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OPTIMISING WORLD HERITAGE SITES (WHSs) MANAGEMENT THROUGH HIGH-PERFORMANCE WORK SYSTEM (HPWS): CASE STUDY ALHAMBRA, SPAIN

BY

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ABSTRACT

Even as the travellers and scholars across the globe are renewing their interests in heritage architecture and natural wonders of the world, the World Heritage Sites (WHS) are searching for a universally applicable solution to optimise their management while conforming to the guidelines of UNESCO, which has so far inscribed 936 sites after evaluating their heritage value in terms of their ability to contribute to the social, cultural, and economic development of the global society. Thus in its attempt to provide the above said management solution, this study explored the essential management elements of WHSs and conducted a theoretical test involving Alhambra Palace, Spain as the case study, to ascertain whether High-Performance Management System (HPWS), an SHRM management tool can optimise the WHS management by exploiting its essential management elements. The outcome of the same confirmed its efficacy, which the study used as its hypothesis and tested the same by conducting a questionnaire survey among appropriate audience. The outcome of the survey answered the research questions of the study, which substantiated the hypothesis and helped this study to arrive at a conclusion that HPWS could optimise the WHS management irrespective of its geopolitical, and socioeconomic, and cultural standing.

خلاصة البحث

حتى اغلب الرحالة المفكرين والعلماء في جميع أنحاء العالم يجددون ويبدون اهتماماتهم الشخصية في الهندسة المعمارية التراثية وعجائب الدنيا الطبيعية في مختلف انحاء العالم وخاصة المصنفة كمواقع للتراث العالمي , هذه المواقع الاثرية وهذا الارث الحضاري في حاجة ماسة الى حلول ادارية حديثة قادرة على تحسين طرق ادارتها بما يتوافق مع منظمة التراث العالمي اليونسكو والتي تضم حتى الان 936 موقعا تراثيا تحت قائمتها. جميع هذه المواقع قد تم تقييمها من قبل اليونسكو لما تمثله من قيمة حضارية قادرة على المساهمة في التنمية الاجتماعية والثقافية والاقتصادية للمجتمع العالمي. وهكذا فان هذه الدراسة سوف تعتمد على توفير الحلول الادارية المطلوبة وكما سبق ذكرها. ان هذه الدراسة سوف تتعمق في سرد واختبار العناصر الادارية الضرورية لجميع مواقع التراث العالمي المعرفة في قائمه اليونسكو بعد القيام بدراسة نظرية مستفيظة في كل مايتعلق في قصر الحمراء الواقع في اسبانيا والذي سيمثل العينة المختارة لبقية المواقع الاثرية للتاكد من ان النظام الاداري ذو الانجاز العالي والمعورف عالميا قادر على توفير جميع المستلزمات الضرورية لتحسين الاداء الادراي لجميع المواقع الاثرية لما يحتويه من عناصر ادارية واستراتيجيات قادرة وبشكل كامل على تحقيق الهدف المرجو منها. وسيتم تطبيق نظام اداري جديد. ان نتائج هذه الدراسة والتي تم الحصول عليها عن طريق الدراسات النظرية وعن طريق الاستبيان وجمع البيانات الضرورية وتحليلها قد استطاع من الاجابة على اسئلة هذا البحث وبشكل كامل, وقد تم ذلك بعد اثبات فرضية البحث من ان ان النظام الاداري ذو الانجاز العالي قادر وبشكل متميز على تحسين الاداء الاداري لجميع مواقع التراث العالمية بغض النظر عن الموقع الجغرافي , القيمة الثقافية والاجتماعية, وكذالك القيمة الاقتصادية التي يمثلها ذالك الموقع.

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DECLARATION

I hereby declare that this thesis is the result of my own investigation, except where otherwise stated I also declare that it has not been previously or concurrently submitted as a whole for any other degrees at IIUM or other institutions.

Mehdi S. Kaddory Al-Zubaidy

……. ……..

