Exploring key drivers of tourism sustainability practices and their impact on sustainable competitive performance in the accommodation industry

Md. Farijul Islam *(a)*

*(a)* Ph.D., Assoc. Prof., Department of Marketing, Faculty of Business Studies, Jagannath University, Dhaka, Bangladesh

**Abstract**

This study aims to explore key drivers of tourism sustainability practices and their impact on the sustainable competitive performance of the tourism accommodation industry. The study adopts an exploratory research design under qualitative research, using semi-structured interviewing of owners and managers of tourism accommodation firms using the TOE framework and RBV theory. The findings reveal that technological sustainability expertise, executive sustainability support, organizational resources and capability, service intermediary sustainability practices, collaborative innovation adoption capability, tourism sustainability regulatory policy, and sustainability practices perceived by residents are the key drivers of TSP. The outcomes also show that tourism sustainability practices have a positive impact on the SCP of accommodation firms. This study makes a theoretical contribution to the literature on tourism sustainability by exploring how TOE antecedents motivate firms to adopt sustainability practices as product innovation, which in turn enhance SCP. Also, this study provides strong backing for the premises of the TOE framework, and RBV theory offers valuable practical insights for managers and owners. This will aid in identifying the pivotal factors influencing TSP and SCP, enabling the implementation of innovative strategies to enhance firm competitiveness. Also, the research can help the government and policymakers formulate sustainable tourism policies to promote tourism innovations. The adoption of sustainable practices has been a focal point for both academic researchers and professionals in the tourism industry. However, there has been insufficient exploration of the TOE drivers that facilitate the integration of tourism sustainability within the context of TAFs in a developing country. Therefore, this study aims to fill this gap in knowledge.

**Keywords:** Exploratory Research; Tourism Accommodation Firms; Sustainable Competitive Performance; Tourism Sustainability Practices; Product Innovation

**JEL Classification:** O15

**Article Info**

Article history:
Received 31 January 2024
Received in rev. form 27 Feb. 2024
Accepted 10 March 2024

Introduction

The adoption of sustainability practices in tourism has become a key focus in the past several decades for several compelling reasons. One of the convincing reasons is the growing concern for environmental, social, and economical sustainability in the global tourism arena (Islam et al., 2023). Another good reason is that this healthy practice is a precondition to build and foster sustainable development of tourism accommodation industry. This industry is one of the leading sectors that has profound socio-environmental impact (Falatoomitoosi et al., 2022). Thus, accommodation firms are hoped to behave in a sustainable manner that must preserve the long-term wellbeing of variety of stakeholders of this promising industry. According to Legrand (2020), sustainability is a concept that provide required resources to meet the needs of both present and future generations. Many scholars have mentioned the multi-dimensional paybacks of sustainability practices for the sustainable progress of tourism business. For illustration, according to Jones and Comfort (2020), sustainability practice has become a key imperative to succeed in this industry. The research work of Njoroge et al. (2019) demonstrated that the adoption of sustainability practices is vital to facilitate harmonious sustainable tourism. Dibra (2015) also mentioned that the innovative idea of sustainability offers a sound business approach by recognizing tourism sustainability practices (TSP) as product innovation in tourism. Notably, the adoption of this healthy practice is a strategy that brings...
long-term benefits to businesses without environmental damage and contamination. Heidari et al. (2018) stated that the demand of sustainability practices into tourism operations have risen across the globe. This sound practice has allowed innovation in sustainable tourism to move forward from the intense firm competition (Bressan and Pedrini, 2020).

Many renowned firms in tourism accommodation service sector are highly praised for practicing sustainability in their operations and functions (Chang et al., 2016; Bressan and Pedrini, 2020). The research work of Wang (2020) highlighted that there is a growing demand for eco-friendly accommodation because of the increased consciousness of tourists. According to Wang (2020), tourism firms emphasize the green and healthy way of producing and delivering services to satisfy tourists. Moreover, tourism accommodations have been just as important as tourism destinations (Garau-Vadell et al., 2019). It is also thought that the accommodation sector is one of the core operating sectors of the tourism industry.

Furthermore, the over-consumption of natural resources in tourism is a common practice that creates environmental problems (Wang, 2020). Thus, it is imperative to convert the wasteful culture into a healthy habit will help minimize the negative impact of resources used in this sector. Tourists prefer hotels that have strong sustainability identifications (Bressan and Pedrini, 2020). As an illustration, Red Carnation Hotel, a global giant in hospitality is a glaring example of best practices of sustainability in every single operation and service for supporting environmentally sound approaches to sustainable living. Also, the issue of sustainability in tourism is a big issue for cultural conservation and overall socio-economic expansion (UNWTO, 2018). The global demand and popularity of ecological accommodation are on the rise in the field of accommodation services. According to STR (2019), most global tourists (73%) prefer staying in this form of green accommodation. Consequently, the guests who prefer sustainable stays were highly satisfied with this sustainable accommodation service. Likewise, world tourism is the single most employment-generating sector (UNWTO, 2018). This tourism report also mentions that this lucrative sector is responsible for almost 10% of total employment makers, 7% of world trades, 30% of services exports, and more than 10% of the world’s gross domestic product (GDP). In practice, the overall provision was more than 4.5% of Bangladeshi GDP in 2018 and is predicted to rise to about 6.8 % in 2028, whereas the employment generation contribution was almost 4%, which is projected to increase to more than 4.2% by 2028 (WTTC, 2018).

At present, TAFs have been providing superior services for tourists but lack proper practices of sustainability in their operations. Thus, research regarding sustainability issues is becoming an increasingly vital area in this sector. Research has been carried out on destination sustainability from the context of developing and developed countries, but accommodation sustainability is highly neglected in the literature (Islam et.al, 2020; Falatooonitoosi et al., (2022).

There are few tools for firms to differentiate accommodation services from competitors to gain SCP (Singjai et al., 2018; Santos et al., 2021. Thus, it is needed firms to seek alternative and innovative tourism strategies to achieve SCP. TAFs use different strategies to attain SCP. For example, innovation is a tool for differentiation to gain a SCP (Wang, 2020). Under product innovation, sustainability is a key tool for attaining this benefit (Singjai et al., 2018; Santos et al., 2021). This form of innovation helps to create the brand image of the firms (Hultman et al., 2020). Also, this valued differentiation tool fosters service innovation for gaining this advantage in the competitive market (Chen et al., 2017). However, tourists may not enjoy revisiting accommodation firms, which lack differentiation and tourism innovation (Hultman et al., 2020). Firms without adopting this product and process innovation in tourism are not possible to survive and sustain in the competitive market (Nieves and Quintana, 2018). This is also a source of SCP for firms which is needed for sustainability, survival, and modern development (Divisekera and Nguyen, 2018).

