

TOURISM DESTINATION-COMPETENCY AS AN ANTECEDENT TO TOURISM STAKEHOLDERS' ENGAGEMENT AT THE DESTINATION

Sabira Nalakath

*School of Management Studies, Cochin University of
Science and Technology, Kerala, India, 682022*

Moli P. Koshy

*School of Management Studies, Cochin University of
Science and Technology, Kerala, India, 682022*

Stakeholders in tourism are broadly classified as players of supply-side and demand-side. The comparative and competitive advantage that a destination possesses over similar other destinations heighten the engagement and commitment of supply-side stakeholders for further investment in the tourism sector and thereby business enlargement at the destination. Thus, framing proper stakeholder management policies and strategies are important for any tourist destination to enhance and sustain its competitiveness in both domestic and international markets. This article presents an analytical framework to explore whether tourism destination competitiveness with a mediating effect of destination-supplier fit lead to supply-side stakeholders' engagement at the destination which could facilitate a clearer understanding of the nature of tourism stakeholders' reactions to tourism, so that the results could help tourism planners and policy-makers to develop more appropriate destination products as well as to enhance competitiveness in tourism markets in turn.

Keywords: *destination competency, stakeholder engagement, social exchange theory, stakeholder-destination fit*

INTRODUCTION

In the context of tourism, the attractiveness of destination as well as networks and collaboration among stakeholders are principal means by which policy makers and planners can meet their specific motives and thus reach sustainable development of destination. Thus, framing proper stakeholder management policies and strategies are important for any tourist destination to enhance and sustain its competitiveness in both domestic and international markets. It is extremely critical if the destination has already crossed its carrying capacity and reached a saturated market level. According to UNWTO, tourism establishments and tourism enterprises, including their associations are important stakeholders in tourism development (UNWTO report 2005). Yoon (2002) demonstrated that tourism suppliers' support and participation are among the most important factors in the tourism business; their professional involvement, knowledge, and practical experiences regarding tourism attraction planning and development must be reliable sources of developing tourism planning programs and strategies in order to enhance destination competitiveness (p.40). Policy makers and practitioners acknowledge the importance of inter-organizational relationship among stakeholders which are likely influenced by the success of Destination Management Organization (Angelo Presenza and Maria Cipollina, 2010). The attractiveness of destinations and administrative efficiency of respective DMOs are the critical factors which may influence stakeholders' engagement at the destinations. Most of the studies in this area dealt with the factors which were found to be influencing the competitiveness of destinations. These factors shape the characteristics of destinations which ultimately attract the tourists to the destination. However, even though studies on tourism destination competitiveness (TDC) have been conducted from various perspectives, its influence on stakeholder engagement at

the destination with a mediating factor of destination fit has not been clearly addressed yet.

Thus, the study presents an analytical framework grounded on social exchange theory taking perceived destination competitiveness as an antecedent to stakeholders' engagement with mediating effect of stakeholder- general environment of destination fit. This could facilitate a clearer understanding of the nature of tourism stakeholders' reactions to tourism and help tourism planners and policy-makers to develop more appropriate destination products thereby enhancing tourism development. The rest of the article is divided into three sections. The first one discusses the background of the study reviewing the related works and conceptual issues. The second section explains the outcome and research implication of the study. The last section concludes the paper by highlighting the need for enhancing the competency of tourism destination to engage tourism stakeholders in the same and thereby tourism development.

REVIEW OF RELATED LITERATURE

The influence of destination characteristics (destination competency) on stakeholders' engagement is depends on the congruence between the stakeholders in the destination and the destination as a whole. Therefore, a more comprehensive approach to understand the phenomenon of tourism stakeholders' engagement in the destination will help in promoting tourism. The conceptual framework presented in the article proposes relationships between the different factors identified from various fields such as tourism management, stakeholder management, human resource management and literature on social exchange theories. Some of these relationships are evident, whereas others are being proposed to further explore the interaction between the destination competency factors that influence stakeholder engagement in an organizational setting. These relationships are discussed in detail in subsequent sections.

Social Exchange Theory In Tourism Stakeholder Management

Social exchange theory is basically rooted in “utilitarianism” and has its origin in various disciplines like economics, anthropology, and psychology. It rests on the principle that people are reward-seeking and punishment-avoiding creatures, motivated to action by the expectation of profits; that is, rewards minus costs, investments, and foregone rewards (Ap John, 1992; Kim Kyoung 2013; Kayat, 2002). Resources and rewards are more likely social, political or psychological nature and not mere of monetary terms (Napier and Bryant, 1980). In particular, social exchange theory involves a game of expectations of perceived benefits and perceived costs or trading of tangible and intangible resources between individuals and groups. Some studies in tourism management describe the perception of various tourism stakeholders on tourism development by using social exchange theory as a basic theoretical framework (Perdue et al., 1990; Jurowski et al., 1997; Gursoy et al., 2002; McGehee & Andereck, 2004; Kuvan & Akan, 2005; Abbasi D.S & Badaruddin Mohamed 2013, Yoon et.al 2001; Yoon 2002). Most of these studies show residents' evaluations on prospects and consequences of tourism development, and their level of support and engagement for further tourism development in their particular regions.

From a tourism viewpoint, social exchange means that the stakeholders who have personal benefit or dependency on the industry tend to have a more positive perception of destination attractive factors, policies, and strategies. The article based on social exchange theory postulates that stakeholders’ (suppliers’) attitudes toward tourism industry at the destination, and subsequent level of engagement at the destination, will be influenced by their evaluation of resulting outcomes in the destination. Thus grounded on social exchange theory, stakeholder analysis approach is taken into consideration here for understanding stakeholder preferences,

interrelations, the influence of resources and their engagement in destinations.

Stakeholder Analysis Approach

Stakeholder analysis, not a single tool, rather it consists of different methodologies for analyzing stakeholder interest in an organization or a particular environment (Crosby,1992). Stakeholder analysis insists on the fact that, for evaluating strength and opportunities of an organization and thus framing proper strategic management policies, the interests and influence of stakeholders should be taken into consideration (Mason and Mitroff 1981; Brugha and Varvasovszky 2000). While conducting the analysis, one of the key issues arising is stakeholders' identification with respect to those particular organization contexts (Brugha and Varvasovszky 2000). With information on stakeholders, their interests, and their influence, the policy makers and planners can decide on how to best accommodate them, thus assuring policies adopted are viable, representative and sustainable.

WHO ARE STAKEHOLDERS?

The definition of stakeholders varies among scholars. Freeman defined stakeholders as units (such as groups and individuals) capable of exerting influence or being influenced by the achievement of organizations objectives (Freeman, 1984). The significance of stakeholder may change as the motives that organization are concerned with change (Mitchel et al 1997; Frooman 1999)

Tourism development, especially policy-making and planning, has accepted stakeholder concept because tourism development has been accompanied by complicated stakeholder groups with different interest and ideas about the cost and benefits of the development (Kim Kyoung 2013). In the context of stakeholder theory, Pavlovich

(2003) stated that the tourism destination generally comprises different types of complementary and competing organizations, multiple sectors, infrastructure and an array of public/private linkages that create diverse and highly fragmented supply structure (p.203). The intricate networks prevailing in tourism sector make the identification of stakeholders more complicate (Sautter and Leisen, 1999; Buhalis, 1999). In tourism, the key destination stakeholders can be identified, classified according to their goals and examined based on either of unrequited or reciprocal influences (S. Timur and Donald Gets, 2008).

The common examples of tourism stakeholders in supply-side are national governments, local governments, tourism establishments and tourism enterprises, including their associations, institutions engaged in financing tourism projects tourism employees, tourism professionals, tourism consultants, trade unions of tourism employees, tourism education and training centers, local populations and host communities, non-governmental organizations specializing in tourism and directly involved in tourism projects and the supply of tourism services (UNWTO Report 2005). The three main components of tourism supply are considered to be accommodation, transport, and intermediaries (travel agents and tour operators) (Sinclair and Stabler 1997). These service providers/suppliers are important stakeholders of the tourism industry of any destination. In this process, the supplier must have the commonly prescribed entrepreneurial traits along with service sector specialties.

Stakeholder Engagement At The Destination

The competitive micro environment of destination is an important determinant of competitiveness of destination (Dwyer and Kim, 2004, Crouch and Ritchie, 1995). It relates to the network, commitment, and engagement of tourism entrepreneurs/stakeholders at the destination and is termed as situational conditions of destination. According to Neil Jeffrey,

“Stakeholder engagement is premised on the notion that those groups who can affect or are affected by the achievements of an organization’s purpose’ should be given the opportunity to comment and input into the development of decisions that affect them. Meaningful engagement occurs when organizations are aware of the changes in the society and how they relate to organization performance, choose to establish relations with stakeholders as a means to manage the impact of those changes”.

Stakeholder engagement is the process used by an organization to engage relevant stakeholders for a purpose to achieve accepted outcomes (AccountAbility, 2008). Thus engagement is not merely an outcome but acts as a way to build a better relationship within the organization or a particular setting which eventually lead to improved business performance.

In human resource management, engagement is a latent construct driven by vigour, dedication, and absorption (Schaufeli, et.al. 2009; Hakonen et al 2008; Bakker and Demerouti 2008). Engagement is about human behavior and attitudes which involves motivation, commitment, satisfaction with the agency, a sense of alignment with organization goal and desire to work hard to achieve this goal (Kangrue F.M., 2014). Engagement at the organization is evaluated through satisfaction, identification, commitment and performance (Sacks, 2006; Kumar, 2015).

Engaged employees show loyalty towards the organization, advocacy for the organization, and candid effort to help achieve organization’s goals (Scottish social Research, 2007). As Baker et al (2008) pointed out, engaged employees put much effort into their work because they identify with it. The significance of employee engagement is more evident for an organization or agency than they themselves. When we apply employee engagement in the context of tourism, in terms of stakeholder engagement taking destination as a whole as an organization, it is proposed that a well-organized and performance oriented destination’s stakeholders (supply side) have a high level of

energy and are enthusiastic about their business and its extension in the destination. To sum up, tourism stakeholder (suppliers) engagement is a process with the end goal being the success of tourism development in the destination.

Stakeholder Fit On General Environment Of The Destination

Stakeholder fit refers to the degree to which the stakeholder and destination characteristics match. Stakeholder (supplier) characteristics may include their psychological needs, values, goals, abilities, or personality, while destination characteristics could include intrinsic and extrinsic rewards, role, cultural values, or characteristics of other stakeholders. The concept is adapted from person–environment fit (Kristof-Brown, et. al, 2005; Muchinsky and Monahan, 1987; Beasley, et. al, 2012). Even though much of the recent theories and empirical investigations of P-E fit have come from industrial-organization psychology and business management, past research has been focused on applying the theory in to other fields too such as particular community settings, mutual help support groups etc. ([Tracey, et. al 1986](#); [Buffum, 1988](#); [Lehmann, et.al,1978](#); [Segal et al., 1989](#); [Humphreys & Woods, 1993](#); [Luke et.al,1993](#); [Mankowski et. al., 2001](#); [Mankowski, et. al, 2001](#)). Basely et.al (2012) developed a theory on general environment fit in which a scale is developed to check person’s fit with the “setting” with five theoretical dimensions such as value congruence, similarity, needs-supplies fit, demands-abilities fit, and unique contributions.

Generally, person–environment fit (P-E fit) theory proposes that the congruence between persons and their environments influences behavior and psychological functions ([Walsh, 2009](#)). Within this literature, P-E fit has been measured either directly, by explicitly asking individuals how well they fit with an environment or indirectly, by measuring both the individual and the environment ([Kristof, 1996](#)). Some examples of indirect fit include the assessment

of the values of the individual and the environment, the needs of the individual and supply of those needs by the environment, and the demands of the environment and the abilities of the individual. Individuals who do not fit into an environment may leave the setting ([Cable & DeRue, 2002](#); [Schneider, 1987](#)).

Destination Competency As An Antecedent To Stakeholder Engagement

Competitiveness of an industry is a critical determinant of how well it performs in a market economy. The success of tourism destinations in world markets is influenced by their relative competitiveness. The development of tourism sector in an economy basically depends on its ability to maintain the competitive advantage in its delivery of goods and service to tourists (Dwyer L et al, 2000). Many studies (Heath and Wall 1992; Ritchie and Crouch, 1993; Hassan, 2000; Mihalic, 2000, Kozak, 2001; Dwyer and Kim, 2003; Enright and Newton, 2004; Ruhanen, 2007) theoretically and empirically contribute to the understanding of various aspects of competitiveness of tourism destinations. It was Ritchie and Crouch (1993, 2003) and Crouch and Ritchie (1999) who have done the most detailed work on overall tourism competitiveness. They have stated that ‘whereas destinations compete primarily for economic reasons, with an emphasis on attracting tourist expenditure, other motives may also underlie tourism development’ (Crouch and Ritchie, 1999, p:144). According to them the concepts of comparative and competitive advantage provide a theoretically sound basis for the development of a model for destination competitiveness

Crouch and Ritchie also pointed out that competitiveness is determined by the combination of both assets (comparative advantage) and processes (competitive advantage) where assets are inherited (e.g. natural resources) or created (e.g. infrastructures) and processes transform assets into economic results (Crouch and Ritchie,

1999). Generally, the central pillars of competitiveness of any destination are regarded as Core tourism resources, Supporting resources, Destination management policies and Situational factors. Core tourism resources and supporting resources are referred as primary elements and 'springboard' for tourism development which originated from comparative advantage of destination (Ritchie and Crouch 1993, 2003). This is analogous to 'endowed' and 'created' resources of Dwyer model (Dwyer et. al, 2004). Core tourism resources comprise of natural resources, cultural resources, and tourism superstructure such as food and lodging, entertainment available for tourists, mix of activities intended for tourists, special events designed for tourists etc. Supporting resources are mainly general infrastructure and allied facilities like accessibility to the destination. There are many other social and situational factors/resources that may directly or indirectly influence competitiveness such as hospitality of residents towards tourists and tourism industry as a whole, shopping experiences at the destination, safety, security, political stability etc. The significance of these factors vary individually according to nature and type of tourism that a destination offers. Many destinations believe that the hospitality or friendliness of their residents or employees towards visitors provides a competitive advantage. It is not enough to deliver all the attributes of an experience in a cold and detached manner (Crouch G.I., 2010). For the same reason this category is identified separately in most of destination competitiveness model (Dwyer and Kim 2003, Kresic D. and Darko Prebezac 2011, Kozak M. and Rimmington 1999). For successful utilization of comparative advantage, the destination has to strengthen its competitive advantage by proper destination management activities. Destination management activities directly reflects managerial capability of destination management organizations (DMOs). The activities undertaken by DMOs involves implement the policy and planning framework established under destination policy, planning and development, enhance the appeal of the core resources and attractors, strengthen the quality and

effectiveness of the supporting factors and adapt best to the constraints or opportunities imposed or presented by the situational conditions of destination. Competitiveness of destination greatly depends on the micro environment of the destination (Dwyer and Kim 2003, Crouch and Ritchie 1995). Micro environment of the destination refers to the efficiency of local tourism industry which consists of numerous suppliers. Competition among firms creates an environment for excellence. The competitive micro environment of the destinations includes the capabilities and strategies of firms within the tourism industry (local and foreign enterprise) and the inter-organizational dynamics including alliance formation (Dwyer et.al, 2004). These activities represent the most direct mechanism for managing the destination's competitiveness and sustainability. The entire portfolio of existing tourism resources, attractions and facilities of destination influences for suppliers' knowledge, experience, commitment and engagement at the destination (Raija Kompula, 2014).

Studies have investigated the role of tourism suppliers in the development of competitiveness of a destination (Dwyer and Kim 2003; Ritchie and Crouch 1999; Koh and Hatten 2002; Kompula Raija 2014; Rusko et.al 2009; Enright and Newton 2005; Waayers et.al 2012; Beritelli 2011). It calls for reciprocity in relationship such as competitive position of a destination which strengthen competitive micro environment of the same destination. Competition compels the service providers to innovate, use resources efficiently and respond to demands effectively. The successful performance of destination ultimately may boost stakeholders' engagement and commitment towards the destination. However, no serious effort has been seen to explore how competitiveness lead to stakeholder engagement of the destination.

DESTINATION COMPETENCY AND STAKEHOLDER ENGAGEMENT

Destination competency and stakeholder destination fit is significantly important for stakeholder engagement in the destination according to the findings of the study. Implication of this may be considered for formulating strategies to promote tourism development process of the destinations. These aspects are detailed below.

Importance Of Perceived Destination Competency And Stakeholder Destination Fit For Stakeholder Engagement

The model given as figure 1 originated from the assumption that favourable micro environment (such as network, commitment and engagement of tourism entrepreneurs/stakeholders at the destination) is one of the several factors that enhance competitiveness of destination, but the competency of destination is increasingly important for supplier's engagement at the destination.

Much of the TDC research has focused on identifying and evaluating the proper matches between destination resources and destination management policies mostly from tourist perspective on one side; exploring the determining factors of destination competitiveness both theoretically and empirically on other side, but a very few have gone in depth of analyzing the role of perceived competency of destination in enhancing tourism suppliers' engagement at the destination in return. Tourism attractions are evaluated either through idiographic, organisational or cognitive perspectives (Lew, 1987). Yoon (2002) stated, the idiographic perspective is related to the supply component and often assesses tourism attractions/ resources by asking public and private tourism professionals such as tourism stakeholders to ascertain which tourism resources or elements are most important to tourists and to destination attractiveness. The cognitive perspective,

the most common evaluation method is associated with the demand component, in which tourists evaluate their travel experiences, depending on the different types of tourism attractions available to them. It has been argued that while assessing competitiveness of a destination idiographic approach is preferred to the cognitive approach because the possibility of latter is limited due to the short period of visiting time of tourists, and their limited knowledge of or familiarity with attractions existing in a given destination (Formica, 2000; Milman & Pizam, 1995). Thus suppliers (resource endowments) and suppliers (resource deployment) act as the corner stones of tourism development process.

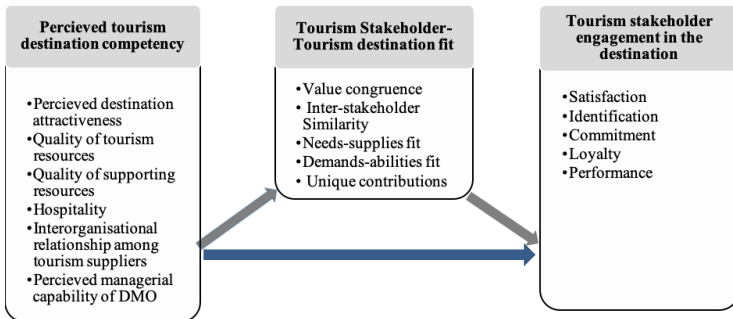
The product of the tourism sector is an experience that is delivered by a destination to its visitors. This experience is produced not by a single firm but by all players. The multiplicity of players involved in the supply and delivery of tourism services, and hence the varied the experience of the visitor, makes management of the destination product vastly more complex compared to the management of simple products produced by single firms (Crouch, G.I., 2010). To a greater extent the level of involvement from the part of supply-side stakeholders determine the proper matches between tourism resources and management strategies (Dwyer et.al, 2000, Armenski et al 2012). Factors of destination competitiveness shape the type and nature of tourism that a destination offers. If a destination offers serene and picturesque beaches predominantly and it might have a comparative advantage on those aspects over the other neighbouring destinations, then the destination is characterized as a beach destination and belongs to the category of island tourism or coastal tourism. Consequently, supplier at the destinations figure out and make use of their favourable destination attractive factors and generate tourism products in such a way that would maximise their benefits.

Here, six factors of TDC have been identified that are significant by themselves but do not exert their influence on ‘stakeholder’s engagement at the destination’ in isolation. The six factors are

- i. attractiveness of destination,
- ii. quality of core tourism resources,
- iii. quality of supporting resources,
- iv. hospitality,
- v. inter-organizational relationship among suppliers, and
- vi. managerial capability of Destination Management Organisations (DMOs).

Grounded in social exchange theory, it can be stated that stakeholder’s fit with destination is an underlying mechanism through which competitive characteristics of the destination influences stakeholders’ engagement at the destination.

Figure 1: A model of perceived tourism destination competency and tourism stakeholder engagement



The model specifies that the first three factors of destination competitiveness— destination attractiveness, quality of core tourism resources and quality of supporting resources—are embedded within comparative advantage of destination, be it primary element of destination appeal or catalyst for tourism development. These are

directly related with suppliers' engagement at the destination. Whereas, hospitality of the destination (friendliness of local residents towards tourists and tourism industry) and micro competitive environment of the destination such as inter-organizational relationship among stakeholders and managerial capability of DMO boost competitive advantage position of the destination which eventually benefit the suppliers to deliver their products and services in a more demonstrative way. All the factors identified in this model do not exert the same amount of influence on suppliers' engagement in all organizational settings. The relative importance of each of these factors is influenced by the business goals and values of the DMO. The absence of one or more of these factors in an organization do not prevent suppliers' engagement at the destination. However, the model presented here proposes that the six factors of destination competitiveness are directly related to suppliers' engagement at the destinations. Suppliers-destination fit play a mediator role between destination competency and supplier engagement.

Implications

With the increasing importance of the suppliers or service providers' engagement in the destination or destination management organization, there exist many opportunities for researchers in the area of tourism management to advance the understanding of destination competitiveness and suppliers engagement. The model presented in this article suggests opportunities for research that fall into the following two broad areas:

- i. Research related to destination competitiveness factors: The significance of factors of competitiveness of destinations varies according to each destination's tourism products. For a destination to be competitive and successful, it needs to have common understanding of what and where its

comparative and competitive advantage lies in terms of both natural and man-made tourism products.

- ii. Research related to application of social exchange theory in tourism development: The competitive advantage, that a destination possess over other destinations, enhances the identity of stakeholders especially on supply side, which increases the loyalty toward the destination and finally end up with their engagement at the destination, thus supporting tourism development.

The following propositions are suggested which captures the attention of both researchers and practitioners alike:

1. The nature of tourism competitiveness of a destination is complex and varies differently across destinations. Each destination has its own unique characteristics and may not be replicated. For a destination to be successful and competitive while attracting tourists, there need to have a common understanding of what and where the destination's competitive and comparative advantages rest upon.
2. Six destination competitive factors crucial to stakeholder engagement are destination attractiveness, quality of tourism resources, quality of supporting resources, hospitality, inter-organizational relationship and managerial capability of DMOs.
3. All these six factors together with destination's favourable general setting (in terms of value congruence, inter-stakeholder similarity, needs-supplies fit, demands-abilities fit, and unique contributions) create an optimum environment which boost stakeholder/supplier engagement at the destination. Highly competitive destinations satisfy the identity of stakeholders at the destination and mold their attitude towards destination attractive factors, policies and strategies positively. This enhances stakeholders'

motivation, commitment and satisfaction with the destination and develop a sense of congruence with destination goal and desire to work hard to achieve this goal. Thus, stakeholder fit with the general environment of the destination go along with destination competency factors likely influencing stakeholder/supplier engagement at the destination.

4. Competitiveness of destination is perceived and valued differently by stakeholders at various business levels, thus affecting their level of engagement differently at the destination.

CONCLUSION

An evaluation of tourism competency factors from stakeholders' view is crucial to maintain competency and sustainability of any tourism destination. The importance of stakeholder perception on tourism competency of a destination would determine their involvement, commitment and engagement at the destination. The model presented in the article is based on social exchange theory relating to stakeholder engagement in tourism destinations with comparative advantage factors of destination competitiveness, inter organizational relationship among stakeholders, effective DMOs and favourable environment of the destination. Enhancing the antecedent factors through interventions will make a positive stakeholder engagement in tourism destinations, thus favouring the development in tourism.

REFERENCES

- Abbasi Dorcheh Sharareh and Badaruddin Mohamed. (2013). Local Perception of Tourism Development: A Conceptual Framework for the Sustainable Cultural Tourism, *Journal of Management and*

- Sustainability*, Vol. 3, No.2, pp. 31-39. Retrieved from <http://dx.doi.org/10.5539/jms.v3n2p31>
- AccountAbility, 2008. Stakeholder Engagement Standard (AA1000SES). Retrieved from <https://www.accountability.org/images/content/5/4/542/AA1000SES%202010%20PRINT.pdf>
- Angelo Presenza and Maria Cipollina. (2010). Analysis of tourism stakeholders networks, *Tourism Review*, Vol. 65, No.4, pp. 17-30. DOI 10.1108/16605371011093845
- Ap, John (1992). Residents' perceptions on tourism impacts. *Annals of Tourism Research*, Vol. 19, No. 4, pp. 665-690. [http://dx.doi.org/10.1016/0160-7383\(92\)90060-3](http://dx.doi.org/10.1016/0160-7383(92)90060-3)
- Armenski Tanja, Marković Vladimir, Davidović Nemanja, and Jovanović Tamara. (2011). Integrated model of destination competitiveness, *Geographica Pannonica*, Vol. 15, No. 2, pp 58-69.
- Bakker, A.B. & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, Vo. 13, pp. 209-223.
- Beasley, C. R., Jason, L. A., & Miller, S. A. (2012). The General Environment Fit Scale: A factor analysis and test of convergent construct validity. *American Journal of Community Psychology*, Vol.50, No. 1-2, pp. 64-76. DOI: 10.1007/s10464-011-9480-8.
- Belk, R. W. (1971). Occurrence of Word of Mouth Buyer Behavior as a Function of Situation and Advertising Stimuli, Proceedings, *American Marketing Association Fall Conference*, 419-22.
- Beritelli, Pietro (2011). Cooperation among prominent actors in a tourist destination, *Annals of Tourism Research*, Vol.38, No.2, pp. 607–629,
- Bowie, N. (1988). The moral obligations of multinational corporations. In S. Luper-Foy (Ed.), *Problems of international justice*: 97-113. Boulder, CO: Westview Press.
- Brugha R., Varvasovszky Z. (2000). Stakeholder analysis: a review, *Health Policy and Planning*, Vol. 15, No. 3, pp. 239-246, Oxford University Press.
- Buffum, W. E. (1988). Measuring person-environment fit in nursing homes. *Journal of Social Service Research*, Vol. 11(2–3), pp. 35–54
- Buhalis, D. (1999). Limits of tourism development in peripheral destinations: Problems and challenges. *Tourism Management*, Vol. 20, No. 2, pp. 183-185

- Cable, D. M., & Judge, T. A. (1996). Person–organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes*, Vol. 67, No. 3, pp. 294–311.
- Crosby B. (1992). Stakeholder analysis. A vital tool for strategic managers. Washington DC: USAID
- Crouch, G.I. (2010) ‘Destination Competitiveness: An Analysis of Determinant Attributes.’ *Journal of Travel Research*. Retrieved from <http://jtr.sagepub.com/content/early/2010/03/19/0047287510362776.full.pdf+html> as at 12 May 2010.
- Crouch, G. I. & Ritchie, J. B. R (1994). Destination competitiveness: Exploring foundations for a long-term research program. In Proceedings of the *Administrative Sciences Association of Canada Annual Conference* (pp. 79–88), Halifax, Nova Scotia, June 25–28
- ((1995). Destination competitiveness and the role of the tourism enterprise. In Proceedings of the *Fourth Annual Business Congress* (pp. 43–48), Istanbul, Turkey, July 13–16.
 - (1999). Tourism, competitiveness, and societal prosperity. *Journal of Business Research*, Vol. 44, pp. 137-152.
- Dwyer, L. and C. Kim (2003). Destination Competitiveness: Determinants and Indicators, *Current Issues in Tourism*, Vol. 6, No. 5: pp. 369-414.
- Dwyer, L., Forsyth, P., & Rao, P. (2000). The price competitiveness of travel and tourism: A comparison of 19 destinations. *Tourism Management*, Vol. 21, No. 1, pp. 9–22.
- Dwyer, L., R. Mellor, Z. Livaic, D. Edwards, and C. Kim (2004). Attributes of Destination Competitiveness: A Factor Analysis. *Tourism Analysis*, 9 (1), 91–101
- Enright, M.J. and J. Newton (2004). Tourism Destination Competitiveness: A Quantitative Approach, *Tourism Management*, Vol. 25, No. 6, pp. 777-78
- Formica, S. (2000). Destination attractiveness as a function of supply and demand interaction. *Unpublished PhD thesis*, Virginia Polytechnic Institute and State University, Blacksburg.
- Freeman R.E. (1984). *Strategic management: stakeholder approach*, Boston, MA. Pitman
- Freeman, R. E., & Reed, D. L. (1983). Stockholders and stakeholders: A new perspective on corporate governance. *California Management Review*, Vol. 25, No. 3, pp.93-94.

- Frooman, J. (1999), Stakeholder influence strategies, *Academy of Management Journal*, Vol. 24 No. 2, pp.191-205.
- Gursoy D., Jurowski C., and Uysal M. (2002). Resident attitudes: a structural modelling approach, *Annals of Tourism Research*, Vol. 29, Vol. 1, pp. 79-105.
- Hakanen, J.J., Schaufeli, W.B., & Ahola, K. (2008). The Job Demands-Resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress*, Vol. 22, pp. 224-241
- Heath, E. and G. Wall. (1992). *Marketing Tourism Destinations: A Strategic Planning Approach*. Wiley & Sons: New York
- Humphreys, K., & Woods, M. D. (1993). Researching mutual help group participation in a segregated society. *The Journal of Applied Behavioral Science*, Vol. 29, No. 2, pp. 181–201
- Jurowski, C., Uysal, M., & Williams, D. R (1997). A theoretical analysis of host community resident reactions to tourism. *Journal of Travel Research*, Vol. 36, No.2, pp. 3-11
- Kangrue F.M., (2014). Relationship between work life balance and employee engagement in state corporations in Kenya, *unpublished PhD thesis*, Jomo Kenyatta University of Agriculture and Technology. Retrieved from <http://ir.jkuat.ac.ke:8080/bitstream/handle/123456789/1623/Kangure%20%20Francis%20Mugo-PHD%20HRM-2014.pdf>
- Kayat, K. (2002). Power, social exchanges and tourism in Langkawi: Rethinking residents' perceptions. *International Journal of Tourism Research*, Vol. 4, pp. 171-191.
- Kim, Kyoung Bae (2013). The perceived role of key stakeholders' involvement in sustainable tourism development. *Unpublished PhD thesis*, University of Nottingham. Retrieved from <http://eprints.nottingham.ac.uk/14389/1/601806.pdf>
- Koh, K.Y & Hatten, T.S. (2002). The Tourism Entrepreneur: The Overlooked Player in Tourism Development Studies. *International Journal of Hospitality & Tourism Administration*, Vol.3, No. 1, pp. 21-48
- Kozak, M. (2002). Destination benchmarking. *Annals of Tourism Research*, Vol. 29, No. 2, pp. 497- 519.

- Kozak, M. (2003). Measuring Competitive Destination Performance: A Study of Spain and Turkey, *Journal of Travel and Tourism Marketing*, 13(3): 83-110.
- Kozak, M. and M. Rimmington (1999). Measuring Tourist Destination Competitiveness: Conceptual Considerations and Empirical Findings, *International Journal of Hospitality Management*, Vol. 18, No. 3, pp. 273-284.
- Kresic D., and Darko [Prebezac](#) (2011). Index of Destination Attractiveness as a Tool for Destination Attractiveness Assessment, *Original Scientific article*, Vol. 9, No. 4, pp. 497-517.
- Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, Vol.49, No. 1, pp. 1-49.
- Kristof-Brown, A. L., Barrick, M. R., & Stevens, C. K. (2005). When opposites attract: A multi-sample demonstration of complementary person-team fit on extraversion. *Journal of Personality*, Vol. 73, No. 4, pp. 935-958
- Kumar V., A Pansari (2015) Measuring the benefits of employee engagement, *MIT Sloan Management Review*, Vol. 56, No. 4, pp. 67-72.
- Kuvan, Y. Á. I., & Akan, P. (2005). Residents' attitudes toward general and forest-related impacts of tourism: the case of Belek, Antalya. *Tourism Management*, Vol. 26, No. 5, pp. 691-706. <http://dx.doi.org/10.1016/j.tourman.2004.02.019>
- Lehmann, S., Mitchell, S., & Cohen, B. (1978). Environmental adaptation of the mental patient. *American Journal of Community Psychology*, Vol. 6, No. 2, pp. 115-124
- Lew Alan (1987). A Framework of Tourist Attraction Research, *Annals of Tourism Research* Vol. 14, No. 4, pp. 553-575. DOI: 10.1016/0160-7383(87)90071-5
- Luke, D. A., Roberts, L., and Rappaport, J. (1993). Individual, group context, and individual-fit predictors of self-help group attendance. *The Journal of Applied Behavioral Science*, Vol. 29, No. 2, pp. 216-238.
- Mankowski, E. S., Humphreys, K., and Moos, R. H. (2001). Individual and contextual predictors of involvement in twelve-step self-help groups after substance use treatment. *American Journal of Community Psychology*, Vol. 29, No. 4, pp. 537-563.

- Mason R, Mitroff 1981. *Challenging strategic planning assumption*. New York (NY). John Wiley and Sons.
- McGehee, N. G. and Andereck, K. L. (2004). Factors predicting rural residents' support of tourism, *Journal of Travel Research*, Vol. 43, No.2, pp. 131-140.
- Milman, A. & Pizam, A. (1995). The role of awareness and familiarity with a destination: The Central Florida case. *Journal of Travel Research*, Vol. 33, No. 3, pp. 21-27.
- Mitchell, R.K., Agle, B.R. & Wood, D.J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts, *Academy of Management Review*, Vol. 22, No. 4, pp. 853-886.
- Muchinsky, P. M., & Monahan, C. J. (1987). What is person environment congruence? Supplementary versus complementary models of fit. *Journal of Vocational Behavior*, Vol. 31, No. 3, pp. 268-277.
- Napier, T. L., & Bryant, E.G. (1980). Attitudes toward outdoor recreation development: An application exchange theory. *Leisure Sciences*, Vol. 3, No.2, pp. 169-187.
- Neil Jefferey (2009). Stakeholder engagement: A roadmap towards meaningful engagement. Retrieved from <http://www.fundacionseres.org/Lists/Informes/Attachments/700/Stakeholder%20Engagement.pdf>
- Pavlovich, K. (2001). The twin landscapes of Waitomo: Tourism networks and sustainability through Landcare. *Journal of Sustainable Tourism*, Vol. 9, No. 6, pp. 491-504.
- Perdue, R R, Long, P. T., & Allen, L. (1990). Resident support for tourism development. *Annals of Tourism Research*, Vol. 17, No. 4, pp. 586-599.
- Raija Kompulla, (2013). Role of individual entrepreneurs in the development of competitiveness of for a rural tourism destination- a case study. *Tourism Management*, Vol. 40, pp. 361-371.
- Ritchie, J. R. B., and Crouch, G. (1993). Competitiveness in International Tourism: A Framework for Understanding and Analysis. *Proceedings of the 43rd Congress of Association Internationale d'Experts Scientifique de Tourisme*. San Carlos de Bariloche, Argentina, October 17-23
- (2003). *The Competitive Destination: A Sustainable Tourism Perspective*. Wallingford, UK: CABI Publishing
- Rusko Rauno, Mika Kylanen, Rukka Saari, (2009). Supply Chain in Tourism Destinations: The Case of Levi Resort in Finnish Lapland, *International*

- Journal of Tourism Research* Vol. 11, No. 1, pp. 71 - 87, DOI: 10.1002/jtr.677
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, Vol. 21, No. 7, pp. 600- 619
- Sautter, E. T., & Leisen, B. (1999). Managing stakeholders: A tourism planning model, *Annals of Tourism Research*, Vol. 26, No. 2, pp. 312-328.
- Savage, G.T., Nix, T.W., Whitehead, C.J. & Blair, J. D. (1991). Strategies for assessing and managing organizational stakeholders, *Academy of Management Executive*, Vol. 5, No.2, pp. 51-75.
- Schaufeli, W.B. & Bakker, A.B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study, *Journal of Organizational Behavior*, Vol. 25, No.3, pp. 293-315
- Segal, S. P., Silverman, C., & Baumohl, J. (1989). Seeking person environment fit in community care placement. *Journal of Social Issues*, Vol. 45, No. 3, pp. 49–64.
- [Seldjan Timur](#), [Donald Getz](#), (2008). A network perspective on managing stakeholders for sustainable urban tourism, *International Journal of Contemporary Hospitality Management*, Vol. 20, No. 4, pp. 445-461.
- [Sinclair](#) M. Thea and [Mike Stabler](#) (1997). *The economics of tourism*, Routledge
- Tracey, T. J., Sherry, P., & Keitel, M. (1986). Distress and help seeking as a function of person-environment fit and self-efficacy: A causal model, *American Journal of Community Psychology*, Vol. 14, No. 6, pp. 657–676.
- UNWTO Report (2005). *Survey on the Implementation of the Global Code of Ethics for Tourism*. Retrieved from <http://ethics.unwto.org/sites/all/files/docpdf/2005a-16-20add1.pdf>
- Waayers, D., Lee, D. and Newsome, D. (2012). Exploring the nature of stakeholder collaboration: a case study of marine turtle tourism in the Ningaloo region, Western Australia, *Current Issues in Tourism*, Vol. 15, No. 7, pp. 673-692.
- Walsh, W. B. (2009). Person-environment fit. In S. J. Lopez (Ed.), *The encyclopedia of positive psychology*, Vol. 2, 691–693. West Sussex, United Kingdom: Wiley-Blackwell.
- Yoon Yoosik 2002, Development of a Structural Model for Tourism Destination Competitiveness from Stakeholders' Perspective, *PhD thesis*

submitted to the Faculty of the Virginia Polytechnic Institute and State University.
Yoon Yooshik, Dogan Gursoy, Joseph s Chen (2001). Validating a tourism development theory with structural equation modeling, *Tourism management*, Vol. 22, No.4, pp. 363-372

Sabira Nalakath (sabiranalakath@gmail.com , sabira@cusat.ac.in) pursuing Ph. D in tourism management works on the topic of tourism destination competitiveness. She has worked on various research projects of Kerala over five years. Her key skill includes in applying methodological approaches in development economics and tourism, statistical data analysis and project management. School of Management Studies, Cochin University of Science and Technology, Kerala, India, 682022 Ph: 0091 9745057733