Signature Date

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LIST OF ABBREVIATIONS

APWHS:	Alhambra Palace World Heritage Site
CRM:	Cause Related Marketing.
CSR:	Corporate Social Responsibility.
EI:	Emotional Intelligence.
ERG:	Existence, Relatedness, and Growth (Theory of Alderfer 1972).
EVP:	Employee Value Proposition.
HPWP:	High Performance Work Practice.
HPWS:	High Performance Work System.
HR:	Human Resource.
HRD:	Human Resources Development.
HRM:	Human Resource Management.
IQ:	Intelligence Quotient.
MVD:	Managing-Valuing Diversity.
PEST:	Political, Economic, Social, and Technological.
ROI:	Return On Investment.
SECI:	Socialisation, Externalisation, Combination, and Internalisation.
SHRM:	Strategic Human Resource Management System.
SWOT:	Strength, Weaknesses, Opportunities, and Threats.
TQM:	Total Quality Management.
UNESCO:	United Nations Educational, Scientific and Cultural Organization.
WHS:	World Heritage Site.

CHAPTER ONE

INTRODUCTION

1.1 OVERVIEW

All will agree to the facts that architecture serves as the footprint of human civilization, the indicator of human aspirations, and the chronicler of the evolution of human societies. Therefore, it is a sacred task to sustain the milestone architecture across the globe to safeguard the legacy of the human quest for constant refinement, since heritage has always been a proven source of motivation for the upcoming generations. However, no one can deny the fact that the loss of Alexandria, once the world's greatest archive of knowledge founded by Alexander the Great in Egypt under mysterious circumstances still haunts the mankind, since that, robbed of the posterity to utilise that knowledge for the future benefits of the civilization (Canfora, 1990; Gibbon, 1993). Similarly, the destruction of the Nalanda University of Asia, the most revered repository of Buddhist knowledge in the world and a great cosmopolitan learning centre of the 12^{th} century with more than 2000 professors and over 10,000 students too met the same fate when it became the target of the foreign invasion (Chiedozie, 2009).

The above examples are just two out of many others, such recorded instances of world-famous knowledge repositories destroyed by foreign invaders since the second century B.C., forever eliminating the scope to realize those knowledge bases to the benefit of the posterity. Apart from them there were countless other architectural wonders that faced the same fate due to war, which too caused huge losses in terms of utilizing the knowledge, creativity, and expertise involved in their making. This shows that humans carry a legacy of destruction too; otherwise, there would not have been so

many instances of the same across the globe, where people of one region simply bludgeoned the culture of the people of other region to establish their dominance. Consequently, many developmental processes that could have been exploited for the benefit of the mankind were lost, and people had to start again from the scratch.

The case of Alhambra Palace, considered as the last and most splendid example of Arabian palaces that were built in the Moorish regime in Spain, also deserves mention in this regard, but as an example of how a heritage site can bounce back as a great contributor to the society. Built around 1234, this palace along with its garden and fort had gradually turned into ruins when some scholars and travellers from Europe discovered it and initiated its restoration around 1837. Accordingly, the London-born versatile architect and designer Owen Jones (1809-1874) not only participated in the restoration work of this wonderful example of Islamic architecture, but also studied the Islamic decorations here, which led him to pioneer new standards in chromolithography, besides developing new theories on flat patterning, geometry, and abstraction in ornament. It was from then on Alhambra Palace is continuing to serve Spain as its symbol of cultural pluralism, as a globally known tourist destination, and as a minefield for the researchers pursuing the science and arts of architecture (Owen Jones, 2012). This is indeed an example of how a heritage site can contribute to the sustenance and development of the society and civilization, if it is protected properly.

