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*Bektas Cetin*

## DEVELOPING ENTREPRENEURSHIP CULTURE IN RURAL TOURISM ENTERPRISES

Tokat Gaziosmanpasa University, Tokat, Turkey

The stress of life in big cities directs people to quieter and calmer areas. One of the best alternatives for relaxing in more peaceful areas is rural tourism. Rural tourism is a type of tourism integrated with nature, agriculture, and cultural heritage. This type of tourism focuses on villages, rural areas, lakes, and rivers. Several facilities are required for the realization of rural tourism. It has been shown that rural tourism gives economic and social benefits to the development of regions that implement it. Types of the rural tourism have been outlined: agriculture-based, rural accommodation services, cultural heritage tourism, nature and adventure tourism, ecotourism, authentic tourism. The construction of rural tourism facilities requires entrepreneurial activity. Therefore, for the development of rural tourism, it is necessary to develop an entrepreneurial culture in rural tourism enterprises. Entrepreneurship culture requires a certain amount of effort and time. Public institutions must provide training and consultancy services to build the entrepreneurial aspects of people in rural areas. In addition to training and consultancy services, rural entrepreneurs need to organize and support each other. This organization can be in the form of an association or a village cooperative. Rural people need to cooperate and combine their forces. With this cooperation, they can evaluate their cultural heritage in the best way. This activity can provide regional economic development. In this way, it also improves rural development infrastructure investments. With rural development, migration to big cities will be largely prevented. Rural tourism offers many advantages for tourists, local people, and the country.

**Keywords:** rural tourism, regional development, entrepreneurship, family business, entrepreneurship culture.

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### *Introduction*

Rural tourism is one of the most essential tourism alternatives. This type of tourism encompasses travel and leisure activities away from cities. Rural tourism is an activity that can be carried out in every season, integrating with cultural heritage and agriculture. Rural tourism infrastructure emerges as a result of entrepreneurial activity. Based on this idea, our study aims to explain how the culture of entrepreneurship can be developed and sustained in rural tourism enterprises. In this study, the “qualitative research method” was preferred. Document review was used as a qualitative research method. “Qualitative research is

one of the social research methods that refers to the interpretation of data obtained from examining documents and records related to a particular study. In other words, document review or analysis can be a research method in itself” [31, p. 187].

### *The purpose of the article*

This article is aimed to developing the components of rural tourism – regional development and entrepreneur culture in rural tourism family business.

This study is based on two main components. The first component deals with rural tourism and regional development. In this context, rural tourism

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and the scope of rural tourism are explained. Again, under this heading, rural tourism’s economic and social benefits to the region are explained. The second main component deals with the culture of entrepreneurship in rural tourism enterprises. In this context, rural family businesses and the culture of entrepreneurship in rural family businesses are explained. In addition, the essential elements for developing the culture of entrepreneurship in rural family businesses are discussed. Our study will likely contribute to the literature on developing entrepreneurship culture in rural tourism.

**Presentation of the main material**

Rural tourism and regional development. Rural tourism is generally undertaken to explore natural beauties, traditional lifestyles, cultural heritage, and other features in rural areas. Rural tourism refers to travel and leisure activities that take place in rural or countryside areas, away from city centers. Rural tourism is integrated with the natural environment, culture, and agriculture, can be carried out in all seasons, and is in harmony with other types of tourism. From this perspective, rural tourism attracts people for holidays in many countries [1, p. 40]. Rural tourism is gaining importance daily due to its various benefits and contributions to local people and tourists. This type of tourism focuses on natural and rural areas such as villages, towns, farms, mountainous areas, lakes, and river valleys outside cities. Rural tourism aims to offer tourists relaxation and rural life experiences. This type of tourism can create many positive effects, such

as protecting the natural environment and revitalizing the local economy. It can also prevent migration to cities by providing a source of income for the local people living in rural areas. Rural tourism should be managed sustainably with the support and participation of the local people. This is important for the protection of natural resources, the development of the local economy, and tourists having positive experiences. The primary purpose of rural tourism is to enable people to stay in places such as village houses, farmhouses, or mountain houses, to get acquainted with rural culture, and to have a holiday integrated with rural culture [12, p. 26].