The demand for sustainable tourism accommodation services is on the rise (Chen, 2017; Han et al., 2019). This is due to increasing environmental and healthy consumption and practice (Han et al., 2019). For these reasons, to meet the rising demand for ecological accommodation, tourism firms are changing their behavior and are increasingly looking into sustainable strategies. It is becoming a key component for achieving SCP (Divisekera and Nguyen, 2018). This is imperative for enterprises to embrace sustainability if they need to build, hold, and maintain their market position. This practice is also significant to enhance visitors’ contentment, industry ranking, brand image, and differentiation benefits (Chen, 2017; Han et al., 2019) and source of sustained cost and CA (Singjai et al., 2018). Thus, the adoption of sustainability is a sustainable approach to alleviate this situation to get a suitable solution. There has been considerable research on the use and adoption of sustainability practices over the last few decades. While some of them have investigated the environmental sustainability of tourism (Wan and Li, 2013), others have explored the sustainability of tourism destinations and the sustainable development practices in the hotel industry (Mathew and Sreejesh, 2017).

Additionally, others have examined that green accommodation and sustainability adoption is also at the initial stage in the context of the emerging economy (Wang, 2020). In addition, numerous hotel owners emphasize the green way of providing services because of the rising demand for this growing phenomenon (Wang, 2020). In reverse, a scarcity of research has been conducted by highlighting the significance of TSP in the accommodation sector by prior business research. To alleviate this severe issue, there is no alternative way to adopt healthy and sustainable policies, practices, and processes into firms’ operations. Thereafter, research on the TSP is paramount to building a harmonious sustainable socio-economic development (Njoroge et al., 2019). Thus, this research attempts to explore end users (owners and managers of TAFs) experience and valued opinions about sustainability adoption as tourism innovation to find and fill the research gaps.

This study is performed based on TOE framework and resource based view theory as theoretical lane suggested by Depietro et al. (1990) and Wade and Hulland (2004). This is because they are common for examining different dimensions of technology and innovation adoptions both from an organizational perspective and individual perspective suggested by Depietro et al. (1990) and
Alshamaila (2013). Accordingly, the purpose of this study is to explore key drivers of tourism sustainability practices (TSP) as product innovation and its impact on SCP of Bangladeshi tourism accommodation firms. By addressing the issue, the following research questions are put forward: (1) What are the key drivers of TSP as product innovation by TAFs? (2) What is the impact of TSP on SCP of TAFs in the context of Bangladesh?

This study makes a theoretical contribution to the literature on tourism sustainability by exploring how TOE and RBV drivers motivate firms to adopt tourism sustainability as product innovation, which in turn enhance SCP. Also, this study provides strong backing for the premises of this framework and theory and offers valuable practical insights for managers and owners. This will aid in identifying the pivotal factors influencing SCP, enabling the implementation of innovative strategies to enhance firm competitiveness. Also, the research can help the government and policymakers to formulate sustainable tourism policies to promote tourism innovations. The outcome will also help to develop new products and services that will financially benefit firms and tourists and boost sustainable growth of tourism.

**Literature Review**

The searching study domain, keywords, and retrieved articles are given based on the flowchart of the mechanism of retrieved literature. Different forms of academic resources and research databases were made available for students to search thesis titles, key terms, and articles to perform research. These research databases include Web of Science, Science Direct, Emerald, Sage, Springer Link, IEEE, Wiley, JMIR database, and Google Scholar. A literature review procedure was carried out to search the title and research domain. This process was performed by following some guidelines to implement a literature review to minimize the bias of research. More focus has been given to search methods by considering the objectives and research questions of the thesis. The key tasks of this procedure were identifying the online library, determining additional databases, and defining keywords. A brief scenario of the review procedure is graphically predicted in Figure 1.

![Figure 1: Flowchart of the Mechanism of Retrieved Literature; Source: Developed by Author](image-url)
Sustainable Competitive Performance in Tourism Industry

A body of literature emerged on the concept of SCP in 1985 which addresses the content of sustainable competitive performance because of its importance to the long-term success of firms. Many firms apply different types of strategies that may be used to achieve and maintain this advantage. It is a unique advantage that will distinguish practiced firms from their competitors in the minds of consumers that will give them long-term survival and success in the competitive market. An SCP is a prolonged benefit of implementing some unique value-creating strategy not simultaneously being implemented by any current or potential competitors along with the inability to duplicate the benefits of this strategy (Hoffman, 2000). This term SCP is an advantage that can be gained through the application of resources to create value and the ability to overcome competitors in order to gain financial benefits Silva et al. (2019). According to Vinayan et al. (2012), this term can be described as the long-term maintenance of a value-creating and value-providing strategy that is not replicable.

Table 1: A Summary of the Conceptual Definition of SCP in the Past Literature

<table>
<thead>
<tr>
<th>Authors and Year</th>
<th>Key focus</th>
<th>Definition</th>
<th>Name of the Journal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silva et al. (2019)</td>
<td>HR Practices and SCP, Systematic Literature Review.</td>
<td>Sustainable competitive performance is a situation in which a company outperforms its rivals in terms of operations, profits through financial results, and customer satisfaction.</td>
<td>Vidyodaya Journal of Management</td>
</tr>
<tr>
<td>Hoffman (2000).</td>
<td>An examination of SCP concept: past, present, and future.</td>
<td>It is a benefit of implementing value-creating strategy with the inability to duplicate the benefits of this strategy</td>
<td>Academy of Marketing Science Review</td>
</tr>
<tr>
<td>Vinayan et al. (2012)</td>
<td>Success factors of SCP in Malaysian manufacturing context</td>
<td>SCP is long-term maintenance of a value-creating strategy that is not replicable</td>
<td>International Journal of Business and Management</td>
</tr>
<tr>
<td>Wiggins and Rueffi (2002)</td>
<td>SCP and persistence of superior economic performance.</td>
<td>An ability to gain advantages over time in contrast to its key rivals is referred to as a SCP.</td>
<td>Organization Science</td>
</tr>
<tr>
<td>Barney, J. (1991)</td>
<td>Firm resources and sustained competitive advantage.</td>
<td>A firm is said to have an SCP that is difficult to duplicate by competitors and provides sustained benefits.</td>
<td>Journal of Management</td>
</tr>
<tr>
<td>Oliver (1997)</td>
<td>SCP: combining institutional and resource-based views.</td>
<td>A firm’s SCP is the advantage that depends on its ability to manage the institutional resource decisions.</td>
<td>Strategic Management Journal</td>
</tr>
<tr>
<td>Moustaghfir (2009)</td>
<td>Knowledge assets and SCP are organizational capabilities.</td>
<td>SCP is a firm’s organizational capabilities that generate economic value and higher performance in the long term.</td>
<td>Knowledge Management Research &amp; Practice</td>
</tr>
</tbody>
</table>

The key considerations of the definition of SCP are as follows: Firstly, it is certainly an advantage over competitive firms operating in the competitive market. Secondly, this is closely related to value creation activity of firms. Thirdly, it is a unique feature of differentiation tool. Fourthly, it is the firm’s capacity that is difficult to copy by competitors. Fifthly, it is considered the point of different strategies of marketing for survival and growth. Sixthly, it is related to innovations of firms’ products, services, and offerings that are distinct from others. Seventhly, it is the reason why guests will purchase and consume the services offered by the practiced firms. Finally, it a distinct advantage and capability that firms have over their competitors that are difficult to duplicate and able to add value to firms. As shown in Table 2 in the 1970s, the fundamental aspect of competitive adaptor became popular in the early literature on competition, and then in the 1980s, the concept of SCP has become a promising theoretical framework in the management literature. In the 1990s and 2000s, the concepts of the RBV of intangible resources became dominant themes in the studies concerning sources of SCP. In the 2010s, the dyadic relationships within a network environment and organizational infrastructure a source of SCP. Since the 2010s, other concepts, which help build capabilities and adopt innovations as well as maintain and improve a firm’s competitive position in the market, are proposed. The SCP concept has become one of the standard theories in strategy.
The path of sustainable development in the last 30 years, firms have adopted sustainability practices to use resources most effectively and efficiently, which leads to being a competitive advantage. Equally, firms that practice sustainability management practices in the tourism industry have become very popular due to their true significance in businesses. The purpose of adopting sustainability is to minimize harmful socio-environmental and economic impacts, which lead to the path of sustainable development. Firms rooted in sustainability’s ecological, social, and economic components outperform others. It is indicated that this healthy practice adds value to the environment, society, and organizations. These gains would be attained through the best use of resources together with better harmonization between social and environmental. The purpose of adopting sustainability is to minimize harmful impacts, leading to a path of sustainable development. Firms that adopt sustainability practices motivate and boost the best and most efficient use of resources to grab market opportunities by minimizing cost and superior performance.

### Table 2: Major Development of the Field of SCP

<table>
<thead>
<tr>
<th>Time</th>
<th>Major Development</th>
<th>The Relationship of SCP to Other Strategy Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>The 1970s</td>
<td>The fundamental aspect of competitive adaptors became popular in the early literature on the competition.</td>
<td>Differentiator and superior, skills and superior resources, differential advantage or uniqueness as sources of SCP.</td>
</tr>
<tr>
<td>The 1980s</td>
<td>This has become a promising theoretical framework in the management literature.</td>
<td>Value chain, superior access to resources, organizational learning, customer value, competitive resources.</td>
</tr>
<tr>
<td>The 1990s-2000s</td>
<td>The concepts of the resource-based view of intangible resources became dominant themes in the studies concerning sources of SCP.</td>
<td>Market orientation, relationship marketing, customer value, and networking system. Resource-based concept.</td>
</tr>
<tr>
<td>The 2010s</td>
<td>The dyadic relationships within a network environment and organizational infrastructure as a source of SCP.</td>
<td>Trust and commitment, organizational learning, knowledge management, management information systems, technology and innovation.</td>
</tr>
<tr>
<td>After The 2010s</td>
<td>Development of the other concepts that help build capabilities and adopt innovations that improve its competitive position in the market.</td>
<td>Marketing Strategy, corporate image, internet action capabilities, organizational capabilities, product and service differentiation, and innovation adoption.</td>
</tr>
</tbody>
</table>

### Table 3: An overview on SCP research with different determinant in tourism industry.

<table>
<thead>
<tr>
<th>Selected Studies</th>
<th>Mediator/ Independent Variables</th>
<th>Dependent Variable</th>
<th>Journal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pratono et al. (2019)</td>
<td>Inter-organizational learning. Entrepreneurial orientation, Market orientation,</td>
<td>Sustainable competitive Performance</td>
<td>The Bottom Line</td>
</tr>
<tr>
<td>Vukasović (2012)</td>
<td>Brand value Product quality, price, brand recognition, brand confidence</td>
<td>SCP</td>
<td>International Journal of Sustainable Economy</td>
</tr>
<tr>
<td>Guimarães et al. (2017)</td>
<td>Firm size and industry type Environmental sustainability, environmental responsibility, firm performances</td>
<td>SCP</td>
<td>Brazilian Business Review</td>
</tr>
<tr>
<td>Moustaghfir (2009)</td>
<td>Organizational capabilities, operational capabilities, dynamic capabilities, organizational learning</td>
<td>SCP</td>
<td>Knowledge Management Research &amp; Practice</td>
</tr>
<tr>
<td>Hoopes et al. (2003)</td>
<td>Dynamic capabilities, value, price, and cost.</td>
<td>SCP</td>
<td>Strategic Management Journal</td>
</tr>
<tr>
<td>Oliver (1997)</td>
<td>Firm heterogeneity, internal culture</td>
<td>Resource capital and institutional capital</td>
<td>SCP</td>
</tr>
</tbody>
</table>

### Sustainability practices in tourism industry

The term sustainability practices is a corporate strategy to gain sustained value by taking into account of ecological, social, and economic context (Haanes 2016). This term refers to the set of activities and programs that help to preservation resources for human, social, economic, and environmental welfare. Similarly, environmental sustainability positively impacts the earth through protecting natural resources, and economic sustainability (Pratono et al., 2019). These gains would be attained through the best use of resources together with better harmonization between social and environmental. The purpose of adopting sustainability is to minimize harmful impacts, leading to a path of sustainable development. Firms that adopt sustainability practices motivate and boost the best and most efficient use of resources to grab market opportunities by minimizing cost and superior performance. The author also mentioned that an organization’s sustainability culture help managers to use resources most effectively and efficiently, which leads to being a competitive advantage. Equally, firms that practice sustainability management
helps to build trust and strong customer relationships as a way of creating SCP (Kim, 2018; Thong, 1999; Paul, 2003). Sustainability tourism management has a positive impact on social sustainability in the form of cultural sharing, community awareness, positive impact on the locals' standard of living (López et al., 2018). Furthermore, the large volume of waste produced from this sector is also a key contributor to environmental wastage and packaging (Diamantis, 2020). This sound practice will create future opportunities for management who will adopt this way of business and will ensure a safer and bright future (Diamantis, 2020). Firms can add more business value by adopting small eco-friendly and sustainability-focused innovative alternatives (Diamantis, 2020). These practices help to make practiced firms become innovative brands in the competitive market. From an organizational context, sustainability is considered a management practice that motivates energy efficiency and the best use of resources. These can be performed by minimizing its negative and harmful impact on individuals, society, the environment, and above all businesses (Kim, 2018; Paul, 2003). As tourism is becoming one of the leading innovative industries (Álvarez-García, J. et al., 2020). Past literature suggests that there are different forms of tourism innovations such as product innovation and service innovation in tourism (Dibra, 2015; Santos et al., 2021). The focus of this study is on TSP as product innovation adoption impact on firms' SCP. From the review of literature, it can be said that different forms of sustainability practices were practiced at firm levels (Schaltegger and Hörisch, 2017). According to Wang et al. (2016), there is a positive relationship between environmental responsibility and sustainable consumption behavior that leads to achieving CA. The research work of Hami et al. (2015) stated that economic sustainability has a positive impact on the CA of registered manufacturing firms. According to Gupta and Kumar (2013), it is a way of gaining economic value and can be obtained through brand differentiation and operating and marketing cost advantage.

