A GLOBAL ANALYSIS OF THE INFLUENCE OF GOVERNANCE ON IMPROVING TOURISM COMPETITIVENESS

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ABSTRACT

Objective: The objective of the study was to identify the influence of governance on tourism competitiveness as measured by tourism GDP per capita, using structural equation modeling.

Methodology: The study was descriptive correlational and applied quantitative documentary approach. Data from secondary sources from the World Bank and The World Travel & Tourism were used to obtain measures of governance and tourism GDP for 172 countries during the year 2021.

Results: Governance was found to have a significant influence on tourism competitiveness, with government effectiveness, regulatory quality and rule of law emerging as the main predictors of governance. It was also found that most countries with high tourism performance have good governance, especially those countries that are small and specialized in tourism. Developed countries enjoy a high governance index, but do not lead the ranking in tourism GDP per capita. Countries with low tourism performance have poor governance.

Conclusions: Governance is a crucial factor in the success or failure of the tourism sector, and the positive and significant relationship between governance and tourism competitiveness has important implications for the formulation of policies and strategies to promote sustainable tourism development.

Keywords: Governance; tourism competitiveness; tourism GDP per capita

UMA ANÁLISE GLOBAL DA INFLUÊNCIA DA GOVERNANÇA NA MELHORIA DA COMPETITIVIDADE DO TURISMO

RESUMO

Objetivo: O objetivo do estudo foi identificar a influência da governança na competitividade do turismo, medida pelo PIB per capita do turismo, usando modelagem de equação estrutural.

Metodologia: O estudo foi descritivo correlacional e aplicou uma abordagem documental quantitativa. Foram usados dados de fontes secundárias do Banco Mundial e da The World Travel & Tourism para obter medidas de governança e PIB do turismo para 172 países durante o ano de 2021.

Resultados: Verificou-se que a governança tem uma influência significativa na competitividade do turismo, com a eficácia do governo, a qualidade regulatória e o estado de direito emergindo como os principais preditores da governança. Também foi constatado que a maioria dos países com alto desempenho no turismo tem boa governança, especialmente os países pequenos e especializados em turismo. Os países desenvolvidos têm um alto índice de governança, mas não lideram a classificação do PIB per capita do turismo. Os países com baixo desempenho no turismo têm governança ruim.

Conclusões: A governança é um fator crucial para o sucesso ou fracasso do setor de turismo, e a relação positiva e significativa entre governança e competitividade do turismo tem implicações importantes para a formulação de políticas e estratégias para promover o desenvolvimento do turismo sustentável.

Palavras-Chave: Governança, competitividade do turismo, PIB per capita do turismo.

UN ANÁLISIS GLOBAL DE LA INFLUENCIA DE LA GOBERNANZA EN LA MEJORA DE LA COMPETITIVIDAD TURÍSTICA

RESUMEN

Objetivo: El objetivo del estudio era identificar la influencia de la gobernanza en la competitividad del turismo, medida por el PIB turístico per cápita, utilizando modelos de ecuaciones estructurales.

Metodología: El estudio fue descriptivo correlacional y aplicó un enfoque documental cuantitativo. Se utilizaron datos de fuentes secundarias del Banco Mundial y The World Travel & Tourism para obtener medidas de gobernanza y PIB turístico de 172 países durante el año 2021.

Resultados: Se comprobó que la gobernanza influye significativamente en la competitividad turística, y que la eficacia del gobierno, la calidad de la reglamentación y el Estado de Derecho son los principales factores predictivos de la gobernanza. También se constató que la mayoría de los países con un alto rendimiento turístico tienen una buena gobernanza, especialmente los países pequeños y especializados en turismo. Los países desarrollados tienen una elevada puntuación en materia de gobernanza, pero no encabezan la clasificación por PIB turístico per cápita. Los países con bajos resultados turísticos tienen una gobernanza deficiente.

Conclusiones: La gobernanza es un factor crucial para el éxito o el fracaso del sector turístico, y la relación positiva y significativa entre gobernanza y competitividad turística tiene

importantes implicaciones para la formulación de políticas y estrategias que promuevan el desarrollo sostenible del turismo.

Palabras clave: gobernanza, competitividad turística, PIB turístico per cápita.

1.   INTRODUCTION

In the last decade, tourism has experienced steady growth and has become one of the main economic sectors, generating about 10% of global GDP and 1 in 10 jobs worldwide (World Economic Forum, 2019). However, changes and negative effects of activities linked to tourism were reported during the last years due to the COVID-19 pandemic, being essential to know the changes produced (Mahadiansar et al., 2021) and the influence that countries' governance has on tourism.