In order to develop rural tourism, it is necessary to instill an entrepreneurial culture in prospective entrepreneurs. Naturally, instilling an entrepreneurial culture in families will take a certain amount of time. Families and local administrators have duties to establish a family entrepreneurship culture. An entrepreneurial culture can be formed through the cooperation and synergy of relevant stakeholders. In this regard, the rural tourism region can be attractive by bringing together different components of the tourism product (accommodation, agricultural activities, food and beverage, and attractive activities). Since rural tourism has the characteristic of a composite product, it is necessary to bring together a series of activities that support each other.

For a clearer understanding of the subject, the types of rural tourism and the economic and social benefits of rural tourism are shown below on a model (Fig.).

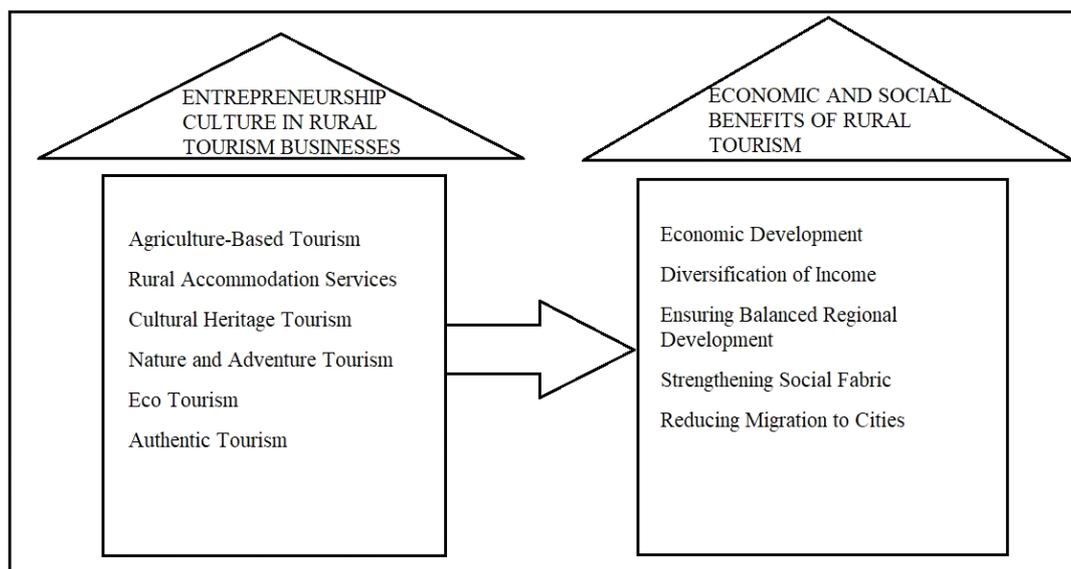


Fig. Economic and Social Benefits of Rural Tourism

Source: developed by the author

Rural tourism and its scope. Rural tourism (farm tourism-plateau tourism, agro-tourism, mountain tourism), adventure tourism, scuba diving tourism, nature walks, horseback safaris, angling, sailing tourism, rafting, cave tourism, trekking, paragliding, bungee jumping, ornithology (bird watching), botanical tourism, orienteering, bicycle tourism, camping and caravan tourism, and similar activities can be considered as nature-based alternative tourism [2, p. 17]. Six of these tourism types are briefly explained below:

– agriculture-based tourism: rural areas often have a strong agricultural heritage. A sub-branch of rural tourism is agricultural tourism [12, p. 27]. Agricultural tourism includes farm tours, fruit picking, wine tasting, and rural workshops. These activities can provide additional income to farmers and landowners alongside traditional farming practices;

– rural accommodation services: when tourists visit rural areas, they demand accommodation such as guesthouses, summer houses, and campsites. Residents can invest in such accommodation facilities, enabling the development of small-scale accommodation businesses. Accommodation can be short-term (day trips, weekends) or long-term (generally more than 1 week) for excursions, picnics, weekend holidays, rural weddings, anniversary celebrations, honeymoons, education and training, and rural living;

– cultural heritage tourism: cultural heritage has evolved from the past to the present. Initially limited to tangible works such as monumental structures, cultural heritage has expanded to include intangible cultural and artistic elements. Cultural heritage consists of tangible or intangible elements of universal value created by previous generations, reflecting society's socio-economic status, culture, lifestyle, or human-nature interaction [23, p. 2]. Many rural areas possess a rich cultural and historical heritage. Rural communities can showcase local traditions, festivals, crafts, and historical sites. This can attract tourists who want to experience and learn about these unique aspects. In addition, local people can generate income by organizing cultural events and selling handicrafts;

– nature and adventure tourism: rural areas often have natural landscapes attractive to tourists seeking activities such as hiking, biking, birdwatching, and wildlife viewing. Local entrepreneurs can generate income by selling adventure tourism services and exploiting the region's natural resources;

– ecotourism: this type of tourism is carried out without harming the natural environment and by protecting wildlife. This type of tourism includes activities such as bird watching and nature walks.