The natural calamity too has contributed heavily to destroy heritage sites ranging from architectural wonders to natural biodiversity of a region, bringing down its economy as well as culture. Two appropriate examples of the same can be found in the ruins of the earthquake-hit Parthenon, Rome, or the storm-hit Sunderbans, the coastal area of Bangladesh and India, apart from other countless other structures and

natural areas of importance across the globe that once existed. Amid such backdrop of constantly losing the sites having heritage value, the members of the UNESCO (United Nations Educational, Scientific and Cultural organization) were driven by the thought of protecting the remaining such sites, and accordingly they mooted a novel idea of identifying and inscribing such sites across the globe as the World Heritage Site (henceforth will be addressed as WHS), besides taking active interest in managing the same for the benefit of current population and posterity. That idea finally took shape in the seventeenth session of the UNESCO Convention concerning the protection of the world cultural and natural heritage, which was held at Paris on the 16th of November 1972.

The UNESCO committee members recorded their concern regarding the WHS in the opening paragraphs of the preamble of the project they adopted on that day. It is extremely important to go through them to gather a fair understanding regarding the background that propelled UNESCO create their vision and mission toward protecting all World Heritage Sites:

> "Noting *that the cultural heritage and the natural heritage are increasingly threatened with destruction not only by the traditional causes of decay, but also by changing social and economic conditions which aggravate the situation with even more formidable phenomena of damage or destruction,*
>
> Considering *that deterioration or disappearance of any item of the cultural or natural heritage constitutes a harmful impoverishment of the heritage of all the nations of the world,*
>
> Considering *that the protection of this heritage at the national level often remains incomplete because of the scale of the resources which it requires and of the insufficient economic, scientific, and technological resources of the country where the property to be protected is situated,*
>
> Recalling *that the Constitution of the Organization provides that it will maintain, increase, and diffuse knowledge by assuring the conservation and protection of the world's heritage, and recommending to the nations concerned the necessary international conventions,*

> Considering *that the existing international conventions, recommendations and resolutions concerning cultural and natural property demonstrate the importance, for all the peoples of the world, of safeguarding this unique and irreplaceable property, to whatever people it may belong,*
>
> Considering *that parts of the cultural or natural heritage are of outstanding interest and therefore need to be preserved as part of the world heritage of mankind as a whole,*
>
> Considering *that, in view of the magnitude and gravity of the new dangers threatening them, it is incumbent on the international community as a whole to participate in the protection of the cultural and natural heritage of outstanding universal value, by the granting of collective assistance which, although not taking the place of action by the State concerned, will serve as an efficient complement thereto,*
>
> Considering *that it is essential for this purpose to adopt new provisions in the form of a convention establishing an effective system of collective protection of the cultural and natural heritage of outstanding universal value, organized on a permanent basis and in accordance with modern scientific methods,*
>
> Having decided, *at its sixteenth session, that this question should be made the subject of an international convention,*
>
> Adopts *this sixteenth day of November 1972 this Convention"* (UNESCO Convention, 1972, pp. 1-2).

Each paragraph of the above preamble of UNESCO project of protecting WHS contains evidence-based inference that culminated into a vision which eventually enforced its members to adopt a mission as big as identifying the sites across the globe with potential to contribute to the sustenance and development of the region with its heritage value, besides deciding to help the local authorities in such sites. Till date, the UNESCO has inscribed 936 properties as the WHS, which include 725 cultural, 183 natural, and 28 mixed properties across 153 countries (UNESCO, 2012).

The UNESCO uses a 10-point selection criterion to identify a property as having *outstanding universal value* and ensures that such properties meet one or more of the following criteria:

i. Representing a masterpiece of human creative genius.

ii. Exhibiting an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design.

iii. Bearing a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared.

iv. Being an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history.

v. Being an outstanding example of a traditional human settlement, land-use, or sea-use, which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change.

vi. Being directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance. (The Committee considers that this criterion should preferably be used in conjunction with other criteria).

vii. Containing superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance.

viii. Being outstanding examples representing major stages of earth's history, including the record of life, significant on-going geological processes in the development of landforms, or significant geomorphic or physiographic features.

ix. Being outstanding examples representing significant on-going ecological and biological processes in the evolution and development of

terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals.

x. Containing the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation.