Several studies in the strategic management domain have been carried out about environmental and sustainability practices and performances. For example, the authors studied environmental sustainability practices and their financial impact on firms’ performance to achieve competitive advantage (Schaltegger and Hörisch, 2017). After a thorough scanning of the existing literature that there is a scarcity of research that focuses on SPA and its’ impact on CA. Gupta and Kumar (2013) encapsulated that sustainability-driven firms enjoy performance outcomes that will lead to SCP over competitors in the long term. Sustainability practices are strongly related to organizations and their overall performance, which may lead to CA (Nastanski and Baglione, 2014). This practice is said to have a positive effect on economic development and sustainability by rising local income, increasing the number of tourists, and creating jobs (López et al., 2018). According to Pratono et al. (2019), there is a high correlation between the sustainable orientation of firms and sustainable competitive advantage. But very few empirical studies investigated the adoption of sustainability and the mediating impact on SCP of TAFs. At present, the increasing demand for sustainability, its practices, and research regarding this phenomenon are on the rise, mainly for enterprises, policymakers, and academics (Kumar and Christodoulopoulou, 2014).

Table 4: Past Literature on Tourism Sustainability Practices (TSP)

<table>
<thead>
<tr>
<th>Authors</th>
<th>Forms of Sustainability Practice</th>
<th>Theory/ Model/Framework Used</th>
<th>Study Context and Level of Analysis</th>
<th>Key Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schaltegger and Hörisch (2017)</td>
<td>Sustainable management practices</td>
<td>Agency theory, new institutional theory,</td>
<td>432, Large firms in 10 countries</td>
<td>Economic and societal factors for social and corporate sustainability</td>
</tr>
<tr>
<td>Wang et al. (2016)</td>
<td>Sustainable consumption behavior</td>
<td>Theory of planned and reasoned action</td>
<td>Chinese rural residents</td>
<td>Environmental responsibility, knowledge, value, and sensitivity</td>
</tr>
<tr>
<td>Hami et al. (2015)</td>
<td>Economic sustainability</td>
<td>Resource-based view theory</td>
<td>600 Malaysian registered manufacturing firms</td>
<td>Sustainability, innovation Resources, and capabilities and CA</td>
</tr>
<tr>
<td>Sheth and Sinha (2015)</td>
<td>Sustainability in branding</td>
<td>Case study</td>
<td>Selected brands from multi countries</td>
<td>Sustainability marketing, stakeholder orientation, corporate reputation</td>
</tr>
<tr>
<td>Chabowski et al. (2011)</td>
<td>Environmental and economic sustainability</td>
<td>Stakeholder theory, triple bottom line, social networking theory.</td>
<td>Sustainability in the marketing context</td>
<td>Social environmental aspect, corporate performance, corporate reputation,</td>
</tr>
<tr>
<td>Gupta and Kumar (2013)</td>
<td>Sustainability and corporate culture</td>
<td>Triple bottom line theory and literature review</td>
<td>Corporate branding and firm-level analysis</td>
<td>Sustainability as corporate culture, dimensions of sustainability, superior performance.</td>
</tr>
</tbody>
</table>

Theoretical Foundation

Technology, Organization, and Environment (TOE) Framework

The organization’s resources impact its financial profits, growth, and SCP suggested by RBV (Barney, 1991). This theory was also adopted to show the role of sustainability in firms’ performance (Chabowski et al., 2011). Moreover, the theory was used by Russo and Fouts (1997) to show that CA is gained through TSP and this has a significant favorable influence on organizational performances. Other models and theories such as the model of analysis of cost/benefit, the stakeholder and social exchange theory,
and their use in sustainable tourism management are also observed. But the stakeholder theory is widely applied from an environmental context and explores the behavior and characteristics of organizations and big industries. The social exchange theory is very popular in the field of tourism to measure the attitudes and behaviors of stakeholders (Nunkoo and So 2016). It is also noted by the author that this theory is predominantly significant for measuring the local's attitudes and behaviors towards tourism and its sustainability. Therefore, RBV theory and TOE framework best suit the context to obtain the objectives of this study. The TOE Framework suggested by Depietro et al. (1990) has been taken into consideration for this study to enhance the proposed integrated model for some compelling reasons. Firstly, it has been advocated by some scholars from the context of an organization. This framework is considered to be one of the leading, widely used, and best-suited models to explore organizational innovation adoption (Awa et al., 2015).

Secondly, the rate of adoption of this framework by many as a theoretical foundation for this empirical study of information technology adoption at the organizational level is high (Alshamaila, 2013). The author also noted that three factors are considered critical success factors for the adoption of innovation. Thirdly, this model is also called theory from the organizational context with multiple perspectives. The purpose is to explain how the adoption of innovation is influenced and implemented by the viewpoint of an organization (Baker, 2012). Finally, this model has a better predictive ability to explain innovation adoption from a firm level. This dual integration provides a comprehensive understanding of the factors influencing sustainability innovation adoption at the level of organization, with the constraints of technology adoption (Awa et al., 2015).

Research Methods

Qualitative Data Collection

The in-depth interviewing method was used as qualitative data collection mode under exploratory research design due of its potential to capture individuals' attitudes, views and experiences (Malhotra and Dash, 2016). The reason is that it gives participants the chance to express their vantage point of the explored subject (Creswell and Creswell, 2017). Also, this method creates a calm environment for both interviewers and respondents, allowing them to get valuable insights, eliminate response bias, and disclose the hidden phenomenon of research interest (Malhotra and Dash, 2016). After initial greetings with respondents, the interview starts with general inquiries about the future of sustainable tourism and then moves toward specific inquiries. Participants were asked about the benefits of sustainability practices. After benefits, participants were inquired about issues that they experience during their adoptions and inquired about factors that affect their performance. The study team conducted this interview with tourism service managers and owners in a brief and single discussion setting to share their expertise and knowledge regarding these adoption habits and expectations. In the end, the researcher closed the interviews by thanking respondents for their valuable time, efforts, and insightful information. In-depth Interview questions are listed in Appendix 2.

A research team was created to conduct the interview process, who were tourism background graduates with two years of fieldwork experience. Then, a two-day training session was arranged to give directions and guidelines to interviewers about interviewing process and data coding, and the text collecting system of the study. After that, a semi-structured questionnaire was verified by two experts from tourism and hospitality backgrounds. There were no previous interactions with the interviewee, and the interactions started at the time of data collection. As a result, there was less chance of biasness of responses of the respondents. Before conducting the data collection session, the appointments of respondents were performed via phone calls and provided brief information about the interview's objectives. Respondents put their signatures on a consent form offered by the interviewers before conducting the interview. A relaxed atmosphere was ensured to freely express their personal opinions and experiences and technical terms were clarified during the interview to make them easy for the respondents. Respondents were TAF managers and owners with a tourism background and a good command of the English language. Thus, there was no need to transform interviewing questions into another language.

