
Tourism Sustainability and Competitiveness: A strategic platform

Safaa El-Aidie¹, Hamad Ali Salem Mahdi Alseiri,² Gamal S. A. Khalifa³

¹Agricultural Research Centre (gmido55@yahoo.com)

²PhD Ministry of Interior, UAE

³City Graduate School, City University, Malaysia (gamal@city.edu.my; Orcid: orcid.org/0000-0003-1665-9291)

Abstract

Introduction: Strategic management and tourism are both relatively small areas of study. However, both have developed broad literature that was brought together in this study. One of the key questions in strategic management is how to keep the sustainability of functional performance as a competitive advantage. Achieving a sustainable competitive advantage, particularly, in tourism requires understanding both the business orientation of services and the inherent characteristics of tourism itself. This study seeks to provide a model that demonstrates how a sustainable competitive advantage in tourism can be achieved based on the literature of strategic management, tourism and service management.

Methodology: In order to achieve the objectives of the study, the researcher used the quantitative approach to measure the causal relationship between the variables of the study, which are strategic leadership, effective strategic planning, and tourism sustainability practices and their impact on the sustainability of performance in tourism sector organizations in United Arab Emirates. In the current study, the researcher adopted the quantitative technique (using questionnaire method) to achieve the research aim. SPSS25 and Smart PLS3 are implemented for data analysis.

Result and Discussion: The results highlighted clear support for all the study's assignments. The most important of which is that strategic leadership has a direct impact on the sustainability of performance in tourism sector organizations, and strategic leadership has an indirect impact on achieving performance sustainability by supporting the effectiveness of strategic plans and sustainability practices within the organizations of the tourism sector. The study also showed the moral role of strategic leadership in activating strategic plans, which in turn affect the adoption of sustainability practices for tourism destinations, which reflects on the sustainability of the performance of tourism destinations. The study also presented applied and theoretical suggestions and their perception of future research related to this study.

Conclusion and Recommendation: Theoretical and practical implications are introduced as well as suggestions for future research.

Keywords: *Strategic leadership; Strategic planning; Competitiveness; tourism sustainability; UAE.*

1.0 Introduction

The competition facing organizations has become a reality recently due to the many changes that have taken place in their environments at the internal and external levels and at the local and global levels. Organizations are becoming aware of this competition and its increasing intensity as well as the emergence of many new competitors, which make them looking for multiple strategies and policies through which they can achieve and continue to have a competitive advantage (bin Abdul Lasi and Man, 2020; Khalifa, 2020b).

Traditionally, economic prosperity has been linked to growth in main agricultural and industrial sectors as well as to the flow of foreign capital, while the role of tourism in economic growth has often been underestimated and considered as a sector without a clear growth movement and thus attracted little attention from economists and decision-makers (Khalifa, 2018; Khalifa *et al.*, 2021). But over the past few decades, the tourism sector has drawn attention to its ability to expand and diversify and has even become referred to as one of the fastest growing economic sectors in the world. The tourism sector is growing uninterrupted despite repeated occasional shocks, according to the World Tourism Organization, the number of international tourist arrivals increased at an annual rate of 2.6% and increased from 25 million to 980 million tourists from 1950 to 2011 (Jayathilake, 2013; Trung *et al.*, 2021).

In many countries, tourism is used as a tool to increase foreign exchange income, government revenues and the level of employment (direct and indirect). With these benefits in mind, UNWTO 2014 calls on governments to develop national strategies that support the tourism sector and fulfill their commitment to equitable and sustainable growth (Ravinthirakumaran, 2015). It is commonly believed that tourism contributes positively to economic growth and as a result many developing countries have given prominence to this industry for economic growth and development (Khalifa, Trung and Hossain, 2021).

While many economic organizations are presently tending to concern with environmental considerations in their long-term business strategies and plans (Alkathiri *et al.*, 2018; Alghfeli *et al.*, 2021), this trend is the basis for their survival in the market and for competing with their environmental counterparts as well as a starting point to ensure that environmental standards are applied in the activities of organizations (Lei *et al.*, 2021). Therefore, there must be an effective and efficient environmental management that helps in monitoring, planning and developing environmental performance in line with the environmental policy of the institution (Orlitzky, 2013). This trend is due to the fact that the environmental dimension has become a criterion for achieving sustainable competitiveness and the level of interest of natural environment in the economic organizations is evidenced by trying to develop environmental management systems conforming to the specific environmental specifications, including environmental risk management (Abd-Elaziz *et al.*, 2015; Khalifa and Mewad, 2017)

Because of the inability of developing countries to achieve an increase in their revenues through commodity exports (Almatrooshi *et al.*, 2020; Alneadi *et al.*, 2020), the role of the tourism sector as a potential resource for the economic development of these countries has increased, especially with the emergence of the subject of Sustainable Tourism Development (Della Corte and Aria, 2016; Abou-Shouk and Khalifa, 2017), which makes countries concerned with allocating financial resources to this sector in order to: establish airports, improve the infrastructure of internal transport, build hotels and other tourism sector requirements (Khalifa, 2015, 2020a). Thus, tourism has become a major activity and a major source of economic development; due to what this sector can achieve like providing foreign currencies and affecting positively on the value of UAE dirham (Currency appreciation), and as a result contributing to raising of national income (Badran and Khalifa, 2016; Abdulla *et al.*, 2020), in addition to facing the deficit in the trade balance on one hand and on the other hand alleviating the demand for foreign currencies to finance imports from abroad as well as rising the value of the national currency which subsequently leads to rise and improve living standards (Khalifa and Abou-Shouk, 2014; Alseiari *et al.*, 2019). Moreover, the revival of tourism leads to increased demand for employment in various economic sectors in addition to tourism investment, whether these investments are local or foreign direct investments (Morsy, Ahmed and Ali, 2016; Alseiari, Khalifa and Bhaumick, 2019).

Most business organizations today aspire to achieve success, superiority and excellence in all their operations and activities and race to achieve the efficiency and effectiveness of their performance (Mohamed *et al.*, 2019; Alshamsi *et al.*, 2020; B. A. F. H. Alharthi *et al.*, 2020), which enable them achieving their goals and objectives and building a strong, sustainable and excellent strategic base achieving growth and survival and improving and developing performance in the environment in which they operate (Garay, Font and Pereira-Moliner, 2017; Mohamed *et al.*, 2018; Rahmah *et al.*, 2020), that is characterized by constant change and being competitive for resources of all kinds (Alkheyi *et al.*, 2020). In order to achieve these goals, these organizations need to have a deep strategic vision (Della Corte and Aria, 2016), a clear mission and sustainable development to achieve true, correct and inclusive development, which enables them looking at the prospects of the future with insight and vision to know how they are going to be in the long run in light of the environmental, technological, competitive (Khalifa and Hewedi, 2016; Khalifa, 2019), economic, political, social, informational and administrative changes facing business organizations in the era of globalization and surrounding opportunities and risks (Myo, Khalifa and Aye, 2019; Trung and Khalifa, 2019). This comes only through right strategic planning for sustainable development, since the success of organizations depends on all these factors combined (Gharama, Khalifa and Al-Shibami, 2020a, 2020b).

One of the most important strategies and policies that enable organizations to start and keep pace with the rapid change surrounding them is to follow the sustainable development resulting from conscious strategic planning of all

variables (Stead and Stead, 2014; Jassem Al-Ameri, Bhaumik and Khalifa, 2019), whereas the subject of sustainable development has attracted the attention of the world over the past twenty years, for which summits and global forums had held. As a result of this huge interest, sustainable development has become a prerequisite for fairness in distributing development gains and wealth among different generations of different peoples (Qoura and Khalifa, 2016; Lasi, 2020). The term sustainable development is being circulated in various quarters. However, it is noted that its adoption and application varies from one milieu to another, some of whom see sustainable development as environmental protection and others as natural resource management. In the economic community (Abdulla *et al.*, 2019), there are those who believe that sustainable development is the management of quality, environment, integrity, business ethics, stakeholder relationship management and other terms (Hitchcock and Willard, 2012).

Strategic planning is the way in which officials can guide the organization in moving from day-to-day management and crisis management to a different vision of internal and external dynamic factors that can bring about change in their environment, which leads ultimately to a better effective orientation for their organizations (Stead and Stead, 2014). Therefore, having a clear future vision translated into a strategic plan creates a motivation whose impact outweighs the extent to which these organizations perceive the value and importance of this work for them. A strategic plan is a management tool that leads the organization to work better because it focuses on the power, resources and time of each individual in the organization and pushes them in the same direction of achieving goals. Organizations that fail to plan ahead are likely to lose their opportunity to expand their resource base, or to increase and diversify their services, as well as risk not catching up with the changing needs and requirements of the community they are targeting. The price they pay for not implementing strategic planning may be stagnation and decline (Bryson, 2018).

Tourism planning plays a very important role in the development of service business organizations (Sudigdo and Khalifa, 2020), as it is a scientific method for organizing and managing the contemporary tourism activity in all its elements and patterns, as it provides a common framework for making the right decisions necessary for the management of these organizations, through the development of a plan to identify the special ingredients of hotels and the possibility of developing them in scientific ways (Elbanna, 2016). All these roles can be played by strategic leadership that has become a field of research in the last twenty years. Strategic leadership is referred to as the ability of anticipating, conceptualizing, maintaining flexibility and enabling others to achieve the necessary strategic change (Finkelstein, Hambrick and Cannella, 2009). In addition, implementation of strategic leadership, that has a long term vision, is one of the ways in which organization can use to build and develop its ability of dealing early and adapting with changes, and release the intellectual potentials and technical capabilities of human resources at all levels, in addition to create better opportunities to improve

their performance commensurate with their capabilities (M. N. A. N. Alharthi *et al.*, 2020; Ghazalle and Lasi, 2021).

Undoubtedly, building organizations that have sustainable performance requires unconventional strategic leadership that works with awareness and insight through its new role that achieves economic, social and environmental balance inside and outside the organization and thus guarantees the rights of future generations (Robert Strand, 2014). This role is what the researcher wants to identify through this study using some mediating variables, and in this context focus will be on the effectiveness of the strategic plan as a management philosophy that contributes to the adoption of new organizational concepts and practices of sustainability, because of their interrelationship with sustainable performance and competitiveness of tourism business organizations in the UAE.

2 Literature review & Hypotheses development

2.1.1 Strategic leadership and the tourism destination competitiveness

According to (Hossain *et al.*, 2020) the competitiveness of a destination is linked to the destination's ability to deliver goods and services that perform better than other destinations in those aspects of the tourism experience that tourists consider important. "The tourism competitiveness is a general concept which includes price differentials that associated with the exchange rate movements, levels of productivity of many components of the tourism industry and specific factors that influence the attractiveness of a destination or otherwise." (Khalifa and Fawzy, 2017; Khalifa, 2018; Widjaja, Khalifa and Abuelhassan, 2020). Four basic principles were proposed by Dwyer and Kim (2003b) about the tourism destinations that should followed if they are to compete: putting the environment first; making tourism a leading sector; strengthening market distribution channels and building a dynamic private sector. It is clear that these principles are so broad and general that they are meaningful to policy stakeholders and policy makers (M. N. A. N. Alharthi *et al.*, 2020).

Tourist academics and practitioners have devised a variety of approaches to aid in the understanding and enhancement of tourism destinations' long-term competitiveness (Hallmann *et al.*, 2012; Hossain, Khalifa and Abu Horaira, 2019). While tourist destination planning has emphasized infrastructure and a spatial viewpoint, substantial attempts have been made to integrate a variety of development goals into tourism ideas and standards (Mohamud *et al.*, 2017; Widjaja, Khalifa and Abuelhassan, 2019), complemented by a sophisticated business orientation inspired by strategic management (Binnawas, Khalifa and Bhaumik, 2020). By taking into account the importance of emotion, creativity, and values in tourist destinations, strategic tourism destination leadership strives to supplement the structural and procedural viewpoint of destination governance (Abdulla *et al.*, 2019). Based on the above discussion, the study proposes the following hypotheses:

H1: There is a statistically significant impact of strategic leadership practices on the competitiveness of the tourism destination in the UAE

2.1.2 Strategic leadership, strategic planning and tourism sustainability

Leaders care a lot about the strategy and how it outlines the actions that will be followed to create, improve, and implement ideas (Al-Shibami *et al.*, 2019; Alsaadi, Khalifa, *et al.*, 2019). The theory of the strategic leadership has evolved from the original supreme theory that developed by Hambrick and Mason (1984) to the study of not only the fundamental ways in which senior management influences organizational results, but also the symbolism and social construction of senior executives (Mohsin N.A.N. Alharthi *et al.*, 2019).

In this study we focus specifically on the senior executives - CEOs (Chief Executive Officers) who have overall responsibility for the management, organization and functioning of the organization. Leadership is a reflection of the conduct and vision of the board of directors, according to scientific ideas linked with top management (Binnawas, Khalifa and Bhaumick, 2019; Mohamed Naser A.N. Alharthi *et al.*, 2019). While acknowledging the limits and challenges within its executive management, such as environmental and regulatory constraints (legal and tax barriers, governance, and organizational culture), researchers agree on the premise that the characteristics of executives affect the organizational behavior and the organization's final outputs (Alharthi, Khalifa and Bhaumick, 2019; Alkathiri, Abuelhassan, *et al.*, 2019; Alkathiri, Gamal S.A. Khalifa, *et al.*, 2019). According to the above, it is the way to understand the possible relationship between the leadership characteristics and the strategic options related to corporate strategic plans (Alharthi and Khalifa, 2019).

According to According to Davies and Davies (2004) strategic leaders have the ability to be strategically present. This process includes the ability to look at the long-term future (Adair, 2002), to see the bigger picture, as well as to understand the current context of the institution (Alareefi *et al.*, 2019). The strategic direction is also the ability to link the long-term insights and concepts to daily work (Alkhateri *et al.*, 2019; Alsaadi, Abuelhassan, *et al.*, 2019).

The importance of developing the strategy with others, rather than simply communicating it with others, may be the key skill of the strategic leaders in defining the strategic direction of the organization (B. A. F. H. Alharthi *et al.*, 2019). The strategic direction of leaders can be seen as the establishment of an organization that understands the potential future trends. The study suggests the following hypothesis based on the foregoing:

H2: Strategic leadership within the organization will incite a higher level of strategic planning effectiveness among employees within tourism industry organizations in UAE.

H5: Strategic planning effectiveness within the organization will incite a higher level of tourism sustainability practices among employees within tourism industry organizations in UAE.

H8: strategic planning effectiveness is a good mediator of the relationship between strategic leadership and tourism sustainability among employees within the tourism sector in the UAE

2.1.3 Strategic leadership and tourism sustainability

The companies that wish to achieve higher levels of sustainability are betting on the potential incremental value that can be created for businesses by choosing this path. In this regard, the objectives of the company should be examined more carefully, prior to a discussion on the commercial value of the sustainability management of the company (Alghfeli *et al.*, 2019).

The establishment of a senior management team (TMT) that functions with corporate sustainability obligations has brought strategic leadership and organizational sustainability together in a clear and visible way. The strategic leadership study focuses on a small group of executives who take full responsibility for the organization (Finkelstein *et al.*, 2009). It is traditionally referred as "the theory of higher levels" (Finkelstein *et al.*, 2009; Hambrick, 2007). The integration of economic, environmental, and social issues by businesses is known as corporate sustainability. The concept of corporate sustainability involves companies taking into account their environmental and social impacts in line with their economic objectives. Therefore, the corporate sustainability is closely linked to the concepts of corporate social responsibility (Carroll, 1999; Dahlsrud, 2008; EU-Commission, 2011), business ethics (Buckley, 2012; Crane and Matten, 2010), stakeholder engagement (Freeman, 2010; Parmar *et al.*, 2010), and administrative supervision (Davis *et al.*, 1997; Goetsch and Davis, 2014).

Strand(2013) found 46 employment at big Scandinavian and American businesses that openly express or embrace important sustainability ideas and practices, such as corporate social responsibility (CSR)(Strand, Freeman and Hockerts, 2015). This is reflected in the employment available at these institutions, which are inextricably connected to their long-term viability. In their respective firms, these specific positions are ranked among the top ten on average (Strand, Freeman and Hockerts, 2015). As a result we hypothesize the below:

H3: High level of strategic leadership will lead to improved tourism sustainability among employees in the tourism sector in the UAE.

H9: tourism sustainability is a good mediator of the relationship between strategic leadership and tourism destination competitiveness among employees within the tourism sector in the UAE.

2.1.4 Strategic leadership, strategic planning effectiveness, and tourism destination competitiveness

Tourism destinations, whether national, government or local, are increasingly taking their role as tourist destinations very seriously, as evidenced by the allocation of substantial funds for tourism promotion and marketing. Much of this funding is directed towards improvement and development of its tourism image and attractiveness (Sudigdo, Khalifa and Abuelhassan, 2019). As noted (Crouch and Ritchie, 1999), "the growing level of the international competition in the tourism market, and the length of the required time to develop the key facilities in order to meet this competition, made strategic planning increasingly necessary."

The competitiveness of a destination is usually seen economically. However, the emergence of tripartite accounting in both the public and private sectors has put increasing pressure on destination planners and managers to give a consideration to the sustainable management of the destination's environmental and social resources. This highlighted the need for a proactive and strategic planning of the future developments in order to ensure long-term sustainability and continued market competitiveness. As the cumulative effects of current development decisions will have a far greater impact than the age of decision makers (Ruhanen, 2007).

While the concept of the strategic planning for the destination itself is not new. It has been proved that the incorporating sustainability requirements into the planning process was more challenging (Ruhanen, 2004). Therefore, the strategic planning methodology has been revised to include the “strategic vision” phase with the aim of developing a vision for the future of the destination (Ruhanen, 2007). This strategic vision aims to develop consensual guidelines on appropriate forms of development which are consistent with the values and objectives of the tourism destination, taking into account the opportunities and constraints faced by these destinations (Hallmann et al., 2012).

Al-Juhaini, (2015) believes that strategic leadership has a leading role in the sustainability of organizations. The organizations are an active and influential part of society and human life, and have a lot of material, human and cognitive potential. Therefore, all you need are sustainable strategic leaders who turn these ideas into practices and applications on the ground and influence others within the organization. So, sustainability will have a positive impact on the organization in all areas and around the community, environment and national economy.

The leadership is believed that it can play a key role in enabling individuals and institutions to create, exploit, renew and apply knowledge in order to create the core competencies needed to improve organizational learning (Jawhara, 2014; Egyptian, 2015; Noruzy et al., 2013). The strategic leadership has an active role in the development of the organizations and the organizational structures through the dissemination of organizational learning, dissemination of organizational culture and the activation of modern technologies. Also, there is a direct relationship between the strategic leadership and organizational culture of the organization. As the strategic leadership patterns adopted by the strategic leaders in dealing with employees reflected on the organizational culture of the organization.

Although most research considers strategic leadership to have a positive impact on the sustainability of institutions, this direct relationship does not appear empirically critical (Oelze *et al.*, 2016). Similarly in (Oelze *et al.*, 2016) which demonstrate that an organization with a learning culture cannot directly improve and sustain its performance, but must pass through other variables that may overlap between sustainability and strategic leadership. As mentioned in (Latorre-Medina and Blanco-Encomienda, 2013) and emphasized that the orientation of learning takes place in particular at the level of corporate culture and the potential to mediate through factors that directly affect business performance and

sustainability. Therefore, we consider it necessary to identify the potential intermediaries in such links. As a result we hypothesize the below:

H4: High level of strategic planning effectiveness will lead to improved tourism destination competitiveness among employees in the tourism sector in the UAE.

H6: High level of tourism sustainability will lead to improved tourism destination competitiveness among employees in the tourism sector in the UAE

H7: Strategic planning effectiveness is a good mediator of the relationship between strategic leadership and tourism destination competitiveness among employees within the tourism sector in the UAE.

H10: strategic planning effectiveness and tourism sustainability are good mediators of the relationship between strategic leadership and tourism destination competitiveness among employees within the tourism sector in the UAE.

2.2 CONCEPTUAL FRAMEWORK OF THE STUDY

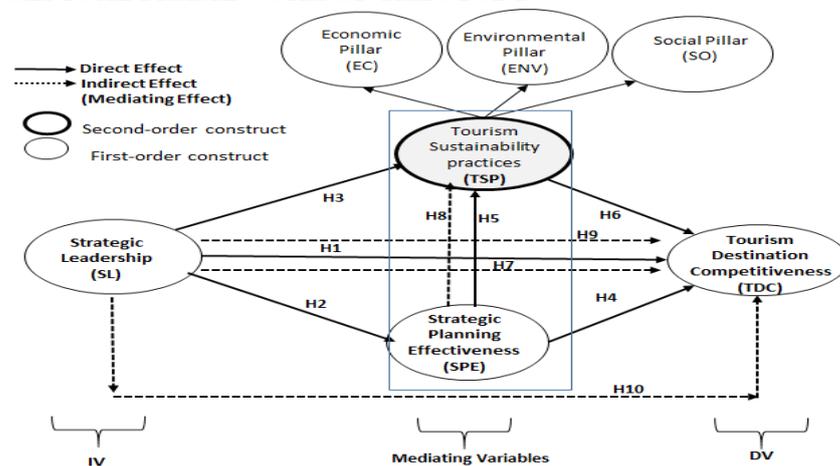


Figure 1: Conceptual Framework of the Study

3 Methods

A positivist paradigm is adopted for the present study together with an objectivist epistemological position. According to Hussey and Hussey, (1997), this stance permits the investigation of human behaviour in a structural and scientific manner. As opposed to interpretivists, this stance is critical to lead to the desired end-point of structural and more authoritative results by empirically assessing interrelationships between variables (Carson et al., 2004). The study is equally descriptive as exploratory based on Saunders et al., (2012) definition of these concepts as pertaining to the purpose for which any investigation is conducted. Whereas descriptive studies tend to pay attention to areas that are already understood, exploratory studies are conducted into areas with little understanding.

3.1 Data collection, sampling and procedures

The population of the study constitute all tourism institutions in the United Arab Emirates (UAE). The sampling frame of the study represents a list of tourism institutions in Abu Dhabi. Managerial staff list is the targeted respondents in UAE

tourism institutions, the total number of academic staff is 11554 (Statistics Centre- Abu Dhabi, 2017), the size of the sampling frame was estimated to be about 384 academic staff according to Sekaran and Bougie, (2016). This sample size also permits an error margin of about 5% assuming data are collected from all cases in the sample. Considering some amount of non-response was expected, a sample size of 500 respondents was adapted for the study. The random sampling method was implemented; specifically, the systematic random sample, a slightly modified form of simple random sample was implemented.

3.1.1 Data Collection Instrument and measurement of variables

The questionnaire used to achieve the objectives of the current study includes a set of closed questions, which directs the respondent to give the answer and also facilitates the process of coding as it gives a standard set of answers. The questionnaire was divided into two parts. The first part represents demographic questions (gender, age, nationality, educational level, years of experience, qualification), and their answering alternatives followed the digital or grade value. The second part of the survey includes the study variables and its five dimensions (Strategic Leadership based on Elbanna, (2016), Sustainability based on (Al-Jahni, 2015); Cvelbar and Dwyer, (2013), The Effectiveness of Strategic Planning depends on Elbanna, (2016) and (Wu, Straub and Liang, 2015) and The Competitiveness of the tourism destination based on the study of (Li and Liu, 2014). The answering alternatives followed the format of a typical five-level Likert scale (1= Strongly disagree and 5= Strongly Agree)

4. Data analysis and Results

4.1 Demographic Profile - Frequency Tables

The respondents' information is summarized using basic descriptive statistics such as frequencies and percentages in order to provide overview of the data collected. Table 1 shows the frequency and percentage for demographic profile of respondents in the study sample. It shows that there were more male (59.2%) than females (40.8%) of tourism organizations in UAE. Most of the employees were aged between 30 to 39 years; this accounted for 41.7% of the responses followed by the age range of less than 30 years and the range of 40 years to 49 years at 29% and 22.3% of total responses. Close to 81.6% of the employees hold a bachelor degree and most of the remaining 11% hold a postgraduate degree. Only 7.3% were holding Senior High School. Employees' position show that, Close to 98.3% of the employees are international and only 1.7% were local employees. When it comes to job experience, 24.5 percent have 11 to 15 years of experience, 20% have 5 to 10 years of experience, 18.6 percent have 16-20 years of experience, and 15.5 percent have more than 20 years of experience. Key demographics are presented in Table 1.

Table 1: Respondents profile

		F.	%
Gender	Male	210	59.2
	Female	145	40.8
Age	less than 30	103	29.0
	30-39	148	41.7
	40-49	79	22.3
	50-59	25	7
Nationality	UAE	6	1.7
	Others	349	98.3
Experience	less than 5	76	21.4
	5-10	71	20.
	11-15	87	24.5
	16-20	66	18.6
	above 20	55	15.5
Education	Senior High School	26	7.3
	Bachelor	290	81.6
	Master	23	6.5
	PhD	16	4.5
Total		355	

4.2 Model measurements

The research used modelling of the structural equation using Smart PLS3. The research checked reliability and validity of the constructs to assess the model measurement (Hair *et al.*, 2017). The findings showed that all Alpha values of Cronbach are above the suggested value of 0.7 (Kannana and Tan, 2005). The findings also reveal that all values for composite reliability are above 0.7 (Kline, 2010). Because of the aforementioned, reliability of the construct is fulfilled. Furthermore, the reliability of the indicators is achieved. Loading for all items therefore exceeds the specified value of 0.5 (see Figure 2). In addition, the results highlighted that convergent validity and discriminant validity are fulfilled (see table 2)

Table 2: Reliability, Composite Reliability, and Average Variance Extracted Measures

Construct	α (above 0.7)	CR (> 0.7)	(AVE) (> 0.5)
Economic (EC)	0.924	0.942	0.731
Environmental (ENV)	0.869	0.900	0.565
Strategic Leadership (SL)	0.896	0.920	0.659
Social (SO)	0.921	0.934	0.585
Tourism destination Competitiveness (TDC)	0.920	0.934	0.641
Strategic planning effectiveness (SPE)	0.877	0.908	0.625

Note: α = Cronbach's alpha; CR = Composite Reliability

Table 3: Discriminant validity results

	Fornell Larcker						HTMT					
	EC	ENV	SL	SO	TDC	SPE	EC	ENV	SL	SO	TDC	SPE
EC	0.855											
ENV	0.658	0.752					0.730					
SL	0.592	0.540	0.812				0.650	0.606				
SO	0.720	0.732	0.472	0.765			0.780	0.796	0.511			
TDC	0.702	0.664	0.695	0.593	0.801		0.760	0.734	0.768	0.631		
SPE	0.693	0.730	0.702	0.699	0.745	0.791	0.773	0.842	0.794	0.770	0.832	

4.3. Hypotheses Tests

The structural model assessment as shown in Figure 2 , and Table 4 provides the indication of the hypothesis tests. Strategic leadership (SL) significantly predict TDC, and SPE,. Hence, H1, and H2, are accepted with ($\beta = 0.326, t= 5.940, p<0.001$), ($\beta = 0.702, t= 23.910, p<0.001$). however H3 is not supported with ($\beta = 0.059, t= 1.402, p >0.05$) respectively. Likewise, SPE significantly predicts TDC and TS. Hence, H4 and H5 are accepted with ($\beta = 0.266, t= 4.273, p <0.01$) and ($\beta = 0.758, t= 20.124, p<0.001$). In addition,. TS significantly predicts TDC. Hence, H6 are accepted with ($\beta = 0.316, t= 6.372, p <0.001$).

Note that the standardized path coefficient indicates the strengths of the relationship between exogenous and endogenous constructs, so the direct effects of SL on SPE is much stronger than other variables as evident from the values of path coefficient. And the direct effect of SPE on TS is much stronger than other relationships. Results show the result of R² from the structural model, and indicates that all the R² values are high enough for the model to achieve an acceptable level of explanatory power. Note that the variance explained in endogenous construct TDC is 0.654 (65.4%) by exogenous constructs SL, SPE, and TS.