Out of the above, nos. 1-6 are used to evaluate the potential of a cultural site, while nos. 7-10 are used to evaluate the potential of a natural site (UNESCO / WHC, 2008). Alongside, it has been continuously providing detailed suggestions regarding how to protect the same in all possible manners to all stakeholders of WHS. For example, it has produced several manuals regarding disaster management of WHS, different formats of reporting the status of the sites and so on. Thus, it can be seen that UNESCO has shown an exemplary vision by identifying the sites across the globe that can contribute to the society with their heritage value. However, such noble effort requires appropriate support from local authorities in terms of manning such sites according to the parameters set by it.

This proposition is consolidated further by the essence of several reports on monitoring and evaluations conducted by UNESCO WHS Committee members, where they expressed their concern regarding huge pressure of maintaining the status quo of certain sites that have already been declared as WHSs against the proposals of de-listing them on grounds of ill management. The UNESCO World Heritage Centre has been playing a very vital role in the process of world heritage sites' protection process and has been encouraging the development of methodology to improve WHS management's effectiveness in improving these sites (Hockings *et al.*, 2008). Accordingly the Committee had no choice but to single out some of the WHS

authorities either for their positive, strategic approach in managing the WHSs under them, or for poor management of the same (Sweatman, 1997).

Altogether, it appears clear that to reap the benefits offered by the WHSs, the authorities must manage them effectively. At this point the connotation of "effectiveness" automatically expands, since conservation management of any WHS involves a constant flow of huge amounts of money, and such flow cannot be maintained without making the WHS itself as the sole contributor of the same. This precondition eventually points on the necessity of exploiting the uniqueness of any WHS in earning money, which in turn commands achieving optimum levels of management, since earning a steady flow of money involves competitive advantage.

1.2 WHY IT IS IMPORTANT TO ACHIEVE OPTIMUM WHS MANAGEMENT

Under the modern context, when most of the countries have braced democracy and when the knowledge exchange across the globe has rapidly been increased due to the rapid advancement of information technology, the decision of UNESCO to protect 936 sites across the globe as WHS appears as a potential driver of economic prosperity and overall development, since global tourism too has come of age with concepts such as sustainable tourism or eco-tourism, besides being a driver of human quest for knowledge and its utilization in developmental processes. Such notions definitely have increased the social, cultural, and economic value of those 936 sites across the globe, which in turn has raised the significance of effectively managing them to achieve desired outcomes, since it is extremely important to sustain and develop the unique elements of each of such places to sustain their overall values.

Thus, at this point it is the effective management of all WHSs that appears as a clear, logical step to realize the vision of UNESCO. Accordingly, a strong need of adopting an appropriate and universally applicable management policy emerges from the situation, as that would enable the authorities of the respective regions to achieve desired outcomes from WHSs.

Enormous amount of tasks are involved in the processes of protecting heritage sites. There are risk management factors, disaster management factors, and man-made crisis factors, which command a constant vigil and all kinds of preparedness to tackle any unforeseen issue. UNESCO (2010) has published a special manual on managing disaster risks, where it has underpinned seven types of common hazards that may lead to a disaster:

i. Meteorological: Hurricanes, tornadoes, heat-waves, lightning, fire.
ii. Hydrological: Floods, flash-floods, tsunamis.
iii. Geological: Volcanoes, earthquakes, mass movement (falls, slides, slumps).
iv. Astrophysical: Meteorites.
v. Biological: Epidemics, pests.
vi. Human-induced: Armed conflict, fire, pollution, infrastructure failure or collapse, civil unrest and terrorism.
vii. Climate change: Increased storm frequency and severity, glacial lake outburst floods.

Apart from that UNESCO also cautions that disastrous situations turn even more complex when human-induced hazards combine with natural hazards: