Exploring a conceptual small tourism enterprise performance model
Contents

- Systems context
- Conceptual model
- Owner-manager performance
- Customer satisfaction
- Enterprise performance
Systems context

Broad business system constituents

(Adapted from Morrison, Rimmington and Williams, 1999: 194)
Systems context

Organizational systems in their environments

(Adapted from Conti, 2006: 304)
Systems context
(Tourism) SME systems

Entrepreneurship
Owner-manager system
Ethical Leadership

Strategic orientation
MO & RMO

Decision to support
Loyalty

Customer system
Value
Satisfaction

Market environment system
Tourism value chain
(Adapted from Yilmaz and Bititci, 2006: 343)

Win order

Pre-delivery support

Delivery

Post-delivery support

Tour Operator
Outbound Tour Agent

Transport Provider

Accommodation
Inbound activities

Transport Provider
Conceptual model

```
MO

RSL

ENT

ETH

H1

H2

H3

H4

H5

H6

H7

H8

H9

H10

H11

H15

CV

STP
```

RSL

ENT

ETH

RMO

MO
Self leadership sub-system

Antecedent to team and follower performance

(Bligh, Pearce and Kohles, 2006)
(Neck and Houghton, 2006)

Behaviour-focused strategies
(Self-awareness)
- Self-observation
- Self-goal setting
- Self-reward
- Self correcting feedback (punishment)
- Self-cueing

Constructive thought strategies
(Cognitive self-regulation)
- Mental imagery
- Positive self-talk
- Self-analysis
- Self-correction of belief systems

Natural reward strategies
(Self-motivation)
- Create feelings of self-competence
- Self-determination
- Self-determination

Mental imagery
Positive self-talk
Self-analysis
Self-correction of belief systems
## Ethical sub-system

### Forsythe’s (1980) ethical taxonomy

*(Catlin and Maupin, 2004: 291)*

<table>
<thead>
<tr>
<th></th>
<th>High relativism</th>
<th>Low relativism</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High realism</strong></td>
<td><strong>Situationist</strong></td>
<td><strong>Absolutist</strong></td>
</tr>
<tr>
<td></td>
<td>Rejects ethical absolutes;</td>
<td>Assumes that the best possible</td>
</tr>
<tr>
<td></td>
<td>advocates individualistic analysis</td>
<td>outcome can always achieved by</td>
</tr>
<tr>
<td></td>
<td>of each act in each situation;</td>
<td>following universal ethical</td>
</tr>
<tr>
<td></td>
<td>relativist.</td>
<td>rules; absolutist.</td>
</tr>
<tr>
<td><strong>Low realism</strong></td>
<td><strong>Subjectivist</strong></td>
<td><strong>Exceptionist</strong></td>
</tr>
<tr>
<td></td>
<td>Appraisals are based on personal</td>
<td>Ethical absolutes guide</td>
</tr>
<tr>
<td></td>
<td>values and perspectives rather</td>
<td>judgments, but pragmatically</td>
</tr>
<tr>
<td></td>
<td>than universal ethical principles;</td>
<td>open to exceptions to these</td>
</tr>
<tr>
<td></td>
<td>ethical egoism.</td>
<td>standards; utilitarian.</td>
</tr>
</tbody>
</table>
Entrepreneur sub-system

Small tourism contextualization

Relative low professional skill
Away from corporate ladder
Choice of location
Socially driven lifestyle change
Relative low financial entry barriers
Mostly domestic market
Family/lifestyle business model
HR competitive asset
Innovative
Risk-taking
Pro-active
Morrison (2006)
Matsuno et al. (2002)
Strategic orientation sub-system
*Blend of MO and RMO*

- Competitors
- MO
- Coordination
- Communication
- Shared value
- RMO
- Trust
- Reciprocity
- Bonding
- Empathy

**Antecedents**
Narver and Slater (1990)
Sin et al. (2005)

**Performance**
SERVQUAL model

(Parasuraman, Zeithaml & Berry, 1988)

1. Reliability
2. Assurance
3. Tangibles
4. Empathy
5. Responsiveness
ECSI model
(Adapted from Chitty, Ward & Chua, 2007: 575)
## Tourism SME performance

### Measures used in other studies

<table>
<thead>
<tr>
<th>Source</th>
<th>Region</th>
<th>Performance measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atilgan et al. (2003)</td>
<td>Turkey</td>
<td>SERVQUAL (Assurance; Responsiveness; Reliability; Empathy; Tangibles)</td>
</tr>
<tr>
<td>Collins et al. (2003)</td>
<td>Europe</td>
<td>IT-enabled</td>
</tr>
<tr>
<td>De Búrca et al. (2006)</td>
<td>Ireland</td>
<td>IT-sophistication</td>
</tr>
<tr>
<td>Eraqi (2006)</td>
<td>Egypt</td>
<td>TQM</td>
</tr>
<tr>
<td>Esteban et al. (2002)</td>
<td>Spain</td>
<td>Market orientation with link to Customer satisfaction</td>
</tr>
<tr>
<td>Jogaratnam &amp; Tse (2006)</td>
<td>Asia</td>
<td>Cash flow; sales level; return on sales; net profit; market share; sales growth</td>
</tr>
<tr>
<td>Lerner &amp; Harber (2000)</td>
<td>Israel</td>
<td>No. of tourists (nights of accommodation)</td>
</tr>
<tr>
<td>Morrison &amp; Teixeira (2004)</td>
<td>UK</td>
<td>Bedroom occupancy rate; annual revenue; B-E point; guest satisfaction</td>
</tr>
<tr>
<td>Nadiri &amp; Hussain (2005)</td>
<td>Cyprus</td>
<td>SERVPERF (same dimensions as SERVQUAL of Parasuraman, 1988)</td>
</tr>
<tr>
<td>Peters (2005)</td>
<td>Austria</td>
<td>Job satisfaction of employees</td>
</tr>
<tr>
<td>Weiermair (2000)</td>
<td>Austria</td>
<td>Tourism value chain: service quality – value relationship; cultural norms</td>
</tr>
<tr>
<td>Wood (2002)</td>
<td>UK</td>
<td><strong>T/O; profit</strong>; growth in no. of employees; customer spend; <strong>no. of customers</strong></td>
</tr>
<tr>
<td>Wood (2006)</td>
<td>UK</td>
<td>Performance index: <strong>revenue; profits; no. of customers</strong> (+ control variables)</td>
</tr>
<tr>
<td>Yilmaz &amp; Bititci (2006)</td>
<td>UK</td>
<td>Tourism value chain: Balanced scorecard; SERVQUAL; occupancy rate</td>
</tr>
</tbody>
</table>
Control Variables

1. Age of the venture
2. Age of the owner-manager (main decision-maker)
3. Educational qualifications
4. Experience in the tourism industry
5. Gender
6. Language (home)
7. Number of employees
8. Motivation to be in business (survive; lifestyle; grow)
9. Location
Questions?