

# A SYSTEMATIC LITERATURE REVIEW ON THE TRAVEL AND TOURISM GROWTH ENABLERS

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***Abstract:** The aim of this paper is to provide a systematic literature review on the growth enablers of Travel and Tourism (T&T) industry. More specifically, the authors aim to answer two questions: "What are the growth enablers of T&T?" and "What is the impact of these enablers on T&T?" This research will also help to formulate the strategies to overcome challenges in T&T industry. A structured literature review is carried out that analyses published empirical research papers, evaluates the contributions of these enablers, summarises the knowledge and identifies managerial implications. All ten enablers are effective in improving competitiveness of Indian T&T industry.*

***Key Words:** India, Service sector, growth enablers, Structured Literature review, travel and tourism*

## 1. INTRODUCTION

### 1.1. Problem of the statement

A nation that can boast of its historical and cultural heritage and that has a heart as big as the universe is none other than India. Each corner of the country has a host of tourist destinations that will mesmerize everybody. The beautiful combination of backwaters, forests, wildlife and historical tours down south in Kerala with a similar experience with snow on top in Kashmir is what India can provide. With a capital investment of \$94.5 billion, the demand for the travel and tourism industry in India is expected to grow by 8.2% and is subjected to employ around 40,037,000 people by 2019. Even the hospitality sector, which is a \$23 billion industry, is expected to almost double in size in next five years.

According to the above paragraph, India seems to be a perfect place to be visited by the tourists but still the tourists arrival is increasing very slowly and growth is very low (2% only). The following research questions are stipulated as below:

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1. To identify the growth enablers of the Travel and tourism (T&T) in India.
2. To formulate the strategies to overcome challenges in T&T industry.

### **1.2. Problems of Indian Tourism Industry**

The foregoing analysis of the growth of tourism in India shows that although the industry has registered an all round substantial development in the country during the last two-three decades, most of the potential, for its growth has not yet been exploited and much more is left to be desired. The limited, and rather unsatisfactory, the growth of this industry in our country has been due to a number of problems it is beset with and various difficulties it has been facing. The important factors, which have limited the growth of tourism in India, are mentioned below:

- Inadequate airline capacity, particularly during the peak tourist season, bad conditions of our airports, delays in getting the bookings, flight cancellations and delays render air travel in India nightmarish for foreign tourists.
- Due to the appalling conditions of trains in India, tourists prefer to avoid it.
- Lack of hygienic and comfortable accommodation for the tourists, in general, but reasonable good accommodation for low spending middle class tourists in particular, render tourism unattractive. Absence of motel hampers the smoothness, of long distance travels.
- There is an absence of an up to date information systems with quick retrieval facilities causes inconvenience to tourists.
- Another major factor inhibiting the growth of tourism is the seasonality of the industry with the busy season being limited to six months from October to March and heavy rush in November and December.
- Lack of an integrated tourism promotion programme during the five-year plan periods has hindered the growth of tourism.
- Indifference of many states and union territories to tourism, which has not yet been accorded industry status by them, is another factor limiting its growth.
- Next factor is the failure of the mandarins of tourism to quickly adapt to the changing environment, for example the temporary closure of Jammu and Kashmir to tourists and socio-political and religious agitations in other northern states of the country rendering them unattractive to tourists, by developing and promoting alternative tourist destinations in South India.
- A lukewarm attitude towards the domestic tourism due to the emphasis placed by the authorities on foreign tourism has been another limiting factor. We should not forget that domestic tourists have its own importance and its development provides a sound basis for the growth of international tourism.

Not a single research is done on growth enablers on T&T industry. Some research was done earlier on the competitiveness of hotel industry in India (Roy, 2011) but not as a whole on T&T industry. Extensive studies on growth enablers have not been carried out in T&T industry context and no study had been carried out to identify the growth enablers in T&T. These T&T enablers can be helpful to achieve business success.

## 2. METHODOLOGY

A systematic literature review is followed. First, the keywords were identified in the literature review. Two major keywords were selected:

1. 'Travel, Tourism' and
2. 'Hospitality/ Hotels'

The search was based on all possible combinations between those two types of keywords.

The most well-known academic databases like Academic Research Library, Academic Search Premier (EBSCO), EconLit (EBSCO), Emerald Journals (Emerald), SJR (SCImago Journal and Country Index) and Scopus Index were accessed with the help of meta-search engine (MetaLib). Only the management related research papers were picked up. A total of 933 T&T journal papers was segregated. All these 933 papers were analysed after reading the abstracts. The two major objectives were: does the paper analyse the Travel and tourism enablers? Is it based on empirical data? The papers followed by these two objectives were finally sorted and finally 352 papers were selected. Researchers found that systematic literature review must be conducted by more than one reviewer (Tranfield et al., 2003). So this stage was conducted by all the authors as decisions regarding inclusion and exclusion remain relatively subjective.

All 352 full research papers were analysed to check that all those were supporting two broad research objectives ("What are the growth enablers of T&T?" and "What is the impact of these enablers on T&T?") or not. Finally 121 papers followed the research objectives. The next section will intimate about all those 121 papers in detail. This paper also followed the recommendations by Denyer and Tranfield (2009). Figure 1 illustrates the process followed.

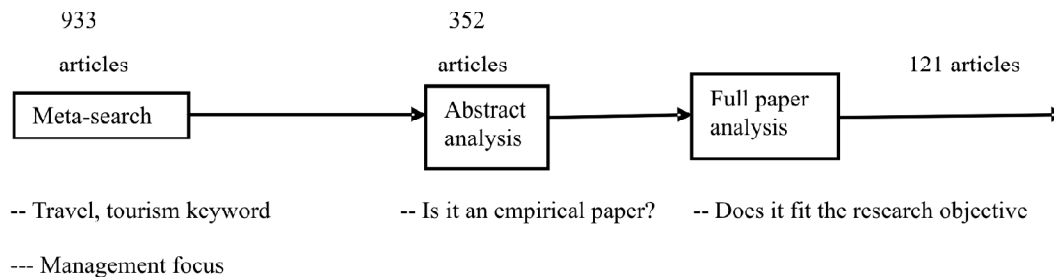


Figure 1: Screening methodology (source: authors)

### 3. TOURISM ENABLERS

On the basis of the literature review carried out, it can be summarised that the growth of Travel and tourism is boosted significantly by some or all of the following enablers:

#### 3.1. Safety and Security

A tourism product or service cannot represent danger to life, damage to health and other vital interests and integrity of the consumer (even if we talk about “adventure tourism”). Safety and security standards are normally established by law (e.g. By fire prevention regulations) and should be considered as quality standards per se.

Tourists are likely to be deterred from travelling to dangerous countries or regions, making it less attractive to develop the T&T sector in those places. The costliness of common crime and violence as well as terrorism, and the extent to which police services can be relied upon to provide protection from crime as well as the incidence of road traffic accidents in the country are the most considerable factors.

Gill *et al.* (2002) analysed the role of the security manager in UK hotel industry. They also provided a qualitative suggestions on how to handle crimes on issues like health and safety, IT security, fire safety and insurance.

Some researchers also mentioned the impact of information security breach on hotel customers in the US (Berezina *et al.*, 2012).

Hassanain, (2009) investigated a qualitative fire safety risk assessment in hotels and suggested 7 main divisions out of 76, including exits, fire protection systems, electrical, fire doors, hazardous materials, housekeeping and miscellaneous.

Some research (Groenenboom and Jones, 2003) suggested about the role of security staff and the role of a good security system.

Peter *et al.* (2014) suggested about the preparedness for an attack, and also assessed the attitudes and approaches to risk management in relation to terrorism attack in New Zealand during Rugby World cup event.

Chan and Lam (2013) studied the gap between managers and guests. This study also discussed the importance of staff safety and security training, the acceptance of high-tech safety and security systems and the need for female guest floors, and provided a number of insights to help hotel managers better understand the needs of their customers, thereby allowing them to employ measures that are likely to keep customers’ satisfied.

Safety and security measures of international leisure and business tourists are quite important in Thailand (Rittichainuwat and Chakraborty, 2012). Some research focused on long term crime management strategy involving multiple stakeholders ranging from the level of government to the individual hospitality establishment (Cowell *et al.*, 2012). Tourism is also affected by terrorism, safety and security in Scotland (Walker and Page, 2007). Hotels acquire customer information, stored in

database and utilize this information to support various marketing activities which is not ethical and quite risky for customers (Kima *et al.*, 2013). Sometimes management are not aware about the risks associated with Hotel Information Technology (Kima *et al.*, 2013). Goh and Law (2007) discussed about the different security loopholes in the hospitality industry.

### **3.2. Health and Hygiene**

Access to improved drinking water and sanitation within a country is important for the comfort and health of travellers. And in the event that tourists do become ill, the country's health sector must be able to ensure they are properly cared for, as measured by the availability of physicians and hospital beds.

For example, an accommodation facility just has to be safe and clean, one cannot pretend that such requirements are more important to high-class establishments. Food safety standards (often also established by law) must be met and be common to all types of food outlets, from street vendors to luxury gourmet restaurants to airline catering.

Consumption of foods in small and medium-sized restaurants in Vadodara, India poses a high risk to the consumers (Sheth *et al.*, 2011).

Some research was made in the USA to understand the importance of food safety behaviours of consumers at restaurants, particularly in the areas of personal hygiene and workplace sanitation, food handling, and food preparation (Knight *et al.*, 2007). Restaurant Businesses operators' lack of hygiene sense and their attitudes toward food control can affect the hygiene in their restaurants (Läikkö-Roto and Nevas, 2014). The main reason why the Japanese travel for their visit to Australia is the concept of a safe and clean destination, with unique nature, beautiful beaches, warm climate, and modern facilities (Hendry, J., 1987; Leiper, N., 1985).

Eight crucial customer service factors were analysed in wellness tourism. These were personnel services, environments, healthy diet, relaxation, health promotion treatments, experience of unique tourism resources, social activities, and mental learning in wellness tourism (Chen *et al.*, 2013).

Some research was done on international tourist consumption behaviour and decision attributes in the patronage of food service establishments in Thailand with a focus on sanitation. Based on sanitation concerns, tourists lacked confidence in selecting any type of establishments, especially street vendors, and awareness of the "Clean Food Good Taste" Program was low (Burusnukul *et al.*, 2011).

### **3.3. Transport (Air, Road, Railways and port) Infrastructure**

Quality air transport infrastructure provides ease of access to and from countries, as well as movement to destinations within countries. Vital for ease of movement within a country is the extensiveness and quality of its ground transport infrastructure. This

takes into account the quality of roads, railroads, and ports, as well as the extent to which the national transport network as a whole offers efficient, accessible transportation to key business centres and tourist attractions.

Upham and Mills(2005) assessed a core set of environmental and operational sustainability indicators for airport benchmarking, based on research conducted for a decision support tool designed to support airport environmental and operational sustainability in the UK.

Quality of airport facilities in a country can be improved with the help of benchmarking techniques (Graham, 2005).

Rodríguez-Déniz and Voltes-Dorta (2014) used a frontier-based hierarchical clustering method before carrying out benchmarking analysis. The authors found 17 distinct airport clusters without any ad hoc input. Factors like the use of larger aircraft or the dominance of low-cost carriers were shown to improve cost performance in the airport industry. Herzberg's two-factor motivation theory was used to explore most frequently mentioned attributes of airport service quality (Bogicevic et al, 2013). This research was based on a content analysis of 1,095 traveller comments posted between 2010 and 2013 on an airport review web site. The web spider randomly selected consumer comments related to 33 popular destinations. The research indicated key satisfiers in the airport context, such as cleanliness and pleasant environment to spend time in. On the other side, security-check, confusing signage and poor dining offer were recognized as major dissatisfiers in the airport setting.

Barros *et al.*, (2011) did a research on Heterogeneity on the technical efficiency in Japanese airports. A stochastic frontier latent class model, which allowed the existence of different technologies, has been adopted to estimate production frontiers. The main result is that there were two groups of Japanese airports, both following completely different "technologies" to obtain passengers and cargo, suggesting that business strategies need to be adapted to the characteristics of the airports.

A conceptual model for airport service quality has been developed with the help of qualitative and quantitative research on nearly 1,000 airport users. It was found that passengers' expectations of airport service quality are a multidimensional, hierarchical construct that includes three key dimensions: function, interaction and diversion (Fodness and Murray, 2007).

Airport safety and security key performance indicators (KPI) were identified in the UK (Enoma and Allen, 2007). Researchers found that intelligence and information sharing were vital in combating acts of terrorism and crimes at the airport. These are an ongoing and continuous exercise with clear scope for improvement; with the aid of rigorous benchmarks, KPIs, measurement and performance targets.

Facilities management can influence airport security (Brown and Pitt, 2001).

A good technology based transportation model can improve the operations in airports (Pitt *et al.*, 2002).

The factors were identified affecting track worker safety in the rail industry (Baldry and Ellison, 2006). A modified SERVQUAL model was identified and zones of tolerance were also developed (Cavana *et al.*, 2007). Three new transport dimensions (comfort, connection, and convenience) were added to the original five SERVQUAL dimensions (assurance, empathy, reliability, responsiveness, and tangibles). The instrument was tested on a passenger line in Wellington, New Zealand with 340 samples.

A structural equation model was formulated to explore the impact of the relationship between global customer satisfaction and service quality attributes, such as safety, cleanliness, main and additional services, information about the service, and personnel, and to verify which of these attributes are key factors of service quality (Eboli and Mazzulla, 2014). Services offered by rail operators in Northern Italy were analysed (32 regional lines, 9 suburban lines, 2 express lines) by them. Data collected by a survey addressed to a sample of more than 16,000 passengers were used for calibrating the model. They found that information, cleanliness, and service characteristics like punctuality and frequency of runs have the highest positive effect on service quality.

Gupta and Datta, (2012), did a research on service attributes in Indian railways. The results indicated that passengers were most dissatisfied with "extent of waiting"; thereafter, there was a desire for further improvement of the "security" system. The "travel associated facilities" such as Automated Teller Machine and use of cashless facilities at ticket counters; and "passenger amenities" such as station furniture and refreshment room have also been ranked higher in terms of the need for improvements.

Country's supply of transport, ICT, and energy infrastructure remains largely insufficient and ill-adapted to the needs of the T&T competitiveness (Roy, 2014).

### **3.4. Tourism Infrastructure**

The tourism infrastructure consists of accommodation infrastructure (the number of hotel rooms) and the presence of major car rental companies in the country, as well as a measure of its financial infrastructure for tourists (the availability of automatic teller machines, or ATMs).

The strategic factors were identified to improve competitiveness in the Indian Hotel industry (Roy, 2011). The efficiency of the hotel and restaurant sector in India has been measured with the help of data envelopment analysis (DEA) (Sanjeev, 2007). This research also explored the relationship between the efficiency and size of the hotel and restaurant companies with a sample size of 68.

Similar research was done by Luo *et al* (2014) in major Chinese cities from 2001 to 2011 with DEA. The major dominant factor was technical inefficiency. It was also found that political hierarchy, the degree of openness and level of tourism dependence help explained the cross-city differences in efficiency scores, whereas ownership structure dominantly contributed to the improvement of efficiency over time.

A modified two-stage model was developed to evaluate productive efficiency, occupancy, and catering service effectiveness of Taiwan's international tourist hotels (Huang *et al.*, 2014). This model was tested using 58 Taiwanese international hotels and the results showed that the modified model offers a more efficient and effective approach in calculating all the efficiencies in a single data envelopment analysis (DEA) implementation as opposed to independent efficiency calculations.

Business strategy and efficiency level of the luxury hotels are related (Yılmaz, 2013). This research also mentioned that the luxury hotels in Turkey seem to be indecisive in applying a specific strategy.

Sanjeev and Jauhari, (2012) identified the key strategic and financial issues that Indian hoteliers are currently facing. Some of the key emerging areas are risk management, cost management, land management and policies, revenue management, growth challenges and innovative practices arising from an extended inflationary period.

The impact of HRM practices on organisational performance in the Indian hotel industry has been identified (Chand *et al.*, 2007). A total of 439 hotels, ranging from three-star to five-star deluxe, responded to a self-administered questionnaire that measured 27 HRM practices, five organisational performance variables, and ten demographic variables. Researchers found that hotel performance was positively associated with hotel category and type of hotel (chain or individual). Furthermore, hotel performance was positively related to the HRM systems of recruitment and selection, manpower planning, job design, training and development, quality circle and pay systems.

Customer expectations and actual experiences (the service gap) were identified at different 4-star and 5-star hotels in New Delhi, India with 271 samples (Mohsin and Lockyer, 2010). It was found that best HRM practices differ based on differences in internal and external environmental factors present in different geographical areas (Naidu and Chand, 2014).

A three-dimensional model has been developed with the product, service delivery and service environment. A 27-item questionnaire was utilized to measure service quality with an initial sample size of 2,500 respondents. The service environment is the strongest predictor of a hotel's ability to meet guests' expectations and to provide guests with value within this context, which is inconsistent with the findings in upscale and luxury hotels (Rauch *et al.*, 2015).

Constantine Manasakis *et al.* (2013) studied the relative efficiency between hotels operating under a brand and hotels operating independently, on the island of Crete, Greece; identified the inefficiency causes using data envelopment analysis. They also found that nationally branded hotels were relatively the most efficient; internationally branded were the least efficient, while those operating under a local brand and the independent ones lay in between. The hotels' inefficiency cause was mainly due to the



input/output configuration and not due to their management teams' performance to organize the inputs in the production process.

Some research in Malaysia with empirical analysis via hierarchical regressions confirmed that returning tourists' intention to stay at a green hotel was influenced positively by perceived behavioural control and attitude (Suki and Suki, 2015).

Kumar *et al.* (2011) analysed the rapid diffusion of ATM (automatic teller machine) technology in Indian banking sector with the help of constant elasticity of substitution (CES) model. They concluded that both a fall in the price of ATMs and an increase in the wage bill for tellers contributed to the diffusion of the ATM.

The "ATMqual" model was developed with the help of 15 banks and 530 ATM customers in Ghana. In order of importance, these dimensions are reliability, convenience, responsiveness, ease of use and fulfilment (Narteh, 2013).

### 3.5. Information and Communication Technology (ICT)

ICTs can act as a strategic and operational tool in T&T.

A content analysis based on a review of 107 journal papers published in tourism and hospitality journals between 2009 and 2013 showed that hospitality and tourism industries use ICT in different functional units and for different applications (Law *et al.*, 2014).

The development of information and communication technology (ICT) in general, and e-business in particular, presents unprecedented challenges and opportunities for Tourism and hospitality businesses. The rapid deployment of the Internet and the Web 1.0, as well as the Web 2.0/social media environment, has effectively revolutionized the Hospitality and tourism industries (Buhalis, 2003).

Leung and Law (2007) reviewed only IT papers published from 1985 to 2004 in three leading tourism journals to understand the ICT applications in travel and tourism. Law *et al.* (2009) examined IT papers published from 2005 to 2007 in 57 hospitality and tourism journals and Law *et al.* (2013) analysed IT papers published in the Cornell Hospitality Quarterly between 1960 and 2011. Most recently, Ip *et al.* (2011) reviewed ICT papers published from 1999 to 2008 in eight hospitality journals to understand the application of ICT in travel and tourism.

In terms of security issues in ICT applications, Kim *et al.* (2013a, 2013b, 2013c) analysed the impact of hotel information security on system reliability and identify several important factors. On the basis of empirical findings, they advocate the importance of establishing technical security for hotels' strategic information. Kim *et al.* (2013a, 2013b, 2013c) also attempted to explore why some hotels have adopted more security systems than others. Drawing on the self-administered survey responses from 222 American Hotel and Lodging Association members, the researchers suggested that the number of security systems is positively associated with the extent of technologies currently in use, the availability of IT department and hotel class.

Organisational success in the hospitality industry is typically related to information technology (Cetinkaya *et al.*, 2014). Cloud technology can offer innovative service solutions to leisure restaurants. A cloud service solution refers to a self-service process that offers customer support with table reservation, dish ordering, and dining time at one finger-touch with a smartphone or portable device from anywhere, anytime (Chen and Tseng, 2013).

An innovative marketing information system can improve managerial decisions for South African tour operators (Potgieter *et al.*, 2013). Travel related Online social networks offer e-loyalty to the customers (Barreda *et al.*, 2013). The online social network travel websites must have innovativeness, perceived utility, and information sharing for Gen Y travellers (Nusair *et al.*, 2013).

The use of ICT activities like online promotion and booking, information analysis, report management systems, ERP systems, GPS and ambient intelligence can minimize the negative effects of transportation and some activities related to hospitality on the environment (Maria-Eugenia *et al.*, 2010).

Researchers compared the ICT use in hotels situated in established (i.e. Spain) and emerging (i.e. Croatia) tourist destinations (Maria-Eugenia *et al.*, 2013).

### 3.6. Price

The price competitiveness in the T&T industry is clearly an important element to take into account, with lower costs, increasing the attractiveness of some countries for many travellers.

Price is one of the important factors in hotel selection (Lockyer, 2005). Mattila and O'Neill (2003) identified the relationship among hotel room prices, occupancy percentage, and guest satisfaction using 3 years of data from 3,875 actual guest satisfaction surveys at an upper midscale hotel in the US. The study concluded that price was a significant predictor of overall guest satisfaction and three key guest-satisfaction components: guest room cleanliness, maintenance, and attentiveness of staff. It was found that both price perception and customer satisfaction played significant partial/complete mediating roles in the Restaurant industry. The employee hospitality and perceived price can improve customer satisfaction in the hotel industry (Küçükergin and Dedeoğlu, 2014).

Becerra *et al.*, (2013) did a research on the effects of vertical and horizontal differentiation on pricing policy in a large sample of hotels in Spain. As per the research, the hotels with more stars (i.e., vertically differentiated) offered smaller discounts over listed prices, in addition to charging higher prices. Similarly, hotels that belong to a branded chain (i.e., horizontal differentiation) also charged higher prices and provided smaller discounts. The degree of local competition moderated the effect of differing on pricing policy, but only for vertical differentiation.

An empirical analysis based on two-stage least squares modified to test for spatial price competition, the research found that hotels compete with more distant neighbours of similar quality than those who are quality-differentiated (Lee, 2015). Researchers (Matzler *et al.*, 2006) investigated the drivers of service and price satisfaction, and the impact of service and price satisfaction on loyalty by using structural equation modelling in the hotel industry. The results showed that the five dimensions of service satisfaction differ in their relative importance as drivers of overall satisfaction and as drivers of price satisfaction, and that price satisfaction and service satisfaction influenced guest loyalty to a different extent.

A study showed that chain hotel with higher multimarket contact and higher differentiation (i.e. More stars, the Q certificate, common umbrella brand and a unique combination of services) charge higher prices (Silva, 2015).

Ye *et al.*, (2012) empirically investigated the influence of price on customers' perceptions of service quality and value by using 43,726 online reviews covering 774 star-rated hotels. The results showed that it has a positive impact on perceived quality, but has a negative impact on perceived value. Price also has a more significant impact on perceived quality for the higher-star, luxury hotels than a lower-star, economy establishments.

An empirical study for Taiwanese international tourist hotels suggested that the higher prices may signal higher service quality (Chiu *et al.*, 2014). A multinomial logit (MNL) model was employed to estimate the relative influence of behavioural and facility attributes on choice behaviour (Chia-Jung and Pei-Chun, 2014) with a sample size of 390. The empirical MNL results indicated that while tourists prefer luxury rooms and the provision of personal toiletries, they were also willing to accept reduced service quality. The implicit amount that tourists are willing to pay for room quality is around US\$13, for the provision of personal toiletries is about US\$22, and for service quality is US\$12, but they also require a discount of approximately US\$11 in order to accept the common practices of green hotels.

Researchers found that customers' willingness to pay is affected by providing luxury brand room amenities. When luxury amenities were placed in the room, customers' estimation of the room rate and their willingness to pay for it both increased. Moreover, about two out of five expressed a willingness to pay extra for an upgrade to access luxury brand room amenities (Heo and Hyun, 2015).

It was found that the effect of local agglomeration on average prices is particularly weaker at weekends in Madrid, Spain (Balaguer and Pernías, 2013)

### **3.7. Human Resource**

Quality human resources in an economy ensure that the industry has access to the collaborators it needs to develop and grow.

Technology is now set to revolutionise the way HRM is conducted. Generational change and how Generations X and Y view work require new approaches for HRM. Casualisation and outsourcing will become more dominant methods of employment. Strategic human resource management (SHRM) and its practices have the flexibility to add value to future hospitality firm performance. The future of HRM in the hospitality industry will need to take into account the various trends, but will also be influenced by local circumstances (Davidson *et al.*, 2011).

Seemingly intransigent human resource issues remain at the forefront of global tourism's challenges (Baum, 2015).

Prayag and Hosany (2015) have identified four key factors of Human resource development (HRD) by line managers in the Mauritian hotel industry. These are: improvements in staff attitude, better teamwork, enhanced productivity and better service delivery. They also found that the link between HRD and corporate strategy is not clear.

The relationship between the supervisor and the employee remains a key enhancer regarding engagement and employees is increasingly demanding more contemporary methods of communication. Employers should take note of generational characteristics and adopt flexible policies attractive to all employees (Barron *et al.*, 2014).

Hospitality school graduates must have Information Technology skills to succeed in a rapidly changing and developing industry environment (Bilgihan *et al.*, 2014).

A research was done at Human resource that has been published over the past ten years in discipline-based and hospitality-specific journals and identified key trends and opportunities for advancing future research. It showed that a substantial degree of overlap in the themes and results that have been generated to date. However, several hospitality studies have identified a number of variables that appear to be particularly relevant for labour-intensive, service-focused settings. As such, context-specific factors should be considered in efforts to advance our understanding about the ways in which hospitality HR systems may impact a wide array of individual and organizational outcomes (Tracey, 2014).

A recent study by Tsai *et al.*, (2009) examined the links between a set of high-performance work practices and unit-level turnover and productivity (operationalized as sales per employee). Using data from a sample of 161 Taiwanese restaurants and hotels, the results showed that the high-performance work practices were significantly related to the two key indicators of unit performance, and that the unit's "employment mode", operationalized as a ratio of full-time versus part-time employees, appears to mediate the local HR-firm performance relationship. Specifically, Tsai *et al.* (2009) found that "Commitment-based" practices (e.g. focus on rewards and recognition) were significantly related with the utilization of more full-time staff, and that "control-based" practices (e.g. focus on technical training) were significantly related to the utilization

of more part-time, external staff. Tsai *et al.* (2009) also found that employment mode was positively correlated with both measures of unit performance.

Some research showed that career competency model is a multifaceted construct comprising four competency dimensions that influence the career success of food and beverage (F&B) department employees in international tourist hotels. In particular, the competencies related to “career adjustment and control” competency dimension were the most influential competencies for career success (Wang, 2013).

Young-Thelin and Boluk (2012) examined the human resource management practices of small hotels in Sweden. They found that there has been a lack of attention devoted to the development of human resources systems and processes. The implementation and development of human resources systems and procedures depended on the background of the hotel manager or operator and available financial resources.

### **3.8. Natural and Cultural Resources**

Heritage, medical tourism, destination and marketing can boost natural and cultural resources which acts as an important enabler.

Heritage tourism can be improved by stakeholder participation, private sector initiative, public-private partnership and effective urban management (Nana *et al.* 2006).

Cultural heritage can improve sustainable development in tourism (Rodgers and Oers, 2011).

Ryan and Silvanto (2009) prepared a list of World Heritage Site (WHS) to improve and manage the World Heritage brand. It can be promoted and marketed with the help of advertisements to tourists who depend on it in selecting the destinations they will visit.

For all five service-quality dimensions (tangibles, reliability, responsiveness, assurance and empathy) experienced medical tourists had significantly lower expectations than potential medical tourists. Experienced medical tourists also had significantly lower service-quality expectations than potential medical tourists for 11 individual SERVQUAL items (Guiry *et al.*, (2013).

The perceived medical quality, service quality and enjoyment were critical components that significantly influenced the perception of value in medical tourism (Wang, 2012).

It was found a significant relationship between tourism destination dominance and marketing website usefulness (Woodside *et al.*, 2011).

Gupta and Utkarsh (2014) used a content analysis of official tourism websites of the top ten tourist attracting nations and data was analysed using Correspondence analysis and weighted mean scores. It was found that websites need to improve on

certain factors, the two most important being Security and Responsiveness. In addition to this, websites should include features that support decision making at different stages of travel which would enhance website effectiveness. The study also discussed the implications for tourism organisations in developing websites that create destination image and attract tourists across the globe.

Innovative experience marketing design is an essential ingredient of tourism and hospitality firms (Williams, 2006). The country as a whole can be promoted as a favourable destination to international tourists with the help of a strategic long term marketing plan (Uzama, 2009).

Future direction of tourism marketing research should be concentrating on consumer behaviour, branding, e-marketing and strategic marketing (Tsotsou and Ratten, 2010).

A research was conducted in Korea by multiple regression analysis, which revealed that three destination preferences, including different cultural experiences, safety, and convenient transportation, have a positive relationship with tourist's loyal to the destination. Results from a path analysis showed that past trip experience affects tourists' destination preference (Chen and Gursoy, 2001).

Destination Marketing Organisation (DMO) effectiveness is depending upon branding and positioning (Pike and Page, 2014).

Hankinson (2005) identified eight clusters of brand image attributes. The subsequent factor analysis identified three underlying dimensions – overall destination attractiveness, functionality, and ambience. While all three were correlated with perceived quality, commercial criteria were dominated by a destination's functional rather than ambience attributes.

Destination Marketing Organisation (DMO) branding is quite complex (Pike, 2005). Destination's repositioning strategy can be implemented with recreational, sports, culture and eco-tourism (Ibrahim and Gill, 2005).

Wang and Krakover, (2008) found the different relationships of cooperation, competition and competition coexist among the tourism stakeholders.

The perceived relationship between cooperation and competition was also found to be vital with reference to the marketing of a destination.

### **3.9. Environment**

The importance of the natural environment for providing an attractive location for tourism cannot be overstated, and it is clear that policies and factors enhancing environmental sustainability are crucial for ensuring that a country will continue to be an attractive destination going into the future.

Kabashi *et al.*, (2011) did a research on Green house gas (GHG) and air pollution emissions and options for reducing it by using STELLA software. The annual total

emission of air pollutants (CO, NO<sub>x</sub>, CH<sub>x</sub>, SO<sub>2</sub> and dust) and GHG (CO<sub>2</sub>) from the year 2000 up to 2025 has been calculated. The year 2000 was taken as the base year for emission. This model predicted that high emission of air pollutions and GHG in the short term from 2000 to 2010. Over 2015, due to implementing the emission reduction policies and introducing new technologies in transportation, a continual reduction in air pollution will take place, whereas the CO<sub>2</sub> output up to 2025 will be reduced by 25 percent in comparison with the emission values of 2007.

### 3.10. Policy Rules and Regulations

The policy rules and regulations capture the extent to which the policy environment is conducive to developing the T&T sector in each country. Governments can have an important impact on the attractiveness of developing this sector, depending on whether the policies that they create and perpetuate support or hinder its development. Sometimes well-intentioned policies can end up creating red tape or obstacles that have the opposite effect from that which was intended.

Baum (1993) discussed the key elements or considerations which should be evaluated by those Policy makers of T&T. These factors are:

1. The tourism environment;
2. Tourism and the labour market;
3. Tourism in the community;
4. Tourism and education; and
5. Human resource development in the tourism industry.

Amoah and Baum, (1997) developed a framework which advocates the development and implementation of a specific tourism- education policy, to bring tourism education closer in line with national tourism policies. Some researchers produced the "Theory of collaborative advantage in relation to sports tourism". The model captured the dynamics of collaboration in the sports tourism policy arena. A total of 12 practitioner themes and four cross cutting themes were identified and although each theme and the issues and tensions identified within it can affect inter-organizational relationships in a particular way, the model illustrated how each theme is interlinked and is part of a larger, more complex picture (Devine *et al.*, 2011).

Policy implementation is not so easy. Atila *et al.* (2012) analysed the statements of the five most recent tourism ministers in Turkey delivered in between 2001 and 2009. The study identified the ministers' priorities for tourism and compares them with the tourism policy objectives set out in Turkey's Tourism Strategic Action Plan. It also compared the policies whether priorities changed within and between governments. The results of the content analysis indicated that the statements of the Turkish tourism ministers were economically driven and growth-oriented, and that there were inconsistencies between the ministers' priorities and the corresponding policy

objectives in the national tourism strategy. While the period between 2001 and 2009 saw changing governments and ministers, the different ministers emphasized an almost identical set of priorities. Mayaka and Prasad (2012) analysed the strategic issues and challenges in Kenya tourism. A brief historical context was presented and a modified version of the generic political, environmental, socio-cultural, economic and legal (PESTEL) using the symbolism of centripetal force was used to discuss the key challenges and opportunities facing Kenya's tourism. The unstable state of the tourism sector under the influence of these forces must be the focus of a concerted strategic initiative to leverage Kenya as a competitive destination, particularly given its comparative advantage in the form of tourism resource endowment.

The mismatch between the demand and the supply of the labour in Turkey causes a qualitative degradation of tourism services (Aykaç, 2010). The integrated policy approach combined tourism policy, education policy and labour policy to form a common denominator that would enhance tourism employment, hence tourism industry across the board (Aykaç, 2010). Micro businesses in tourism might influence the process of tourism policy formation and change in urban settings (Thomas and Thomas, 2006). Successful tourism development policy in Africa was predicated on attention to a range of issues such as clear tourism development objectives, integration of these into national plans, local involvement and control, regional co-operation and integration, tourism entrepreneurship (Dieke, 2003). Tourism policy implementation in China was a 'top-down' and 'trial and error-correcting' model (Hanqin *et al.*, 2002).

The strong influence of the socio-cultural environment on the politics driving sustainable tourism inhibits its effective implementation in Cyprus (Farmaki *et al.*, 2015).

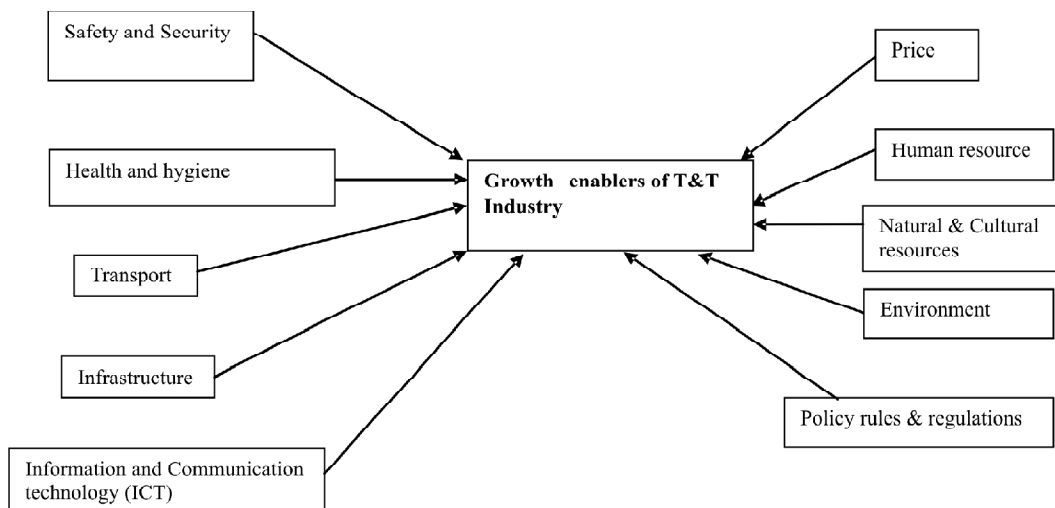


Figure 2: Growth enablers of T&T Industry (source: authors)



Some research was conducted on policies with the help of the advocacy coalition framework and network analysis (Santa, 2013). The study was based in Philippines and it showed that individual policy beliefs might lead to implementation networks, but the degree of network integration determined progress in policy execution.

It was found that four factors, including: economic and social macro-environment; institutional arrangements; inter-organizational relations (IOR) and inter-organizational co-ordination structures (IOC); and interest groups were influential in the implementation of tourism policy in China (Wang and Ap, 2013).

#### 4. CONCLUSIONS

Despite many researchers and multinational corporations' efforts to understand and implement of T&T growth enablers, a gap exists between the theory and its implementation in practice. This study has tried to fill this gap by providing a summary of the existing papers. The main managerial implication is that T&T industry needs to be able to adopt these enablers to improve their performances. Assessment may be the first step to identify what actions are needed; however, firms need to engage in collaborative practices with the firms to improve sustainability. Despite its contribution, this study has some limitations. Firstly, it does not consider papers in progress, or studies that are not in the databases mentioned in the methodology section. Relevant knowledge concerning this topic may be found in conference papers, textbooks or PhD theses. Secondly, although we believe that the right search terms have been used, the choice of these terms could also be a further limitation of this study. Finally, the selection of the articles included could be considered subjective, although the papers were reviewed by two researchers.

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