Qualitative Analysis Strategy

The Nvivo 12 Pro software package program was applied to conduct qualitative data analysis. To conceptualize these dimensions, a well-known and widely utilized thematic analysis has been used, which followed the study's open and axial coding, with theme formation mechanisms (Creswell and Creswell, 2017). The purpose was to build a theoretical foundation for further research to describe the state of TSP adoption. The first respondent facilitated the conversation and set the standard for later interviews. Thus, the first respondent was carefully chosen, and the respondent had 10 years of experience in tourism accommodation services. Each sentence of the transcribed version of the interviews was assigned an open code. After each interview, data were recorded in this software package program. The axial codes were created from the open codes. The data collection method was repeated until the saturation point was reached. The saturation point is a criterion for sample size adequacy in qualitative investigations of similar nature (Braun and Clarke, 2006). In the 15th interview, the theoretical saturation point was reached, and no new nodes were formed until the 16th interview. This, the sample size is sixteen participants, which meets the criteria for both practical (n>10) and theoretical saturation thresholds.

This qualitative study found that the TOE dimensions of TSP of TAF's in Bangladesh were seven (7) sub-themes. This study also found that TSP is linked with SCP. Using an open, axial, and selective coding procedure, the identified concepts were labeled and
The six most common thematic analysis phases have been completed among the many methodologies, including familiarization, coding, developing themes, assessing themes, defining and naming themes, and summarizing (Braun and Clarke, 2006). The study also identified some new themes which are TSP and sustainable competitive advantage. Figure 2 shows the six phases of thematic analysis used in this dissertation.

- **Phase 1: Familiarization**
- **Phase 2: Coding Process Mechanism**
- **Phase 3: Generation of Themes**
- **Phase 4: Reviewing Themes**
- **Phase 5: Defining and Naming Themes**
- **Phase 6: Writing Up**

**Figure 2: Phases of Thematic Analysis; Source:** Developed by Author.

The thesis adopts an exploratory sequential research design suggested by Creswell and Creswell (2017) to meet the research objectives. This method has become a popular method in the arena of tourism research (Malhotra and Dash, 2016). The purpose of this thesis is to investigate TOE dimensions of TSP and its relationship with SCP of TAFs in Bangladesh from the perspective of end users’ perception (managers and owners). Initially, a qualitative study was conducted by using grounded theory (GT) with thematic analysis to explore the perception of managers and firm owners and to conceptualize the status of these tourism innovation adoptions. This GT was used to gather data systematically to develop concepts through contextual information to build a solid theoretical framework for subsequent research (Creswell and Creswell, 2017).

Also, researchers focus on a research question and then go through a systematic data gathering and analysis procedure to gain better knowledge about the phenomenon. The key benefit of thematic analysis (TA) is that it provides flexibility in data interpretation and simplifies the approach to huge data sets by dividing them into important themes. The in-depth interviewing method was used to collect qualitative data due to its ability to capture individuals' attitudes, views, acceptance, and experiences by using purposive sampling technique (Malhotra and Dash, 2016). The data collection method was repeated until the saturation point was reached. The saturation point is a criterion for sample size adequacy in qualitative investigations of similar nature (Braun and Clarke, 2006). In the 15th interview, the theoretical saturation point was reached, and no new nodes were formed until the 16th interview. Thus, 16 in-depth interviews with managers and owners with an expertise in tourist technology and innovation adoption were done successfully. The sample size is sixteen participants (n=16), which meets the criteria for both practical (n>10) and theoretical saturation thresholds (Braun and Clarke, 2006).

In this study, purposive sampling technique was used. This sampling technique presents several notable benefits within qualitative research, especially when aiming for profound, contextualized understandings rather than broadly applicable data. This method enables the deliberate selection of participants closely aligned with the research question, ensuring the data gathered is both abundant and directly applicable to the study's aims (Malhotra and Dash, 2016). By targeting specific individuals with relevant experiences or expertise, researchers can obtain in-depth insights, facilitating a thorough exploration of intricate topics. This focused approach allows for a more nuanced understanding, uncovering subtleties that a broader sampling strategy might overlook (Braun and Clarke, 2006). Nvivo 12 Pro software package program was applied to conduct qualitative data analysis. To conceptualize these dimensions, a well-known thematic analysis was applied by following open and axial coding, with theme formation mechanisms (Creswell and Creswell, 2017). The purpose was to build a theoretical foundation for further research to describe the state of the adoption.

**Demographic Information of the Participants**

Table 5 demonstrates that the majority (84%) of TAF owners belongs to private followed by (16%) is public ownership. The largest share of the firms has been operating for more than15 years, whereas newly established firms are smaller in number only 4% out of total proportion. After that, it can be observed that 35% of the respondents come from both owner and top-level positions of the tourism firms followed by 40% and 25% who come from middle and lower-level management respectively. Finally, the biggest number of the surveyed respondents who use innovation in their operations and within firms fell into the group of 3-6 years, which was 27% of the total respondents, followed by 6-9 years which was 24%, whereas one out of four firms has more than one-year TSA experience.
Table 5: Demographic Profile Analysis of Respondents

<table>
<thead>
<tr>
<th>Variables</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of firm ownership</td>
<td>Private</td>
<td>84.00</td>
</tr>
<tr>
<td></td>
<td>Public</td>
<td>16.00</td>
</tr>
<tr>
<td>Tourism firm operating an age</td>
<td>More than 1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>1-5</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>5-10</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>10-15</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>15-more</td>
<td>40</td>
</tr>
<tr>
<td>Management position of the respondents</td>
<td>Firm owner</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Top-level</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>Middle-level</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Lower-level</td>
<td>25</td>
</tr>
<tr>
<td>Tourism sustainability practices in years</td>
<td>More than 1</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>1-3</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>3-6</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>6-9</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>12-more</td>
<td>17</td>
</tr>
</tbody>
</table>

Thematic Analysis

This qualitative study found that the TOE dimensions of TSP as major product innovation in tourism of TAFs in Bangladesh were seven sub-themes. This study also found several key sub-themes that are linked dimensions of TSP. Using an open, axial, and selective coding procedure, the identified concepts were labeled and categorized (Braun and Clarke, 2006). The six most common thematic analysis phases have been completed among the many methodologies, including familiarization, coding, developing themes, assessing themes, defining and naming themes, and summarizing (Braun and Clarke, 2006). The study also identified tourism sustainability practices as key product innovation and some sub-themes which are technological sustainability expertise, executive sustainability support, organizational resources and capability, service intermediary sustainability practices, collaborative innovation adoption capability, tourism sustainability regulatory policy, sustainability practices perception of residents. Figure 2 shows the six phases of thematic analysis used in this study. Table 6 demonstrates the themes and sub-themes that emerged from the qualitative study.