In Latin America and the Caribbean, tourism accounted for 10% and 26% of GDP, including 10% and 35% of employment. However, as a result of the COVID-19 pandemic crisis, tourism was significantly affected, generating a decrease in GDP from 8 percentage points to 1 percentage point (Economic Commission for Latin America and the Caribbean, 2020). While in Europe there was also a 13.9% decrease in GDP from the second half of the year (Moreno-Luna et al., 2021). Therefore, during the pandemic, countries proposed various measures in relation to tourism competitiveness (Li et al., 2022). Some of them focused their efforts on implementing effective health policies to control the spread of the virus and protect their citizens and visitors, which resulted in a decrease in tourism flows (Félix & García, 2020; Hambira et al., 2022). On the other hand, some countries reinforced their tourism promotion strategies to stay in the minds of travelers and maintain their position in the market (UNWTO Global Tourism Crisis Committee, 2021). These strategies focused on highlighting the natural and cultural attractions of the destinations, as well as offering tourism packages adapted to the new needs and preferences of travelers (Sigala, 2020). Also, the opportunity was taken to boost domestic tourism and encourage the development of new forms of tourism, such as rural tourism or nature tourism. These initiatives not only allowed citizens to enjoy their own destinations, but also helped to keep the local economy afloat (Hall, 2019; Padma et al. 2019; Teles da Mota & Pickering, 2020).

Post-pandemic, tourism continues to be an industry highly influenced by global economic conditions, such as inflation, exchange rates, interest rates, and economic growth (Scarlett, 2021). Economic fluctuations can affect both tourism demand and supply, so it is important for tourism destinations to understand and respond to these conditions

to remain competitive (Tsai, 2021). Likewise, government regulations and policies can influence a destination's tourism competitiveness, for example, immigration laws, visa requirements, transportation regulation, and land ownership. Even social factors, such as demographic trends, cultural perceptions and changes in consumer behavior, also influence tourism competitiveness (Strelnikova, et al. 2023)

Therefore, political conditions, such as political stability, security and social peace, are also important factors in tourism competitiveness (Ekeocha et al., 2021). Countries offering tourism destinations with a secure and stable political environment are more attractive to international tourists and can be an important economic driver and contribute significantly to the GDP of a country or destination. While in the environment of technological innovations is also important in the tourism competitiveness of each country, such as mobile technology, social networks, blockchain and artificial intelligence, are changing the way tourism companies interact with customers and how trips are planned and booked. Tourism destinations that adopt and use innovative technologies can improve their competitiveness, which is why state-driven technology policies can be instrumental in improving the tourist experience and increasing the economic impact on a region or country (Rana et al., 2022; Valeri & Baggio, 2021).

Governance, defined as the process through which agreements are reached on collective action in situations where there are multiple preferences, uncertainty and scarcity of resources (Bevir, 2012), which are used to direct and control an organization or system, and which may include legislation, rules, supervision, monitoring and evaluation (Rhodes, 1996; J. Rosenau & Czempiel, 1992). It constitutes an important factor for tourism competitiveness, involving collaboration between the different stakeholders involved in tourism development, including local governments, tourism businesses, interest groups and local communities, to achieve sustainable tourism development that is beneficial to all (Pechlaner et al., 2010; Stoker, 1998; Flores & Cruz, 2021). In this regard, there are a number of governance indicators (Bramwell, 2011), but the most widely used is the World Governance Indicator (WGI), which is a dataset that measures the quality of governance in 215 countries and territories around the world. It is produced annually by the World Bank and is based on a survey of experts from different disciplines, such as economics, law and political science. The WGI has six dimensions of governance: control of corruption, rule of law, government effectiveness, regulatory quality, accountability and citizen participation (World Bank, 2010).

Tourism competitiveness is defined as "the ability of a tourism destination to attract and maintain visitor preference and increase tourism expenditure in a highly competitive market with a constantly changing macroeconomic environment" (Ritchie & Crouch, 2003).

The theories linked to tourism competitiveness address different aspects, such as comparative advantage (Ricardo, 1817), the value chain (Porter, 1990) and the life cycle of the tourist destination (Butler, 1980), offering useful tools for understanding the factors that influence tourism competitiveness and designing strategies to improve it.

Two broad approaches to measuring destination competitiveness can be identified from the literature. The first approach can be referred to as the generic approach, as it encompasses all the relevant factors and indicators that make up competitiveness and, therefore, has been the most widely disseminated in publications (Dwyer & Kim, 2003; Ritchie & Crouch, 2003). This approach has its limitations, and includes a myriad of indicators, not all of which have the same importance or influence in determining competitiveness particularly with developing countries. The second approach is linked to tourism competitiveness based on the idea that a tourism destination should be evaluated through a set of factors that influence its competitiveness. These factors are grouped into three categories: tourism resources and attractions, general business conditions and environment, and government and community attitudes. This approach seeks to evaluate the capacity of a tourism destination to attract and maintain tourism demand, offering a satisfactory and sustainable experience for visitors (Enright & Newton, 2005). There are also other models that have been criticized mainly related to the large number of indicators and their practical application (Mazanec et al., 2007), because they develop an evaluation model that incorporates a wide range of factors, including tourism supply, business environment, governance, service quality and image of a particular destination and others (Dwyer & Kim, 2010; Ahmed & Krohn, 1990; Chon & Mayer, 1995; Mazanec, 1995). Finally, a recent research develops an approach to measure competitiveness considering GDP as an indicator (Pérez León et al., 2022). Therefore, tourism competitiveness is a concept that can be measured in different ways, and GDP is one of the most common measures used to assess the tourism competitiveness of a country or region. Tourism GDP, or the contribution of tourism to GDP, is a measure used to quantify the importance of tourism in a country's economy (Eugenio-Martin et al., 2011). Tourism GDP includes income generated by tourists, as well as income generated by businesses and employees in the tourism sector. It also includes tourism-related government expenditures, such as promotion and maintenance of tourism destinations (Crouch & Ritchie, 1999; Li et al., 2016; Murphy, 2013).

Regarding the relationship between governance and tourism competitiveness, a number of research studies highlight that governance has a significant influence on tourism competitiveness, and that good governance can improve a country's tourism competitiveness and ensure tourism sustainability (Agyeman et al., 2022; Ahn & Bessiere, 2022; dos Anjos & Kennell, 2019; Khan et al., 2021; van Niekerk, 2014).

Therefore, it can be concluded that tourism is one of the world's most important economic sectors and its contribution to global GDP continues to grow. Understanding how governance affects tourism competitiveness and GDP per capita is essential to help governments and businesses develop more effective policies and strategies to promote tourism and maximize economic and social benefits. Therefore, in the current study, we set out to identify the influence of governance on tourism competitiveness as measured by tourism GDP per capita, using structural equation modeling.

2.   METHODOLOGY

The approach of the study was quantitative documentary applied. (Mishra & Alok, 2017). Secondary source data from the World Bank and The World Travel & Tourism have been used to obtain the measures of governance and tourism GDP respectively for descriptive and correlational analysis. To demonstrate the hypothesis, a structural equation model (Hancock, 1997; Tehran, 1997; Tehran, 1997; Hancock, 1997; Tehran, 1997) was used. (Hancock, 1997; Teo, 2011)was used to establish relationships between the variables analyzed.

2.1. Data

Governance is shaped and explained by government effectiveness (GE), regulatory quality (RQ), and rule of law (RL), for which The Worldwide Governance Indicators (WGI) scores have been used. (World Bank, 2022) of 172 countries for the year 2021.

To measure tourism competitiveness, the gross domestic tourism product per capita (GDPTPC) has been used (Pérez León et al., 2022). (Pérez León et al., 2022) of 172 countries for the year 2021, the source of which was the data published by The World Travel & Tourism (Travel & Tourism Economic Impact | World Travel & Tourism Council (WTTC), n.d.).

2.2.   Indexes

It has been constructed with the WGI scores (GF, RL, CC) as well as the GDPTPC in indexes, on a scale from 0 to 1, using the methodology proposed by Croes which is expressed by $Xci = [(Xci - Xci\ mini) / (Xci\ maxi - Xci\ mini)]$ (Croes, 2011; Kubickova & Martin, 2020a)where "c" represents the countries and "i" the variable.

2.3.   Procedure and data analysis

To carry out the data analysis, the data were transformed into indexes and Pearson's descriptive statistics and bivariate correlations were calculated with SPSS version 24 software to evaluate the relationships between variables. To estimate the proposed SEM structural equation model, Amos version 25 softwares was used. The relationships of the regressions and the goodness of fit of the model were evaluated using criteria such as chi-square normalized by degrees of freedom (CMIN/df less than 3), residual root mean square (SRMR, 0.080 or less), residual root mean square of approximation error (RMSEA, 0.080 or less) and comparative fit index (CFI, 0.900 or more) as parameters to determine whether the model had a good fit. (Hu & Bentler, 1999; Schermelleh-Engel et al., 2003).