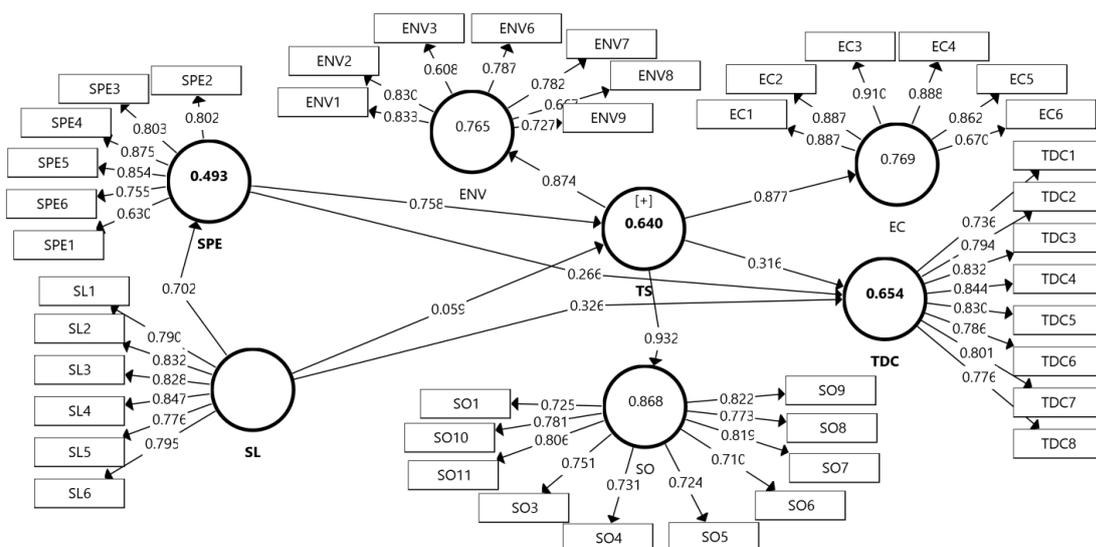


Figure 2: PLS algorithm results (regression weights)

Table 4: Structural path analysis result

Hypo	Relationship	Std Beta	Std Error	t-value	p-value	Decision
H1	SL -> TDC	0.326	0.325	5.940	0.000	Supported
H2	SL -> SPE	0.702	0.702	23.910	0.000	Supported
H3	SL -> TS	0.059	0.059	1.402	0.161	Not-Supported
H4	SPE -> TDC	0.266	0.264	4.273	0.000	Supported
H5	SPE -> TS	0.758	0.758	20.124	0.000	Supported
H6	TS -> TDC	0.316	0.319	6.372	0.000	Supported
H7	SL -> SPE -> TDC	0.186	0.186	4.171	0.000	Supported
H8	SL -> SPE -> TS	0.532	0.533	13.781	0.000	Supported
H9	SL -> TS -> TDC	0.019	0.019	1.299	0.195	Not-Supported
H10	SL -> SPE -> TS -> TDC	0.168	0.170	5.920	0.000	Supported

Table 4 shows the mediation result via the bootstrapping analysis, indicating that SPE mediates the relationship between SL and TDC. Hence, H7 is accepted with ($\beta = 0.186$, $t = 4.171$, $p < 0.01$). Furthermore, H8 is accepted with ($\beta = 0.532$, $t = 13.781$, $p < 0.001$), indicating that SPE mediates the relationship between SL and TS. In addition, SPE and TS mediates the relationship between SL and TDC. Hence, H10 is accepted with ($\beta = 0.168$, $t = 5.920$, $p < 0.01$). However, H9 is rejected.

5 Discussions

The general objective of this study is to determine the extent to which strategic leadership practices can be directed towards raising and enhancing competitiveness of touristic destinations in the UAE, considering that the strategic planning and sustainability are mediators for strategic leadership effectiveness among managers working in tourism sector in United Arab Emirates.

As mentioned earlier, research objectives and questions are the basis for generating hypotheses that are related to the study. The answer to research questions is to reveal key issues that can be drawn from the evaluation of the proposed study model and its results.

The proposed study model illustrates the role of strategic leadership practices, effectiveness of strategic plan and sustainability practices and its impact on the competitive performance of tourism sector organizations in the UAE. This means that the better strategic leadership practices among managers with excellence in sustainability practices and the effectiveness of strategic plan, the better the competitive performance of tourism sector organizations in the UAE (Alseiri, Khalifa and Bhaumick, 2019).

Based on the current study, one of the main contributions to current knowledge is not only the proposed model to explain the competitiveness of touristic destination, but also the role of both effectiveness of strategic plan and sustainability practices as intermediate variables. The results of this study can be added to the literature and divided into four main topics: Leadership, Strategic Planning, Sustainability and Competitiveness (Alseiri et al., 2019).

This study also contributes to existing knowledge by testing the impact of mediation of sustainability practices and effectiveness of strategic plan on the relationship between strategic leadership and touristic destination competitiveness, which found that the effectiveness of strategic plan and sustainability practices mediates significantly in the relationship between strategic leadership and touristic destination competitiveness (Khalifa, 2020b).

In addition, the variance indicated by the model proposed of the study for the touristic destination competitiveness in the UAE is (65.4%). Thus, the predictive capacity of the proposed model in this study has a higher ability to interpret and predict more competitiveness than that obtained from some previous studies with different variations recorded for competitiveness. This study shows evidence that the proposed model could be more effective in predicting the competitiveness of touristic destination

6. Implications for Practitioners

This research has a great valuable for practitioners as it demonstrates the importance of strategic leadership, strategic plan effectiveness and sustainability practices in improving and enhancing the competitive performance of touristic destination . The results of the study indicated that strategic leadership plays a vital role in facilitating and reinforcing the effectively execution of both strategic plan and sustainability practices, which will in turn reflect positively on competitive performance of tourism sector organizations in the UAE. Accordingly, organizations should follow the same sequence of study variables and greatly focus on strategic leadership practices, effectiveness of strategic plans along with the activation of sustainability practices in terms of economic, social and environmental aspects.

The following are several procedures that can be adopted to develop this strategy. First, organizations can provide some oriented training programs to managers at senior and intermediate levels to allow them completely understand strategic leadership mechanics and help them to better manage their professional and personal responsibilities. Second, organizations may reward supervisors who successfully implement sustainability practices and have a commitment to implement the agreed strategic plan. Third, well-performing individuals who seek to improve the organization's sustainability practices in order to increase its competitiveness.

Moreover, the implications of the main results provide significant benefits not only to managers working for organizations in tourism sector but also to the UAE authorities to be applied in all public and private sector organizations. Based on the results, a number of practical effects were found, such as encouraging and empowering managers for their commitment to the implementation of strategic plan through a deeper understanding of the vision and strategy of the organization and improve control systems, which supports the practices of sustainability and quality of work to raise the rates of competitiveness.