Ecotourism is an approach that ensures the sustainability of natural resources on earth and supports the local people's economic development [2, p. 15];

– authentic tourism: this type of tourism involves the active participation of local people in tourism development. Locals can offer homestays, guided tours, and workshops that provide tourists with an authentic experience and allow residents to earn income directly.

Economic and social benefits of rural tourism to the region. Economic development: Rural tourism can significantly boost the economy of rural areas by creating jobs and generating income for local communities. The main goal here is to create economic value by using the various resources of the rural area [12, p. 32]. It offers people opportunities to provide various tourism-related services such as accommodation, catering, transportation, and local handicraft production. For rural communities traditionally reliant on agriculture or a single industry, rural tourism can serve as an additional source of income. This diversification can help mitigate the risks associated with fluctuations in agricultural or industrial markets. In addition, rural tourism enables local people to participate actively in tourism activities. This participation can empower communities to take responsibility for their development, make decisions, and manage their resources sustainably. Rural tourism development in the region allows for an increase in agricultural production capacity and the sale of products at higher prices than expected in rural areas. Thus, rural tourism can increase the region's income level. However, as the value of the real estate in the region increases, people living in the region can move away from agriculture [1, p. 42]. Rural tourism contributes to balanced development between regions. In other words, it promotes a more balanced distribution of economic development. It moves population density away from city centers and spreads economic benefits to less developed areas, reducing regional disparities. Rural tourism creates income-generating opportunities for locals by providing various services such as accommodation, food, guided tours, and handicrafts. In summary, rural tourism positively impacts economic growth, preservation of cultural assets, environmental protection, and community empowerment. In addition, rural tourism provides economic benefits to tourists and the local population.

Income diversification: rural tourism provides an additional source of income for rural communities traditionally reliant on agriculture or a single industry. At the same time, income diversification can help mitigate the risks associated with fluctuations in agricultural or industrial markets. Rural tourism can

also provide significant economic and social benefits for rural communities, including income diversification.

Rural tourism encourages entrepreneurship by creating opportunities for locals to start their businesses. These can range from tour guides to organizing local food festivals, craft markets, and other events catering to tourist interests. Rural tourism can provide seasonal employment. Tourism often causes seasonal fluctuations in demand, which can help balance the income models of rural communities. During peak tourist seasons, locals can find seasonal work in various tourism-related fields. The income generated from tourism remains in the tourism sector and directly affects many tourism-related sectors. This is called the “multiplier effect” in economics literature. A ripple effect occurs in the local economy due to tourists spending money on goods and services. This leads to an increase in economic activities in various sectors. However, successful rural tourism development significantly contributes to preserving the local environment and culture. Rural tourism development leads to new jobs in accommodation, transportation, food services, and recreation sectors. This sector can reduce unemployment in rural areas by providing the local population with more reliable and diverse income sources.

Ensuring balanced regional development: rural tourism can balance regional economic development. At the same time, it reduces the concentration of the population in cities. Thus, it reduces regional disparities by spreading economic benefits to less developed regions. The need to accommodate tourists often leads to improvements in local infrastructure, such as roads, transportation systems, and communication networks. These developments enhance the tourist experience and benefit local people and businesses. Many tourists are interested in experiencing rural life, including farm tours, agricultural workshops, and agritourist experiences. Farmers can diversify their income by offering these experiences alongside traditional farming activities. Therefore, rural tourism is an important type of tourism in economic development [17, p. 108]. Rural tourism can help balance income fluctuations by generating income during tourist seasons, which may coincide with periods of lower agricultural activity. Especially rural areas where industry is limited can focus more on the benefits of tourism to increase economic gains [3, p. 670].

Implementing rural tourism as an income diversification strategy is important for ensuring environmental and cultural sustainability. Balancing the needs and desires of tourists with the protection of local resources is crucial for the long-term success of rural tourism.

