominent figures of modern Greek poetry.

<sup>&</sup>lt;sup>4</sup> Born in 1937 in Vanada, Trifylia. Her work includes 30 books aimed at children and adults and many of which have been awarded prizes.

<sup>&</sup>lt;sup>5</sup> He was born in Athens on 6 June 1931, originally from Kalamata and Messina. She was a poet and a full member of the Academy of Athens in the field of poetry.

<sup>&</sup>lt;sup>6</sup> Kardamili, seat of the Municipality of West Mani is a seaside village, which is 38km SE of Kalamata and has been designated by the Ministry of Culture as a landscape of special natural beauty, because it has a remarkable natural landscape with rich vegetation which includes characteristic specimens of the evolution of the Mani housing. As a historical landscape, due to its importance for the history of architecture, it is rich

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writes: "Kardamili is like those Champs Elysées, where, as Homer says, life is easier for people; where there is no snow, no strong winds, no rain is falling and the melodic strong winds always blow from the sea, to freshen those who live there. I really wanted to be one of them and settle in this little hotel for months, with books and writing paper" (Fermor, 2004).

Patrick and Joan Leigh Fermor started building the house in Kardamili in 1965 under the instructions of his friend and architect Nikos Hatzimichalis, which he completed two years later. The couple built its new house in a garden area, strewn with olives, cypresses, skins, white oleanders and wildflowers. Patrick Leigh Fermor studied the architecture and history of houses in Mani and thus Limestones came from Taygetos and other materials arrived from various parts of the Peloponnese. He lived in this house until 2011. Also, characteristic is the love he expresses for the mountains, the animals and the path of Mani (Keller-Privat, 2018).

The writings of the traveler, scholar, philhellene and war hero Patrick Leigh Fermor include the books, A Time of Gifts, A time to keep silence, The Broken Road, Roumeli, Mani, Between Forests and Waters, The traveler's tree, Three letters of Andes, Abducting the General – The Kreipe operation and Soe in Crete. His book The Broken Road confirms that Patrick Leigh Fermor was the greatest travel writer of his generation. It is truly one of the most important works of post-war English travel literature.

In recognition of his contribution to the Letters, the Queen of England awarded him the title of Knight. In 1944 he was awarded the Order of Distinguished Service and the Order of the Order of the British Empire.

The author donated his house to the Benaki Museum in 1996, wishing the house after his death to be used as a refuge for writers who are looking for a quiet and welcoming place to work.

The Benaki Museum acquired full ownership of the property after the author's death in 2011 and then the Stavros Niarchos Foundation (ISN) as a major donor supported the study for the use, operation and sustainability of the house and then the repair work, with basic concern the preservation of the original physiognomy of the building and the surrounding area.

In order to ensure the operating costs of the house, it is possible to rent it for three months per year starting from the summer of 2020. The management of reservations is undertaken by the ARIA Hotels Group, a hotel company that specializes in the care of historic buildings in Greece. The house is open to the public with guided tours and organized visits.

On 19 October 2019, the inauguration took place after the renovation works of the Fermor house, which were attended by many people and politicians, receiving worldwide visibility as a home and meeting place for literary and cultural events by men of letters and the arts (Kitmer, 2019).

Patrick Leigh Fermor was a world-renowned writer. His work and the place he chose to live in is a guide to a literary journey of all those people who admire him and would like to "see" through an "experiential reading" everything he described. The creation of tourist packages from abroad, which are addressed to people who are interested in making an organized trip to the places

in monuments of all times. Just a few meters separate the old town with the fortified complex of tower houses from the newer one.

West Mani is considered as one of the most traditional places in Greece with protected traditional architecture. Its towers are unique monuments in terms of antiquity and the stability of their construction. Thirty towers have been registered in Messinian Mani today, of which 4 belong to the State, two are part of the Mani Museum Network and twenty-three belong to individuals.

mentioned by the author in his books and also lived, already contributes to this (Adamopoulou, 2019).

The Fermor house will function as a place to host important personalities of letters and arts, contributing both to the promotion of Greece and to the cultural, economic and tourist development of the region (Avgi Newsroom, 24/7/22).

## 4. Conclusions

Literary tourism is a particular part of Cultural Tourism that creates a long-lasting and strong connection between the author, the reader and the location mentioned. Literature lovers follow the writers they admire and create special bonds with the images, the experiences of the novel characters in a journey that combines myth with reality. Through this literature focused "journey", existing destinations could strengthen and new ones could emerge.

Greece and especially Messinia has so far responded to a lesser extent than other destinations abroad, despite the fact that the prospects for further development of this form of tourism are favorable. Messinia has the infrastructure, many natural beauties and cultural monuments that can be combined with Literary Tourism and further enhance its numbers. In the case of Messinia, the presence of Patrick Leigh Fermor in the area of Kardamili and the organization of his home for literary and tourist purposes, seems to be the first step of an organized effort in this type of tourism.

However, the above effort should be supported by the organization of international literary festivals and literary meetings, in order to maintain interest and increase visitors' numbers in the area throughout the year.

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The authors declare no competing interests.

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## Drought, Flood and Agricultural Impacts on Famine in Northern Cameroon

Djiope Popadem Maroti

University of Yaoundé, Ngoa-Ékelé, Yaounde, CAMEROON Faculty of Arts, Lettres and Social Sciences

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#### Abstract

Northern Cameroon has been crossed for many decades by various ecological phenomena, including drought. This problem which has appeared in the world since the area of scientific and technical progress will spread to Africa (and in particular to Cameroon), climate warming and flood being the constant consequence of human action on the environment. These ecological phenomena (including drought) are responsible for social problems such as famine in the northern region of country as a priority. This study therefore proposes in historical logic, how the drought has impacted on the proliferation of famine on northern Cameroon, thus reducing this region to the rank of priority food (RPF).

*Keywords*: climate warming, drought, ecological, food, famine.

#### 1. Introduction

To speak of the chain of natural disasters as an alibi for the intervention of international NGOs in favor of the protection of the environment in Cameroon amounts to showing the various ecological phenomena that have marked the history of Cameroon. As a result, we can talk about pollution, floods, drought, the outbreak of bush fires, etc. Many ecological phenomena hit Cameroon at the end of the 20<sup>th</sup> century. Most of these disasters testify to a precarious situation in which the State of Cameroon is plunged. At first, we have the rise of the drought in the northern region of Cameroon (Adamaoua, North and Far North), the floods in the plains of the North (Garoua) and Douala which have for example intrigued national and international actors. among which the INGOs and on the other hand, the natural environment under the influence of bush fires, the anarchic deposits of household waste etc. which also impact on people and their livelihoods.

© **Authors**. Terms and conditions of Creative Commons Attribution 4.0 International (CC BY 4.0) apply. **Correspondence**: Maroti Popadem Djiope, University of Yaoundé, Faculty of Arts, Lettres and Social Sciences, Yaounde, CAMEROON. E-mail: <a href="mailto:popamaro19@gmail.com">popamaro19@gmail.com</a>.

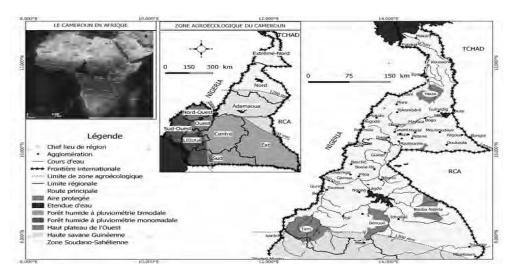


Figure 1. Location of a priority feeding zone in northern Cameroon

## 2. Methodology

Presentation of the study area Cameroon is a Central African country with an area of around 475,442 km², Cameroon and "divided into 466,464 km² of dry land and 8,538 km² of water contained in mouths, creeks, rivers and lakes" and bordering to the north with Lake Chad and Chad. The northern part of Cameroon comprises three (03) regions, namely Adamaoua, the North and the Far North, regions in which the rate of undernourishment is quite high and agricultural and pastoral activities diversified. This agriculture, which is partly the basis of the economy of the region, necessarily influences the natural environment of the area.

## 2.1 Presentation of the area of the study

Cameroon is a Central African country with an area of around 475,442 km<sup>2</sup>, Cameroon and "divided into 466,464 km<sup>2</sup> of dry land and 8,538 km<sup>2</sup> of water contained in mouths, creeks, rivers and lakes" and bordering to the north with Lake Chad and Chad. The northern part of Cameroon comprises three (03) regions, namely Adamaoua, the North and the Far North, regions in which the rate of undernourishment is quite high and agricultural and pastoral activities diversified. This agriculture, which is partly the basis of the economy of the region, necessarily influences the natural environment of the area.

## 2.2 Data collection methods

To carry out this work, we will consult archives of various kinds including written, iconographic of the Ministry of Wildlife and Forests, Wildlife and the Environment in Cameroon; we will also go through the research and the interview of ecological and environmental leaders in Cameroon, without forgetting the environmental agents and the Cameroonian public opinion on environmental issues and specifically that of the State, the future and the protection of forests in Cameroon.

Since written sources alone are not enough to write history, we will conduct field trips using all sorts of sources of information available to us in order to reveal the underlying historical truth. our subject; because as Lucien Febvre so aptly puts it: "History is made with written documents when there are some, but it can be made, it must be made without written documents

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when there are none. With all that the ingenuity of the historian can allow him to use to make his honey, in default of the usual flowers" (Febvre, 1953, cited in Ruano-Borbalan, 1999: 386).

We carried out a meticulous investigation and by collecting information from various sources, including oral ones, which are seen as the living museum of all the socio-cultural productions capitalized by peoples without scriptures (Gormo, 2004: 17), written, iconographic, etc., which will lead us to specific information whose analysis and interpretation would be likely to produce concrete results. Claiming to be historical, our research will focus on the consultation of written, oral, iconographic and multimedia sources. In this regard, we have consulted various schools of thought. With regard to the iconographic sources, they are mainly made up of photos, results of our various field trips, as well as maps, plans and other image sources that would allow us to better understand the context in which our research takes place.

A systemic approach to the management of natural resources and the problem of hunger is also envisaged. After collecting this data, it will go through a rigorous selection process. We will analyze, sift through the selection, the data collected in the field. The confrontation of the data collected will allow us to produce a work as close as possible to historical truth, and rich. This work will allow us to bring out the data necessary for the elaboration of our thesis. Writing a complete history can only be done with written sources; thus, we include in our working methodology oral interviews (individual and group) to allow us to have a broader idea of the phenomenon studied. The diversification of sources will allow us to better understand the question of our research. The development of this document required the mobilization of quantitative and qualitative analysis methods.

## 3. Results

## 3.1 The rise of drought and climatic decline in the far north of Cameroon

The problem of drought is acute in Cameroon in general and in its northern part in particular. It constitutes a brake on agricultural production and pastoral resources. The UN specifies in this regard that "climate change alters weather patterns, which have a wide and profound impact on the environment; economy and society, threatening people's livelihoods, health, water and food and energy security" (UN, 2019: 6). The decadence of the climate is more and more pressing and visible on the elements of nature such as water which "constitutes a vital agricultural and pastoral resource" (Aboubakar, 2016: 9). This is to show the importance of water in human subsistence activities; an element that is shrinking more and more under the effect of the drought. This is the case, for example, of the Logone region in the far north of the country. The geographical characteristics of the region, namely the climate and rainfall, reveal some details on the matter. The climate in the Logone valley is Sudanian in the south (duckbill) and Sudano-Sahelian further north in the town of Kousseri and its surroundings. The seasons that prevail there are unequally distributed over the year, with a very long dry season and a very short rainy season, as was the case with the great drought of 1990 which shook the perimeter of Lake Chad in general and northern Cameroon. especially. The IPCC report (2014) on climate change estimates that between 1900 and 2005, rainfall decreased sharply in the Sahel region of Cameroon.

Table 1. Evolution of the aridity index in northern Cameroon from 2005 to 2012.

Years	2005	2006	2007	2008	2009	2010	2011	2012	Total
Aridity index (%)	11	15	12.8	11.9	10.8	12	10.2	13.3	97.2

Sources: Rapport GIEC, Indice d'aridité dans le Nord du Cameroun (1960-2014).

The variation in aridity thus obtained and represented in the graphic above confirms the studies of Christian Seignobos (Seignobos & Iyébi-Mandjek, 2000). The finding is therefore

increasingly critical given that the aridity rate, initially at 11% in 2005, will rise to 13.3% in 2012. That is an increase of 2.3%. The region's aridity peaks are shown in the bar chart below:

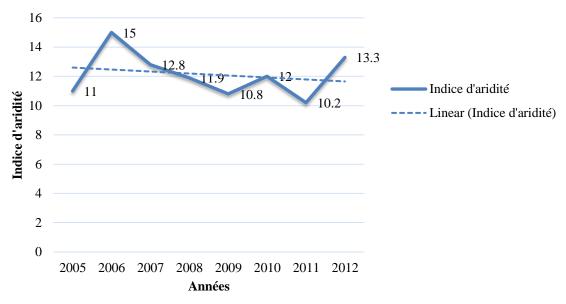


Diagram produced by the author using data collected in the field; April 2021:26.

Figure 2. Variations in the Soil Aridity Index in northern Cameroon

The late rains and the drought recorded in northern Cameroon have had significant consequences on the state of the natural environment in the region. The drought which took on a new dimension at the end of the 1970s-1980s (Kitoto, 2016: 150) and at the very beginning of the 1990s had consequences for food security in the Sudano-Sahelian zone, consequences which gave rise to several projects to revitalize collective storage (DPGT, CDD, PAR-GTZ, SAILD), placing the action of stakeholders within the framework of a "Sectoral Innovation System (SSI)" (Malerba, 2005). This drying up of Lake Chad has caused a massive displacement of local populations since this body of water represented the base of the economy in the surrounding area. The climate is hardening, water is becoming scarcer, the rainy seasons are short and late but their impacts are devastating (as was the case with the waves of "drought of the years 1990-1991") (Rognon, 1991: 199 -210) on the way of life and on the food of the populations. In Cameroon, environmental disturbances such as drought have impacted societies, but there are also ecological crises linked to flooding.

# 3.2 Floods and global warming in North Cameroon as a brake on agricultural production in Cameroon

The problem of floods has become a major issue in the ecological history of Cameroon with the cyclical outbreak of related disasters: this is the case of the waves of floods that occurred in Garoua in the "yarés". In Cameroon, the floods that have marked history are recorded mainly in coastal and northern cities. As a result, we have noticed that flood-related disasters have raged all over the country and given its arid geographical nature, these phenomena have quickly attracted the attention of international NGOs who find themselves obliged to some extent to intervene in the disaster areas.

The Logone region in particular has an exceptional level of ecological vulnerability. For Ahidjo Paul, "Sub-Saharan Africa as one of the most vulnerable parts of the world to climate change, like northern Cameroon. The vulnerability of geographical North Cameroon to flooding

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seems to be accepted, at least if we stick to the history retracing the wet periods which are part of the long term" (Paul Ahidjo, 2019: 1). The region has been hit since the 1990s (for the most recent) by a succession of violent floods. Ahidjo Paul goes on to say that:

Cameroon is marked by repeated floods in 1990, (...) the North of Cameroon as a geographical entity had been hit by serious floods resulting from the torrential rains which caused the overflow of the waters of the Bénoué river and the Logone river, the most important hydrographic networks around which all the activities of the populations of this part of Cameroon are drawn, particularly sensitive to global climate change (Ahidjo, 2019: 1; Republic of Cameroon, 2009: 20).