Table 6: A Brief Summary of Qualitative Data Analysis

<table>
<thead>
<tr>
<th>Open Codes</th>
<th>Frequency</th>
<th>Axial Codes/ Sub-themes</th>
<th>Theme/ Key Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability infrastructure</td>
<td>16</td>
<td>Technological sustainability expertise</td>
<td>Tourism Sustainability Practices (TSP)</td>
</tr>
<tr>
<td>Technological facility</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human facilities</td>
<td>13</td>
<td>Executive sustainability support (ESS)</td>
<td></td>
</tr>
<tr>
<td>Structural equipment</td>
<td>9</td>
<td>Organizational resources and capability (ORC)</td>
<td></td>
</tr>
<tr>
<td>Supportive Resources</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational practice</td>
<td>12</td>
<td>Organizational Strategy</td>
<td>Sustainable friendly Decision</td>
</tr>
<tr>
<td>Organizational Strategy</td>
<td>5</td>
<td>Standard for sustainability (SPSC)</td>
<td>Sustainability operations</td>
</tr>
<tr>
<td>Supporting culture</td>
<td>14</td>
<td>Collaborative innovation adoption capability (CIAC)</td>
<td></td>
</tr>
<tr>
<td>Strong capacity</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Networking ability</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sufficient resources</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rules and regulations</td>
<td>5</td>
<td>Tourism sustainability regulatory policy</td>
<td></td>
</tr>
</tbody>
</table>

Results

General viewpoints about Tourism Sustainability Practices

In general, most participants believe that sustainable tourism is an appealing industry with several potential in the context of the emerging tourism economy. Most tourism accommodation managers and owners believe that sustainability practices as innovation adoption in tourism services are very appealing to tourists as attractions, and they are enthusiastic about working in sustainable-based tourism service platforms.

Respondent 1: “I think the prospects of sustainability practices adoption very optimistic to the socio-economic development of a country…. Because guests always expect differentiation in services. …the scope of this differentiation has become a common tradition of tourism, adopting tourism sustainability is a fantastic way to promote and develop the tourism business.”

Respondent 5: “I think the prospects of sustainable tourism are very promising in this economy. We have distinct seasonal rhythms, a pleasant climate, the world's longest sandy beach, the world's largest mangrove forest, and tertiary hills.”

Respondent 8: “Sustainable tourism both generates revenue and helps to preserve natural habitats and environment.’ Communities will take responsibility for environmental conservation if they benefit from sustainable tourist activities.”

Respondent 12: “Prospects of sustainable tourism…. Because there is too much competition, and competition is expanding rapidly, future tourism services should be more competent to seize sustainable competitive performance created by tourism.”

TOE and RBV Dimensions of Tourism Sustainability Practices (TSP)

The themes of the adoption of sustainable practices under the TOE framework came from a thorough assessment of codes. The dimensions of the TSP of TAFs are based on interview analysis.

Figure 3: Relationship of the dimensions of TSP and SCP

Technological Dimension of TSP

Technological sustainability expertise

Technological infrastructure refers to the total set of facilities consisting of the number of computers owned, computers connected to the internet, and technical skills (De Lange and Dodds, 2017). This dimension is very important to adopt innovation in tourism accommodation services.

Respondent 1: “According to me, one key dimension of technological infrastructure may be related to structural equipment. I think this component is a very important determinant of facilitating sustainability infrastructure.”

Respondent 5: “first dimension technological infrastructure under technology is very important determinant. I think that human facilities that will ensure the practices of sustainability are also an important factor of this healthy practices in their organizations.”

Respondent 8: “About the first technological dimension, I would say this is a very important determinant to facilitate the consumption of accommodation tourism services that will promote technological sustainability practices among employees.”
The use of the technological infrastructure of tourism accommodation services in particular hotel room services and facilities is increasing day by day (Gössling, 2018). The resulting outcomes impact firms’ productivity, and value addition of services that motivate TSP in their operations (Hermundsdottir and Aspelund, 2021).

**Organizational Dimension of TSP**

**Executive sustainability support (ESS)**

Executive support is defined as the extent to which top management perceives the importance of the sustainability practice adoption innovation and is involved in related activities (Gangwar, 2020; Lin et al., 2015). Without top management support, no policy can be implemented within the organization. They are decision-makers to adopt sound policies to reap opportunities offered by this adoption.

According to Respondent 3: “Executive support is very vital for firms to adopt any good practices. This is due to the reason that without support from management, employees cannot sustainably ensure quality services by adopting innovation. I also think that there should be sound organization policy that will ensure the practices of sustainability.”

According to Respondent 7: “According to me, there must be a healthy organizational strategy to avail benefits from innovation adoption.”

According to Respondent 10: “If you ask me about top management support, I would reply that top management’s financial and moral support is crucial in facilitating the consumption of tourist services.”

**Organizational resources and capability (ORC)**

The norms and practices of TSP and the implementation of these practices to use resources in the most effective way to minimize the level of wastage and create awareness (Bridges and Wilhelm, 2008).

According to Respondent 9: “Top management support is very vital for firms to adopt any good practices. This is because, without management’s cooperation, employees would not be able to provide consistently high-quality services through embracing innovation.”

According to Respondent 13: “According to me, there must be a healthy sustainability practice by employees to avail benefits from tourism innovation adoption.”

According to Respondent 1: “If you ask me about the importance of employees in adopting sustainability practices, I would say that fostering a sustainable culture among staff is critical in promoting the sustainable habit.”

Tourism firms that employed employees who were responsible for sustainability adoption and implementation of green initiatives motivate them to generate new sustainability and green practices (Bridges and Wilhelm, 2008). Employees with an open way of communication can work together with other employees of the organization and inform managers about the practices of sustainability and its performance outcomes.

**Collaborative Sustainability Innovation Facility**

Collaborative innovation is referred to the collective innovation capabilities of firms in the form of resources, expertise, and skills to adopt any new technology that will yield both financial and non-financial outcomes for them (De Lange and Dodds, 2017, Jernsand et al., 2015).

According to Respondent 4: “In case of collaboration of tourism innovation, I would say that this innovation is very vital for firms to adopt sustainability practices to enjoy more paybacks over competitive firms.”

According to Respondent 8: “I would suggest that there must be strong firm capabilities to build and enhance networking capabilities to avail benefits from sustainable innovation of tourism services”

According to Respondent 13: “In terms of collaborative innovation, I would reply that better collaboration of innovation is crucial in facilitating the consumption of lodging tourist services.”