Strengthening the social fabric: rural tourism can foster a sense of community. It encourages cooperation among community members and the development of social networks that can be beneficial beyond the tourism field. Rural tourism business culture can ensure cooperation and synergy among the locals because tourism encompasses many activities within itself. In this respect, it contributes to the development of small family businesses. Small family businesses include small businesses such as guesthouses, inns, restaurants, souvenir shops, and event providers. These businesses can thrive during tourist seasons and thus contribute to the local economy. However, rural tourism projects often involve collaboration among community members. In addition, it develops a sense of unity and responsibility among stakeholders. Stakeholders can lead to developing activities that benefit residents and tourists. Rural tourism requires the active participation of local people in tourism activities. This participation can empower communities to take responsibility, make local decisions, and manage their resources sustainably.

Reducing urban migration: rural tourism can reduce the need for people to leave their region to seek better opportunities in cities. At the same time, rural tourism supports rural areas economically by creating income-generating activities. In addition to rural tourism’s economic and social contribution to the local people, it also benefits infrastructure services. Rural tourism triggers the infrastructure of some facilities such as accommodation, hygiene, and communication networks. These improvements not only benefit tourists but also improve the quality of life in the region. With the decrease in urban migration, investments in educational activities in rural areas will also increase. This way, rural tourism can provide educational experiences for tourists and locals. Rural tourism provides important advantages in terms of input and mobility to local economies, increasing the level of development and stopping migration to the city [17, p. 109].

In conclusion, rural tourism is important due to its positive impacts on economic growth, cultural preservation, environmental protection, and community empowerment.

Entrepreneurial culture in rural tourism businesses. In this study, which explores the entrepreneurial culture in rural tourism businesses, the rural family business is first examined. Then, the topic of entrepreneurial culture in rural family businesses is discussed. Subsequently, the development of entrepreneurial culture in rural family businesses is explained.

The Concept of Rural Family Business. Family businesses are generally businesses where family members are in management. These definitions have been reshaped over time, in parallel with social, economic, cultural, and legal developments, based on the fundamental elements that constitute the family and the business. Accordingly, a family business is:

- business where the head of the family or the person responsible for the family’s livelihood is at the company’s helm, and at least two generations are involved in business management [9, p. 20];

- family businesses are where family members are important actors in business policies and management [13, p. 259];

- a business structure established to provide for the family’s livelihood or to prevent the division of inheritance, where most management levels are composed of family members [16];

- a business where a family holds the majority of shares or control, and two or more family members are present in the company, or a family holds 25% of the voting rights [24, p. 383];

- a business where ownership and management belong to one person or family [30, p. 72];

- structures, where ownership, primary policy-making bodies, and a significant portion of the hierarchical structure in business management consist of members of a particular family, are defined as family businesses [18, p. 17].

Although the question of “what is a family business?” is generally discussed in the literature, it is seen that a consensus on this matter has not yet been reached. “Despite the great interest in the phenomenon of family businesses from different disciplines, a full consensus on this concept has not yet been achieved” [13, p. 258]. The definitions focus on the ownership structure, decision-making process, and employee profile within the business. In addition, the definitions address the sanctioning power of the family, such as their beliefs, values, and traditions.

Entrepreneurial culture in rural family businesses. The concept of entrepreneurship was first defined by the French economist Richard Cantillon in the 18th century [28, p. 5]. The concept of entrepreneurship is derived from the French word “entrepreneur” and the German word “Unternehmen” [5, p. 362].

Research on entrepreneurship has reached a size that can constitute an independent discipline today. Different approaches emphasizing various dimensions of entrepreneurship are trying to clarify the scope and definition of entrepreneurship [25, p. 99]. Kuratko and Hoggets [19, p. 28] emphasize that entrepreneurship can be explained from two different perspectives. The first is to see existing opportunities

in the market and offer a good service. The second is offering a new idea, invention, or an existing product to the market by improving design, price, and quality.

Entrepreneurial culture is one of the most important factors influencing the identity formation of rural tourism businesses. The cultural values prevailing in rural tourism businesses come from the family. Therefore, families create a management culture in the businesses they establish. The family’s beliefs, structure, innovativeness, policies regarding the growth direction of the business, and the family’s vision are decisive in this regard [6, p. 139]. In other words, just as the family influences and directs the business, the business can influence and direct entrepreneurial families [4, p. 574].

Entrepreneurial culture is a set of behaviors, including beliefs and shared core values developed by a community. Families make decisions within the boundaries of this culture when directing their future. In other words, a family’s entrepreneurial efforts bear the traces of family culture. Thus, the business culture will also develop depending on the family structure, beliefs, and values. In the formation of business culture, employees’ interactions with each other, as well as with customers, are important. In forming an entrepreneurial business culture, the family’s entrepreneurial history, values, and expectations of family members from the business play an important role. Therefore, these issues are important in shaping business strategies, especially the business vision [11, p. 321].

A rural family business’s management differs significantly from any other institution’s management. The main reason is the differences in feelings, thoughts, understanding, and culture between the individuals who establish and manage the business. Therefore, rural tourism businesses are also shaped by the feelings and thoughts of the individuals who make up the family [29, p. 29]. The strong culture formed in rural tourism businesses is quite difficult for other competing businesses to imitate because the culture formed in the business consists of the unique values that the family has carried from its past to the present.

Entrepreneurship can be expressed as sensing the opportunities created by our environment, generating ideas from those intuitions, transforming ideas into projects, and bringing projects to life. Besides this, Megginson and colleagues [21] define entrepreneurship as establishing and growing one’s own business to make a profit [7, p. 301].

Some research explains the concept of entrepreneurship by focusing on the entrepreneurial behaviors of those engaged in entrepreneurial activity. Zerbinati and Soutaris [32, p. 44] also define entrepreneurship as the entrepreneur’s ability to start

their own business, develop their existing business, and see opportunities others cannot. However, Serhateri and Coskun [26, p.112] define entrepreneurship as a person's capacity to evaluate economic opportunities, independently or within an organization, to achieve economic success [7, p. 302].

Entrepreneurship is defined not only as radical innovations but also as making small innovations. Activities carried out through small innovations are also considered important entrepreneurial activities [8, p. 30]. As seen in the definitions above, there is no complete agreement on entrepreneurship. Some of these definitions are dominated by risk-taking, innovation, and independence [14, p. 96].

Developing entrepreneurial culture in rural family businesses. Developing an entrepreneurial culture in rural family businesses will contribute to developing rural tourism businesses. The necessary conditions must be provided for entrepreneurs to activate the potential of rural tourism. These conditions can be briefly summarized as follows [33, p. 60]: support from public institutions, organization of entrepreneurs, establishment of village cooperatives and associations, the region has a historical heritage and attractive aspects, entrepreneurs and local governments taking the initiative.

The common points in the definitions of entrepreneurship are the behaviors that the entrepreneur can exhibit. These behaviors are seen as taking the initiative, making arrangements in social and economic fields, and taking risks [15, p. 10]. This behavior determines the direction of entrepreneurship. In this sense, the entrepreneurial strategy plays an important role in the effectiveness of entrepreneurship [20, p. 429]. Researchers focus on three dimensions of entrepreneurial tendency: innovativeness, risk-taking, and proactiveness [22, p. 222; 10, p 7]. The biggest reason for starting the entrepreneurship process is the capture of a deficiency in a field or a different perspective in the relevant field. The reasons that initiate this process can be listed as follows [27, p. 3]: desire to make a profit, desire to be independent, desire for personal satisfaction.

Entrepreneurship begins with identifying opportunities. Then, resources must be found, a business plan must be prepared, and the organizational structure must be shaped to bring these identified opportunities to life.

#### **Conclusion and suggestions**

With industrialization and urbanization, people's need for holidays and relaxation is increasing. Rural tourism is one of the most important alternatives to meet this need. In rural tourism, people can relax and unwind by being alone with nature. However,

those who previously lived in rural areas and migrated to the city may also prefer rural tourism to refresh their memories. Rural tourism encompasses a wide variety of activities within itself. For these activities to be provided, regional infrastructure needs to be established. At this stage, the family business culture comes into play. Stakeholders need to be brought together to instill a family business culture in prospective entrepreneurs. In addition, village unions and cooperatives need to be encouraged. In this regard, local and central governments have responsibilities. Organizing training programs to raise awareness among prospective entrepreneurial families would be beneficial. Many official institutions support rural tourism. These supports need to be adequately explained to the relevant parties. In addition, successful examples of rural tourism applications should be presented to prospective entrepreneurs through visual media. Prospective rural tourism entrepreneurs should be shown examples of Agriculture-Tourism-Barter (ATB) and similar applications on-site, and initiatives should be undertaken to enable prospective entrepreneurs to adopt good practices. Rural tourism development will contribute to the local people, local governments, rural employment, and tourists who want to integrate with nature.