In addition, "The succession of floods in 2010, 2011, 2012, 2013 and 2014 caused a haemorrhage of migrants in the localities of Lagdo, Maga, Yagoua, Gobo and Kousseri. The issue of their resettlement is a concern for public authorities and civil society organizations" (Ahidjo, 2019: 2). Ecological vulnerability in northern Cameroon poses another problem, namely the rise of hunger. This glaring situation justifies even more forcefully the multiple interventions undertaken by the International NGOs. The intervention of international NGOs is all the more necessary as the question of ecological refugees is essential. Paul Ahidjo points out that the issue of ecological disasters has challenged international actors since the end of the 1970s. This flooding problem in northern Cameroon will certainly have ecological impacts, but will also cause considerable food crises. "Abundant water is detrimental to agricultural activities while causing agricultural disasters and famines" (Ahidjo, 2019: 2); that is to say that the successive waves of floods in the North Cameroon region are responsible not only for the destruction of fields and crops, but also have destroyed many food reserves as was the case in Mini Martap, Lagdo, Yaogoua, etc. In the city of Garoua in particular, we were able to remember that from the 1990s, "the most serious effects of climate change will undoubtedly be those linked to human migration, because millions of people will be displaced" (IPCC Report, 1990). These people are forced to move not only for security reasons, but also because of the lack of food which pushes them to move to more promising areas. In a few decades, the frequency of floods has increased despite the installation of water management devices, as was the case in Maga, Lagdo, etc. The floods are so devastating that the INGOs propose to intervene. The recurrence of ecological disasters in the northern part of the country and in particular the floods that are triggered during rainy periods, will push international NGOs to deploy on Cameroonian soil. However, floods are not the only ecological phenomena which arise acutely, thus pushing international NGOs to intervene in Cameroon. We have noted that bush fires are environmental disasters which also challenge INGOs. These International NGOs show the parallel that exists between the floods and the rise of famine.

## 4. Discussions

This article has proposed to return to the implications of agriculture in the occurrence of ecological crises in Cameroon. It appears that many authors fit into different parts of our analysis. First Ahidjo (2019), who recalled the importance of floods in the occurrence of humanitarian and environmental crises. However, Gueme (2016) recalled that ecological vulnerability is the result of the outbreak of bush fires. Rognon (1991) targeted the return of drought and places it as a major factor in the occurrence of famine in the Sahel.

Ecological disasters have indeed weakened agriculture in the region; then considered as one of the basic economic activities in northern Cameroon. At the level of the Waza plain, floods have been raging since the 1960s. Economic activity, mainly agricultural, suffered many losses between 1970 and 1980, especially with the creation of Lake Maga in 1979 which led to ecological dysfunctions and returns of quite violent water. The disasters they cause have an impact on populations since these floods destroy homes, plantations and sometimes they have caused human

losses (drownings, accidents, etc.). Floods are therefore responsible for crop losses of more than 25 percent, while the impact of animals (and rodents) on agricultural reserves adds to the destruction of food resources and the worsening of famine. The intervention of INGOs is all the more necessary since the question of ecological refugees is now recurrent in the region with, for example, the case of 1990 when global warming in Nigeria led to the massive dumping of its population in Cameroon. Similarly in the North and Far North of Cameroon, where Chadian refugees who fled not only political crises but also famine caused by global warming and the drying up of Lake Chad, find themselves mixed with the local population and occupying the labor market and the sphere of tertiary economic activities already suffering the spatial distribution of the evergrowing population in the region has led to an incompatibility between needs and available resources, hence the emphasis on income-generating activities in the detriment of environmental obligations.

Drought is therefore particularly responsible for the effervescence of famine in the Far North region of Cameroon. It caused agricultural difficulties, potential crop losses and slowed production. These impacts are therefore at the origin of the difficulty of producing enough food for the populations.

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The author declares no competing interests.

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