Collaborative innovation can be enhanced via designing, which is an active process that consists of tourism firms, residents, and tourists (Jernsand et al., 2015). Collaborative networks in tourism create a value-driven relationship and satisfy tourism stakeholders’ needs by minimizing costs (Denicolai et al., 2010).

**Environmental Dimension of TSP**

**Sustainable Supported Regulatory Policy**

This refers to the planning and understanding of government policies and strategies for tourism sustainability that encourage the adoption of sustainability (Ghobakhloo et al., 2011). The TSP is influenced by government policy and planning. This is because government support as an external factor can impact the organizational decision-making of adopting information technology.
According to Respondent 6: “In case of government sustainable tourism policy, I would say that government vital a pivotal role to boost sustainable tourism in any country context. To do this they can adopt sustainable friendly tourism policies.”

According to Respondent 9: “I would suggest that there must be strong rules and regulations of government sustainability practices of tourism services.”

According to Respondent 11: “In terms of government support, I would say that government must take policies regarding the incentive and motivational program to better facilitate sustainability of tourism”

Service intermediary sustainability practices (SISP)

Middlemen who work as a bridge between tourists and firms in the value delivery network (De Lange and Dodds, 2017). Tourism intermediaries play an important role in promoting sustainability practices. Tourism intermediaries contribute to sustainability practices through internal operational efficiency, new service development and a source of CA (Nastanski and Bagliione, 2014).

According to Respondent 2: “I have to say in case of tourism intermediaries’ sustainability practices that they must be knowledgeable about sustainability practices and their benefits, I would say that Tour operators have a positive role in sustainability issues in tourism.”

According to Respondent 13: “I would say that as a top priority sector to boost a country’s economic development intermediary should follow sustainability issues to adopt these healthy policies.”

According to Respondent 15: “It seems to me that tour operators and travel agency cannot ignore their role to promote sustainability. They should acquire knowledge about the benefits of sustainability and disseminate the awareness to others.”

Sustainability Practice Perception of Residents (SPPR)

This is meant that residents' support for tourism sustainability and the overall perception and evaluation of residents who participate in tourism initiatives are likely to support tourism development through the habit and practices (López et al., 2018, Nunkoo and So, 2016).

According to Respondent 1: “I agree that locals' support to promote sustainable tourism is paramount. Thus, they should be very environmentally friendly towards the tourism environment and sustainability practices.

According to Respondent 12: “I would say that cooperation from locals to promote sustainable tourism is high. If locals are not helpful and concerned about this vital issue, it will not be good to boost a country’s economic development.”

According to Respondent 16: “It is thought that residents of a local community cannot ignore their role to promote sustainability. They have to be concerned and knowledgeable about the benefits of sustainability. Their attitude should be more positive towards sustainability of tourism.”

Discussions

This study has assessed the key determinants of tourism sustainability practices by TAFs of the developing country, Bangladesh. This research has extended the TOE framework and RBV theory with new dimensions to evaluate tourism sustainability practices as a product innovation in tourism. This qualitative study employed grounded theory and thematic analysis to gain insight and understanding into the dimensions of TSP to lay a sound theoretical foundation for future research and further analysis and development. The qualitative findings have revealed that technological sustainability expertise, executive sustainability support, organizational resources and capability, service intermediary sustainability practices, collaborative innovation adoption capability, tourism sustainability regulatory policy, sustainability practices perception of residents are key drivers of TSP, and it has positive relation with SCP. Based on the findings, owners, and managers of TAFs need to focus those key determinants to adopt sustainability practices. The following propositions can be encapsulated from the above discussions.

P1: Technological sustainability expertise (TSE) will motivate TSP of TAFs
P2: Executive sustainability support (ESS) will motivate TSP of TAFs
P3: Organizational resources and capability (ORC) will motivate TSP of TAFs
P4: Service intermediary sustainability practices (SISP) will motivate TSP of TAFs
P5: Collaborative innovation adoption capability (CIAC) will motivate TSP of TAFs
P6: Tourism sustainability regulatory policy (TSRP) will motivate TSP of TAFs
P7: Sustainability practices perception of residents (SPR) will motivate TSP of TAFs
P8: Tourism sustainability practices will motivate SCP of TAFs
Implications

Theoretical and Practical Contributions

First, the study employed GT and TA suggested by Creswell and Creswell (2017) to explore profound insights to develop concepts of TOE, ESS, ORC, SISP, CIAC, TSRP, SPPR and TSP.

The developed themes are in line with past studies (De Lange and Dodds, 2017; Jernsand et al., 2015). Thus, the theoretical contribution is supported by themes about the TOE and RBV dimensions of TSP and their connection to SCP, which could serve as the foundation for further study. Moreover, past studies revealed that TSP as product innovation in tourism that will contribute to the domain of tourism innovation literature (Álvarez-García, J. et al., 2020; Dibra, 2015).

Second, past studies have investigated the effects of sustainable practice and its impact on firms’ performance, such as TOE indicators (Islam et al., 2020; Hossain et al., 2020) but there is a lack of research on TSP and its relationship with SCP (Islam et al., 2020). This study thereby enriches existing literature by better exploring TSP and its impact on SCP which is also a new contribution to tourism literature.

Third, past studies have mostly focused on single adoption behavior such as environmental sustainability (Wan and Li, 2013), and sustainable tourism innovation (Mathew and Sreejesh, 2017), while there was lack of adequate research on TSP and impacts on firms’ SCP. Therefore, this research suggests theoretical perspectives can better explain integrated adoptions to predict firms’ behavior. Thus, the findings of the study fill this research gap in the literature by identifying qualitatively TSP as a potential mediating mechanism to understand the relationship between the determinants and SCP.

The findings suggest that hotel managers should motivate this innovative practice to survive in the competitive market as hotels need to achieve the SCP (Hultman et al., 2020). Moreover, it is hoped that government policymakers to formulate and implement sustainable policies to make tourism more sustainable. As this economy has fewer tourism-related departments and ministries with a lack of appropriate sustainable tourism laws and regulations (lack of environmental conservation law, pollution control law, disaster preparedness law for tourism, etc.), it is an opportunity to adopt these policies to maximize the industry's positive impact. For example, the government may enact sustainable friendly regulations to implement and promote the policies to foster sustainable tourism development.

Furthermore, this research will aid government and policymakers in crafting sustainable tourism policies by providing evidence-based insights into various aspects of tourism, such as environmental impact, community engagement, and economic development. Thus, governments and policymakers can make more informed decisions that balance the economic benefits of tourism with long-term sustainability goals. For example, they may provide tax incentive benefit for tourism accommodation firms who practice sustainability practices in their operations as well as declare the firms as super accommodation service providing firms as recognition. Also, government policy might be that governments can establish eco-certification programs that recognize tourism businesses and accommodations adhering to environmentally-friendly practices. Finally, Governments can support community-based tourism initiatives that empower local communities to benefit from tourism sustainability while preserving their cultural and natural heritage. This can involve providing training, capacity building, and financial support to local communities to develop and manage tourism sustainability to promote overall sustainable tourism development.