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## РОЗВИТОК КУЛЬТУРИ ПІДПРИЄМНИЦТВА НА ПІДПРИЄМСТВАХ СІЛЬСЬКОГО ТУРИЗМУ

**Бекташ Четін**

*Стрес життя у великих містах спонукає людей шукати тихіші та спокійніші місця. Однією з найкращих альтернатив для відпочинку в більш спокійних місцях є сільський туризм. Сільський туризм – це вид туризму, інтегрований з природою, сільським господарством та культурною спадщиною. Цей вид туризму зосереджений на селах, сільських районах, озерах і річках. Для реалізації сільського туризму необхідні певні умови. Доведено, що сільський туризм приносить економічні та соціальні вигоди для розвитку регіонів, які його впроваджують. Виділено такі види сільського туризму: сільськогосподарський, послуги з розміщення в сільській місцевості, туризм, пов'язаний з культурною спадщиною, природний та пригодницький туризм, екотуризм, автентичний туризм. Будівництво об'єктів сільського туризму вимагає підприємницької діяльності. Тому для розвитку сільського туризму необхідно розвивати підприємницьку культуру в підприємствах сільського туризму. Культура підприємництва вимагає певних зусиль і часу. Державні установи повинні надавати послуги з навчання та консультування для формування підприємницьких якостей у жителів сільських районів.*

Окрім навчальних та консультаційних послуг, сільські підприємці повинні організовуватися та підтримувати один одного. Така організація може бути у формі асоціації або сільської кооперації. Сільські жителі повинні співпрацювати та об'єднувати свої сили. Завдяки такій співпраці вони зможуть найкращим чином оцінити своє культурне надбання. Ця діяльність може сприяти економічному розвитку регіону. Таким чином, вона також покращує інвестиції в інфраструктуру розвитку сільських територій. Розвиток сільських територій значною мірою запобігатиме міграції до великих міст. Сільський туризм пропонує багато переваг для туристів, місцевих жителів та країни.

**Ключові слова:** сільський туризм, регіональний розвиток, підприємництво, сімейний бізнес, підприємницька культура.

#### DEVELOPING ENTREPRENEURSHIP CULTURE IN RURAL TOURISM ENTERPRISES

*Bektas Cetin*

Tokat Gaziosmanpasa University, Tokat, Turkey

e-mail: [cetin.bektas@gop.edu.tr](mailto:cetin.bektas@gop.edu.tr)

Bektas Cetin ORCID: <https://orcid.org/0000-0002-0078-3469>

*The stress of life in big cities directs people to quieter and calmer areas. One of the best alternatives for relaxing in more peaceful areas is rural tourism. Rural tourism is a type of tourism integrated with nature, agriculture, and cultural heritage. This type of tourism focuses on villages, rural areas, lakes, and rivers. Several facilities are required for the realization of rural tourism. It has been shown that rural tourism gives economic and social benefits to the development of regions that implement it. Types of the rural tourism have been outlined: agriculture-based, rural accommodation services, cultural heritage tourism, nature and adventure tourism, ecotourism, authentic tourism. The construction of rural tourism facilities requires entrepreneurial activity. Therefore, for the development of rural tourism, it is necessary to develop an entrepreneurial culture in rural tourism enterprises. Entrepreneurship culture requires a certain amount of effort and time. Public institutions must provide training and consultancy services to build the entrepreneurial aspects of people in rural areas. In addition to training and consultancy services, rural entrepreneurs need to organize and support each other. This organization can be in the form of an association or a village cooperative. Rural people need to cooperate and combine their forces. With this cooperation, they can evaluate their cultural heritage in the best way. This activity can provide regional economic development. In this way, it also improves rural development infrastructure investments. With rural development, migration to big cities will be largely prevented. Rural tourism offers many advantages for tourists, local people, and the country.*

**Keywords:** rural tourism, regional development, entrepreneurship, family business, entrepreneurship culture.

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