References

- Abd-Elaziz, M. E. *et al.* (2015) 'Determinants of Electronic word of mouth (EWOM) influence on hotel customers' purchasing decision', *International Journal of Heritage, Tourism, and Hospitality*, 9(2/2), pp. 194–223.
- bin Abdul Lasi, M. and Man, T. C. (2020) 'The Impact of Marketing Mix Elements on Brand Loyalty towards Speech Therapy in Health Science Industry Malaysia', *American Journal of Industrial and Business Management*. Scientific Research Publishing, Inc., 10(09), pp. 1575–1585. doi: 10.4236/ajibm.2020.109100.
- Abdulla, S. A. M. *et al.* (2019) 'Antecedents of Dubai Revisit Intention: The Role of Destination Service Quality and Tourist Satisfaction', *Restaurant Business*, 118(10), pp. 307–316. Available at: <https://journals.eduindex.org/index.php/rb/article/view/9326>.
- Abdulla, S. A. M. *et al.* (2020) 'Advancement of Destination Service Quality Management Technology in Tourism industry', *Journal of Critical Reviews*, 7(11), pp. 2317–2324. doi: 10.31838/jcr.07.19.351.
- Abou-Shouk, M. A. and Khalifa, G. S. (2017) 'The influence of website quality dimensions on e-purchasing behaviour and e-loyalty: a comparative study of Egyptian travel agents and hotels', *Journal of Travel and Tourism Marketing*, 34(5), pp. 608–623. doi: <https://doi.org/10.1080/10548408.2016.1209151>.
- Al-Jahni, N. bin A. (2015) *Role of Strategic Leaders in Building Sustainable Organizations: A Comparative Study between the Royal Commission of Yanbu and the General Directorate of Border Guards in Riyadh*. Naif Arab University for Security Sciences. Available at: <https://repository.nauss.edu.sa/handle/123456789/63428>.
- Al-Shibami, A. H. *et al.* (2019) 'Impact of Organizational Culture on Transformational Leadership and Organizational Performance', *International Journal of Recent Technology and Engineering*, 8(2S10), pp. 653–664.
- Alareefi, N. A. O. M. *et al.* (2019) 'Employee's Innovative Behaviour: Evidence from Hospitality Industry', *Pakistan Journal of Social Sciences*, 16(1), pp. 14–29. doi: 10.3923/pjssci.2019.14.29.
- Alghfeli, A. H. *et al.* (2021) 'The influence of Service Quality and Trust in Consultant on PMC performance in Public Sector', *City University eJournal of Academic Research (CUeJAR)*, 2(2), pp. 175–190.
- Alghfeli, A. H. S. M. *et al.* (2019) 'The Effect of B2B SERVQUAL on PMC Performance: The Mediating Role of Top Management Support in UAE Executive Council', *International Journal of Recent Technology and Engineering*. Blue Eyes Intelligence Engineering and Sciences Engineering and Sciences Publication - BEIESP, 8(4), pp. 2796–2802. doi: 10.35940/ijrte.d8060.118419.
- Alharthi, B. A. F. H. *et al.* (2019) 'Investigating the Influence of Strategic Planning on University Operational Performance: The Mediating Role of Organizational Commitment in UAE', *International Business Management*, 13(2), pp. 49–62.
- Alharthi, B. A. F. H. *et al.* (2020) *Re-Engineering University Performance: Antecedents and Mediating Variables*, *Journal of Engineering and Applied Sciences*. Medwell Publications. doi: 10.36478/jeasci.2020.714.729.
- Alharthi, B. A. F. H., Khalifa, G. S. A. and Bhaumick, A. (2019) 'Redesign University Operational Performance through Strategic indicators, and Employees' commitment', *International Journal of Innovative Technology and Exploring Engineering (IJITEE)*, 8(9), pp. 372–380.
- Alharthi, Mohamed Naser A.N. *et al.* (2019) 'Investigating the Impact of Leadership and Business Continuity Management on Organizational Crisis Performance', *International Business Management*. Medwell Publications, 13(7), pp. 266–278. doi: 10.36478/ibm.2019.266.278.
- Alharthi, Mohsin N.A.N. *et al.* (2019) 'The Impact of Strategic Leadership on Corporate Social Responsibility: The Mediating Role of Organizational Learning Culture', *International Business Management*, 13(8), pp. 331–344.
- Alharthi, M. N. A. N. *et al.* (2020) 'Driving Strategic Leadership and Organizational Learning Culture towards Organizational Sustainability', *Journal of Engineering and Applied Sciences*, 15(5), pp. 1190–1204. doi: 10.36478/jeasci.2020.1190.1204.
- Alharthi, M. N. A. N. and Khalifa, G. S. A. (2019) 'Business Continuity Management and Crisis Leadership: An Approach to Re-Engineer Crisis Performance within Abu Dhabi Governmental Entities', *International Journal on Emerging Technologies*, 10(1a), pp. 32–40.
- Alkathiri, A. S. *et al.* (2018) 'The Impact of Perceived Supervisor Support on Employees Turnover Intention: The Mediating Role of Job Satisfaction and Affective Organizational

- Commitment', *International Business Management*, 12(7), pp. 477–492. doi: 10.36478/ibm.2018.477.492.
- Alkathiri, M. S., Abuelhassan, A. E., *et al.* (2019) 'Ethical Leadership, Affective Organizational Behaviour and Leader-Member Exchange as Predictors for Employees Performance', *Journal of Engineering and Applied Sciences*, 14(19), pp. 6998–7012. doi: 10.36478/jeasci.2019.6998.7012.
- Alkathiri, M. S., Gamal S.A. Khalifa, *et al.* (2019) 'Ethical Leadership as a Predictor for Employee's Performance: The Mediating Role of Affective Organizational Commitment', *Journal of Engineering and Applied Sciences*, 14(21), pp. 7857–7869. doi: 10.36478/jeasci.2019.7857.7869.
- Alkhateri, A. S. *et al.* (2019) 'Antecedents for Job Satisfaction in Ras-Al-Khaimah, Schools: Evidence from UAE', *Journal of Engineering and Applied Sciences*, 14(15), pp. 5097–5110.
- Alkheyi, A. A. S. A. *et al.* (2020) 'Strategic Leadership Practices on Team Effectiveness: The Mediating Effect of Knowledge Sharing in the UAE Municipalities', *Academic Leadership (Online Journal)*, 21(03), pp. 99–112.
- Almatrooshi, M. J. A. A. *et al.* (2020) 'The Role of Knowledge Oriented Leadership and Knowledge Sharing to Manage the Performance of Ministry of Interior in UAE', *International Journal on Recent Trends in Business and Tourism*, 4(2), pp. 9–17.
- Alneadi, K. M. *et al.* (2020) 'Linking Knowledge Oriented Leadership and Innovation towards Organizational Performance', *Academic Leadership-Online Journal*. AcademicLeadership.org, 21(4), pp. 107–118.
- Alsaadi, T. A. R. M., Khalifa, G. S. A., *et al.* (2019) 'Empowering Leadership as a Predictor for Employees Creativity: The Mediating Role of Intrinsic Motivation', *International Business Management*, 13(8), pp. 318–330. doi: 10.36478/ibm.2019.318.330.
- Alsaadi, T. A. R. M., Abuelhassan, A. E., *et al.* (2019) 'Empowering Leadership Predictors for Employees Creativity', *International Business Management*. Medwell Publications, 13(3), pp. 119–129. doi: 10.36478/ibm.2019.119.129.
- Alseiri, H. A. S. M. *et al.* (2019) 'Driving Strategic Leadership towards Tourism Sustainability in Abu Dhabi', *International Journal of Recent Technology and Engineering*. Blue Eyes Intelligence Engineering and Sciences Engineering and Sciences Publication - BEIESP, 8(4), pp. 12137–12141. doi: 10.35940/ijrte.d8058.118419.
- Alseiri, H. A. S. M., Khalifa, G. S. A. and Bhaumick, A. (2019) 'Tourism Destination Competitiveness in UAE: The Role of Strategic Leadership and Strategic Planning Effectiveness', *International Journal of Recent Technology and Engineering*. Blue Eyes Intelligence Engineering and Sciences Engineering and Sciences Publication - BEIESP, 8(4), pp. 860–865. doi: 10.35940/ijrte.d7457.118419.
- Alshamsi, S. *et al.* (2020) 'Impact of Transformational Leadership on Organizational Innovation among Government Employees', *Test Engineering and Management*, 82, pp. 14783–14794.
- Badran, N. and Khalifa, G. (2016) 'Diversity Management: Is it an Important Issue in Hotel Industry in Egypt?', *International Journal of Heritage, Tourism, and Hospitality*, 7(2), pp. 275–286.
- Binnawas, M. S. H., Khalifa, G. S. A. and Bhaumick, A. (2019) 'The Influence of Higher Education Service Quality on Behavioural Intention: The Mediating Role of Student Happiness', *Restaurant Business*, 118(10), pp. 444–458. Available at: <https://journals.eduindex.org/index.php/rb/article/view/9352>.
- Binnawas, M. S. H., Khalifa, G. S. A. and Bhaumik, A. (2020) 'Antecedents of Student's Behavioral Intentions in Higher Education Institutions', *International Journal of Psychosocial Rehabilitation*, 24(03), pp. 1949–1962. doi: 10.37200/IJPR/V24I3/PR200942.
- Bryson, J. M. (2018) *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. John Wiley & Sons.
- Della Corte, V. and Aria, M. (2016) 'Coopetition and sustainable competitive advantage. The case of tourist destinations', *Tourism Management*. Elsevier Ltd, 54, pp. 524–540. doi: 10.1016/j.tourman.2015.12.009.
- Elbanna, S. (2016) 'Managers' autonomy, strategic control, organizational politics and strategic planning effectiveness: An empirical investigation into missing links in the hotel sector', *Tourism Management*. Elsevier, 52, pp. 210–220.
- Finkelstein, S., Hambrick, D. C. and Cannella, A. A. (2009) *Strategic leadership: Theory and research on executives, top management teams, and boards*. Strategic Management (Oxford U.
- Garay, L., Font, X. and Pereira-Moliner, J. (2017) 'Understanding sustainability behaviour: The

- relationship between information acquisition, proactivity and performance', *Tourism Management*. Elsevier Ltd, 60, pp. 418–429. doi: 10.1016/j.tourman.2016.12.017.
- Gharama, A. N. A., Khalifa, G. S. A. and Al-Shibami, A. H. (2020a) 'Measuring the mediating effect of cultural diversity: An investigation of strategic leadership's role on innovation', *International Journal of Psychosocial Rehabilitation*. Hampstead Psychological Associates, 24(3), pp. 1914–1929. doi: 10.37200/IJPR/V24I3/PR200940.
- Gharama, A. N. A., Khalifa, G. S. A. and Al-Shibami, A. H. (2020b) 'Uae police administrative employee innovative behavior: The integration of knowledge sharing and leadership', *International Journal of Psychosocial Rehabilitation*. Hampstead Psychological Associates, 24(3), pp. 1930–1948. doi: 10.37200/IJPR/V24I3/PR200941.
- Ghazalle, M. S. and Lasi, M. A. (2021) 'Determinant Success Factors on Customer Purchasing Behavior Towards Consumer Purchasing Intention : A Study on Student Perspective in Public Institutions DETERMINANT SUCCESS FACTORS ON CUSTOMER PURCHASING BEHAVIOR TOWARDS CONSUMER PURCHASING INTENTION : A', (June). doi: 10.26480/mecj.01.2021.36.41.
- Hair, J. F. et al. (2017) *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. 2nd edn. London: Thousand Oaks: SAGE.
- Hallmann, K. et al. (2012) 'Suppliers' perception of destination competitiveness in a winter sport resort', *Tourism Review*, 67(2), pp. 13–21. doi: 10.1108/16605371211236105.
- Hitchcock, D. and Willard, M. (2012) *The step-by-step guide to sustainability planning: how to create and implement sustainability plans in any business or organization*. Available at: <https://www.taylorfrancis.com/books/9781136552175> (Accessed: 24 January 2019).
- Hossain, M. S. et al. (2020) 'Factors influencing customer citizenship behaviour in the hospitality industry', *Annals of Leisure Research*. doi: 10.1080/11745398.2020.1850302.
- Hossain, M. S., Khalifa, G. S. . and Abu Horaira, M. (2019) 'value-based fairness in Malaysian five-star resorts: Measuring the roles of service-related attributes and guest behavioral loyalty', *Asia- Pacific Journal of Innovation in Hospitality and Tourism*, 8(7th Asia Euro Conference 2018: Tourism, Hospitality & Gastronomy), pp. 227–254. Available at: https://university2.taylors.edu.my/apjihl/downloads/vol8_no2_2019.pdf.
- Hussey, J. and Hussey, R. (1997) 'Business research: a practical guide for undergraduate and postgraduate students.', *Basingstoke Macmillan Business*.
- Jassem Al-Ameri, O. I., Bhaumik, A. and Khalifa, G. S. A. (2019) 'Towards a Better Understanding of the Relationship between Training, Access Resource, and Self-sufficient: The Case of Developing Countries', *Test Engineering and Management*, 81, pp. 1953–1958.
- Jayathilake, P. B. (2013) 'Tourism and economic growth in Sri Lanka: Evidence from cointegration and causality analysis', *International Journal of Business, Economics and Law*, 2(2), pp. 22–27.
- Kannana, V. R. and Tan, K. C. (2005) 'Just in time, total quality management, and supply chain management: understanding their linkages and impact on business performance', *Omega: The International Journal of Management Science*, 33(2), pp. 153–162.
- Khalifa, G. S. A. (2015) 'Ethnic Restaurants' Meal Experience: Egyptian Customers' Perceptions', *Journal of Faculty of Tourism and Hotels*, 9(1), pp. 92–112.
- Khalifa, G. S. A. (2018) 'The Egyptian Hotels, Where in the Competitive Environment? Competitive Strategies and Market Orientation and its Impact on Customer Loyalty: The Mediating Role of Operational Performance', *International Journal of Management and Human Science (IJMHS)*, 2(4), pp. 60–72. Available at: <http://www.ijmhs.org/index.aspx>.
- Khalifa, G. S. A. (2019) 'Intervening role of supervisor trust and leader-member exchange: an investigation into the role of supervisor support on employee innovative behaviour', *Journal of Association of Arab Universities for Tourism and Hospitality*. Suez Canal University; Faculty of Tourism and Hotel Management, 17(3), pp. 46–67. doi: 10.21608/JAAUTH.2020.40843.1070.
- Khalifa, G. S. A. (2020a) 'Assessing e-Service Quality Gap within Egyptian Hotels via WEBQUAL Technique', *Artech Journal of Tourism Research and Hospitality*, 1(1), pp. 13–24.
- Khalifa, G. S. A. (2020b) 'Factors Affecting Tourism Organization Competitiveness : Implications for the Egyptian Tourism Industry', *African Journal of Hospitality, Tourism and Leisure*, 9(3), pp. 116–130. doi: <https://doi.org/10.46222/ajhtl.19770720-8>.
- Khalifa, G. S. A. et al. (2021) 'The Role of Holistic Approach Service Quality on Student's Behavioural Intentions: The Mediating Role of Happiness and Satisfaction', *City University*

- eJournal of Academic Research (CUeJAR)*, 3(1), pp. 12–32. Available at: <https://www.city.edu.my/CUeJAR>.
- Khalifa, G. S. A. and Abou-Shouk, M. A. A. (2014) ‘Investigating the Success Factors of Hotel Websites: The Case of Egyptian Hotels’, *Asia-Pacific Journal of Innovation in Hospitality and Tourism (APJIHT)*, 3(2), pp. 1–21.
- Khalifa, G. S. A. and Fawzy, N. M. (2017) ‘Measuring E-Service Quality (Expectation Vs. Perception) From Travel Agencies’ Perspective: An Empirical Study on Egyptian Hotel Websites’, *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, 1(3), pp. 36–48.
- Khalifa, G. S. A. and Hewedi, M. M. (2016) ‘Factors Affecting Hotel Website Purchasing Intentions: Evidence from Egypt’, *Journal of Faculty of Tourism and Hotels*, 8(2), pp. 50–69.
- Khalifa, G. S. A. and Mewad, E.-H. A. (2017) ‘Managing drivers and boundaries of information technology risk management (ITRM) to increase Egyptian hotels market share’, *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, 1(1), pp. 12–31.
- Khalifa, G. S. A., Trung, N. V. and Hossain, M. S. (2021) ‘Predicting Customer Engagement Behaviour: The mediating role of hotel functional quality in the Vietnamese Hotel industry’, *International Journal of Services and Operations Management*. doi: 10.1504/IJSOM.2020.10035316.
- Kline, R. B. (2010) *Principles and practice of structural equation modeling*. 3rd edn. New York: The Guilford Press.
- Lasi, M. A. (2020) ‘The Impact of Marketing Mix Elements on Brand Loyalty towards Speech Therapy in Health Science Industry Malaysia’, *American Journal of Industrial and Business Management*. doi: 10.4236/ajibm.2020.109100.
- Latorre-Medina, M. J. and Blanco-Encomienda, F. J. (2013) ‘Strategic Management as key to Improve the Quality of Education’, *Procedia-Social and Behavioral Sciences*. Elsevier, 81, pp. 270–274.
- Lei, C. *et al.* (2021) ‘Factors determining employee career success in the Chinese hotel industry: A perspective of Job-Demand Resources theory’, *Journal of Hospitality and Tourism Management*. Elsevier, 48, pp. 301–311. doi: 10.1016/J.JHTM.2021.07.001.
- Li, D. and Liu, J. (2014) ‘Dynamic capabilities, environmental dynamism, and competitive advantage: Evidence from China’, *Journal of Business Research*, 67, pp. 2793–2799. doi: 10.1016/j.jbusres.2012.08.007.
- Mohamed, M. S. *et al.* (2018) ‘Effect of Organizational Excellence and Employee Performance on Organizational Productivity Within Healthcare Sector in the UAE’, *Journal of Engineering and Applied Sciences*, 13(15), pp. 6199–6210. doi: 10.36478/jeasci.2018.6199.6210.
- Mohamed, M. S. *et al.* (2019) ‘The Mediation Effect of Innovation on the Relationship between Creativity and Organizational Productivity: An Empirical Study within Public Sector Organizations in the UAE’, *Journal of Engineering and Applied Sciences*, 14(10), pp. 3234–3242. Available at: <https://medwelljournals.com/ref.php?doi=jeasci.2019.3234.3242>.
- Mohamad, S. S. *et al.* (2017) ‘Investigating the Antecedents of Coffee Shop Customers’ Behavioral Intentions in Kuala Lumpur’, *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, 1(4), pp. 1–14.
- Morsy, M. A., Ahmed, G. S. and Ali, N. A. (2016) ‘Impact of Effective Training on Employee Performance in Hotel Establishments’, *International Journal of Heritage, Tourism, and Hospitality*, 10(1/2), pp. 92–109.
- Myo, Y. N., Khalifa, G. S. A. and Aye, T. T. (2019) *The Impact of Service Quality on Customer Loyalty of Myanmar Hospitality Industry: The Mediating Role of Customer Satisfaction*, *International Journal of Management and Human Science (IJMHS)*. Available at: <http://www.journalsgate.com/paper/isq2.pdf>.
- Oelze, N. *et al.* (2016) ‘Sustainable development in supply chain management: The role of organizational learning for policy implementation.’, *Business Strategy and the Environment*, 25(4), pp. 241–260.
- Qoura, O. and Khalifa, G. S. (2016) ‘The Impact of Reputation Management on Hotel Image among Internal Customers: The Case of Egyptian Hotels’, *International Journal of Heritage, Tourism, and Hospitality*, 7(2), pp. 261–274.
- Rahmah, M. *et al.* (2020) ‘Effect of Organizational Innovation (Product Innovation, Process Innovation, aMohammed Rahmahnd Administrative Innovation) On Organizational Learning’, *Test Engineering and Management*, 82, pp. 12101–12113.
- Ravinthirakumaran, K. (2015) ‘Tourism and Economic Growth Nexus in Sri Lanka’, in *The 28th*

- PhD Conference in Economics and Business is Being Held at the University of Queensland St. Lucia campus from Wednesday.*
- Saunders, M., Lewis, P. and Thornhill, A. (2012) *Research Methods for Business Students*. Pearson (Always learning).
- Sekaran, U. and Bougie, R. (2016) *Research methods for business: A skill building approach*. John Wiley & Sons.
- Stead, J. G. and Stead, W. E. (2014) *Sustainable strategic management*. Routledge.
- Strand, R., Freeman, R. E. and Hockerts, K. (2015) 'Corporate social responsibility and sustainability in Scandinavia: An overview', *Journal of Business Ethics*, 127(1), pp. 1–15.
- Sudigdo, A. and Khalifa, G. S. A. (2020) 'The Impact of Islamic Destination Attributes on Saudi Arabians' Decision to Visit Jakarta: Tourism Destination Image as a Mediating Variable', *International Journal of Religious Tourism and Pilgrimage*. Dublin Institute of Technology, 8(3), pp. 15–30. doi: <https://doi.org/10.21427/4raj-ky56>.
- Sudigdo, A., Khalifa, G. S. A. and Abuelhassan, A. E. (2019) 'Driving Islamic Attributes, Destination Security Guarantee & Destination Image to Predict Tourists' Decision to Visit Jakarta', *International Journal on Recent Trends in Business and Tourism*, 3(1), pp. 59–65.
- Trung, N. V. H. et al. (2021) 'Influencing Factors of Customers' Behavioural Intention within Malaysian Restaurants', *City University eJournal of Academic Research (CUeJAR)*, 3(1), pp. 48–67.
- Trung, N. V. H. and Khalifa, G. S. A. (2019) 'Impact of Destination Image Factors on Revisit Intentions of Hotel's International Tourists in Ba Ria-Vung Tau (BR-VT) The Mediating Role of Positive Word-of-Mouth', *International Journal on Recent Trends in Business and Tourism*, 3(2), pp. 98–107.
- Widjaja, Y. I., Khalifa, G. S. A. and Abuelhassan, A. E. (2019) 'The Effect of Destination Reputation on the Revisit Intention to Halal Tourism Destination of Jakarta', *International Journal of Business, Economics and Law*, 20(5), pp. 104–111.
- Widjaja, Y. I., Khalifa, G. S. A. and Abuelhassan, A. E. (2020) 'The effect of Islamic attributes and destination affective image on the reputation of the Halal tourism destination of Jakarta', *Journal of Environmental Management and Tourism*. ASERS Publishing House, 11(2), pp. 299–313. doi: 10.14505/jemt.v11.2(42).08.
- Wu, S. P.-J., Straub, D. W. and Liang, T.-P. (2015) 'How information technology governance mechanisms and strategic alignment influence organizational performance: Insights from a matched survey of business and IT managers.', *Mis Quarterly*, 39(2), pp. 497–518.