Conclusions

This study has applied qualitative method research design to explore the dimensions of TSP and its impact on SCP of Bangladeshi TAFs. This qualitative study employed grounded theory and thematic analysis to gain insight and understanding into the dimensions of the tourism innovation adoption as well as to lay a sound theoretical foundation for future research. The qualitative findings indicate that traditional drivers such as technological infrastructure, and top management support are not enough to explain the state of sustainability adoption. The outcomes have demonstrated Technological sustainability expertise, executive sustainability support, organizational resources and capability, service intermediary sustainability practices, collaborative innovation adoption capability, tourism sustainability regulatory policy, sustainability practices perception of residents, new predictors for tourism sustainability practices adoption. Also, these findings revealed the mediating role of TSP and its positive impact on SCP. The theoretical contribution of the qualitative outcomes of the study is the development of TOE and RBV dimensions of TSP and its relationship with SCP, which could serve as the foundation for future research.

This tourism sustainability adoption calls for an integrated model that combines TOE framework and RBV theory. Firms need to embrace the healthy practice due to increased preferences for tourists. Consequently, policymakers and the owners of TAFs should focus on these factors in designing sustainable friendly tourism policy. There is an urgent need to establish collaboration among policymakers, firm owners, and support from the public and non-public sectors to adopt these practices to maximize efficiency and performance. This study would also assist both tourism firm managers and owners to formulate and design tourist-driven sustainability and innovative services in a sustained way.
Every study has its constraints, and this paper is no exception. This study work suffers from several key limitations that should be taken into consideration for the direction of future research. First, while the sample size was small, the rate of response was convincing. Secondly, for this research paper, only a cross-sectional design was used to gather primary survey data. Thirdly, the sample size includes data from just one country. Replicating this study across various regions would enhance the understanding of tourism sustainability practices and their connection to sustainable competitive performance in the accommodation industry. Fourthly, this present analytical study only focused on TAFs from micro-level perspectives. Finally, the data gathering in this study was confined to a specific geographic area and industry. Consequently, exploring the adoption of tourism sustainability and its influence on sustainable competitive performance across diverse countries and industries would be intriguing.

Acknowledgement

Author Contributions: Conceptualization, methodology, Data Collection, formal analysis, writing—original draft preparation, writing—review and editing by author. Author has read and agreed to the published the final version of the manuscript.

Institutional Review Board Statement: Ethical review and approval were obtained for this study.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

Conflicts of Interest: The author declares no conflict of interest.

References


Santos, V. et al. (2021) Tourism towards Sustainability and Innovation: A Systematic Literature Review. Sustainability, 13 (20), 11-44.


Appendices

Appendix 1: Qualitative Interview Questions

[Starting General Greetings]

1. What is your standpoint about the prospects of sustainable tourism for the socio-economic development of Bangladesh’s economy?
2. What kind of prospects do you forecast in sustainability practices in tourism accommodation sectors in the tourism industry?
3. What are the key dimensions that influence the adoption of sustainability in tourism accommodation services to boost the performance of firms?
4. Do you think hotels will be highly benefited in terms of gaining a competitive advantage by adopting sustainability practices adoption?
5. As you have been working as manager of an International Hotel, what are the prospects of adopting tourism sustainability in this industry?
6. Do you think like a hotel owner that you should adopt tourism sustainability as innovation to best cater to guests in the competitive tourism accommodation services?
7. What are significant components that help to adopt tourism sustainability to better facilitate guests’ services?
8. Have you ever thought that you have to shift from one traditional approach to delivering tourism services to sustainable-based tourism innovation and a sustainable way of delivering services?
9. Do you think TSP as tourism innovations have an impact on the SCP of TAFs?
10. What do you think about the role of tourism sustainability adoption on SCP of TAFs?

[Giving Thanks, and closing remarks]

Appendix 2: Sample of Qualitative Interview Responses

Respondent 1

[Starting General Greetings]

Interviewer: Sir first, what is your standpoint about the prospects of tourism innovation like sustainability in tourism to the socio-economic development of Bangladesh’s economy?

Respondent: “I think the prospects of sustainability practices adoption very optimistic to the socio-economic development of a country…. Because guests always expect differentiation in services. …the scope of this differentiation has become a common tradition of tourism, adopting tourism sustainability is a fantastic way to promote and develop the tourism business. As the tourism industry expands, more opportunities will be available in the hotel and hospitality industries, as well as other industries such as tourism destinations if we can adopt this practice in our operations.”

Interviewer: As you have been working as a manager, what kind of prospects do you forecast in sustainability practices in tourism accommodation sectors in the tourism industry?

Respondent: “If you want my honest opinion about forms of prospects of sustainability in tourism, I would say firms will earn more financial returns by minimizing cost by practicing this healthy practice, and guests will get their desired services. …. Another one I might say is that it is also an environmentally friendly way to differentiate our firms from others.”

Interviewer: Now let’s talk about the dimensions that influence the adoption of sustainability in tourism accommodation services to boost the performance of firms.

Respondent: “First dimension is “Infrastructural availability.” I think that this is of the key dimensions of technological infrastructure that may be related to structural equipment. I think this component is a very important determinant of facilitating sustainability infrastructure. This is because hotels cannot sustainably provide great services without sound technology infrastructure development. I also believe that supportive resources that assure sustainable practices are an important aspect of their organizations’ healthy practices. I agree that locals’ support to promote sustainable tourism is paramount. I think that residents are part and parcel of tourism development. As a result, residents should be very environmentally friendly towards the tourism environment that help firms to adopt and foster sustainability practices in their operations.”

Interviewer: Ok… sir what do you think about the dimensions of tourism sustainability adoption and how this adoption will impact your organization and working procedures?

Respondent: “As an employee of the hotel I think the adoption of sustainability is vital to cater to the needs of the guest at present time. I also think that sustainability adoption is useful for organizational productivity and gaining a competitive advantage. Also, as a hotel employee, I believe that businesses have the resources and technical know-how to implement new practices of sustainability as innovation that will improve organizational productivity and provide them with a competitive advantage. Another component I think firms’ innovation capability, I would say that this innovation is very vital for firms to adopt new tourism innovations to enjoy more paybacks over competitive firms. I also think that our firm has a strong collaboration capability with other firms in the industry to promote innovative technology.”

Interviewer: Finally, let’s talk about do you think TSP as tourism innovation have an impact on the SCP of TAFs?

Respondent: “As a manager, I think TSP dimensions as tourism innovation is closely linked with SCP of firms. By adopting these innovations firms will enjoy an advantage over competitive firms.”

Interviewer: Thank you very much for your time, efforts and support.

Publisher’s Note: Bussecon International stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.

International Journal of Business Ecosystem and Strategy by Bussecon International Academy is licensed under a Creative Commons Attribution 4.0 International License.