3.   RESULTS

Figure 1 shows information on the results of the most representative countries in the relationship between governance expressed as the average of the indexes of government effectiveness, regulatory quality and the rule of law with tourism competitiveness expressed by tourism GDP per capita. It was found that Macao leads the ranking, having excellent governance and tourism performance, and it was also found that most of the countries that lead the tourism competitiveness index are small and island countries highly specialized in tourism such as Aruba, Luxembourg, Iceland, Cayman Island, Antigua Barbuda, and Bahamas, and all of these countries also express high governance indices. It can also be seen that most of the Nordic countries enjoy high governance indexes above 0.8 and tourism performance above 0.15. Countries with good governance above average 0.5 to 0.8 and tourism performance index above 0.15 include Unit Arab Emirates, Portugal, Cyprus Seychelles, Italy, Jamaica, China, Moldova and others. And among the countries with poor performance in governance and tourism performance are Lesotho, Guatemala,

Lebanon and Iran. Lastly, the countries with very poor performance in tourism governance and performance are Haiti, Syria, Venezuela and Yemen.

Figure 1.
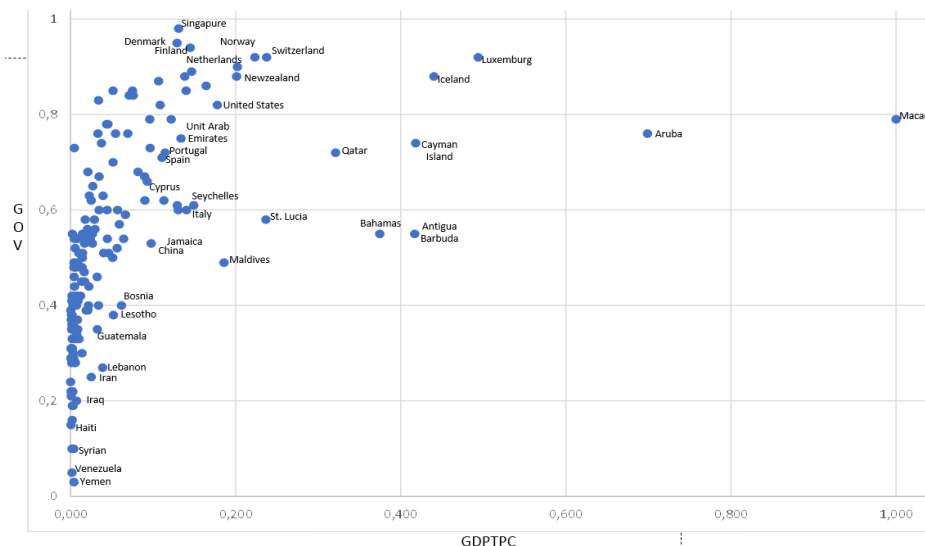
Relationship between governance and tourism competitiveness (2021)
Source: Prepared by the authors (2023)

Table 1 shows that the mean of the indices of the governance dimensions ranges from 0.51 to 0.53, the per capita tourism domestic product index of the countries studied has a mean of 0.06 with a standard deviation of 0.12, so there is great variability in the GDPTPC indices among the countries analyzed. The correlation between the dimensions of governance is above 0.93 being this strong, positive and with a p-value of less than 0.01 between them, so this correlation between the dimensions of governance is very significant. With respect to the correlation between governance dimensions and GDPTPC all are positive, moderate and significant with a p-value less than 0.05.

Table 1. Descriptive statistics and correlations (Pearson)

|	M	SD	GE	RQ	RL	GDPTPC
GE	0,5121	0,20790	1			
RQ	0,5112	0,21315	,934**	1		
RL	0,5340	0,21785	,930**	,937**	1	
GDPTPC	0,0633	0,12333	,495**	,511**	,484**	1

Note: Government effectiveness (GE), Regulatory quality (RQ), Rule of law (RL), Gross domestic tourism product per capita (GDPTPC). Source: Prepared by the authors (2023)

3.1. Measurement model (AFC)

In Figure 2, the latent variable governance is presented, evidencing that it is explained by government effectiveness, regulatory quality and rule of law since the standardized regression weights are .963 for government effectiveness, .970 for regulatory quality and .965 for rule of law. Furthermore, the P-values indicate that the relationship between governance and each of the three outcome variables is highly significant ($p < .05$), which means that the probability that the relationship is a fluke is very low. Now with respect to the relationship between governance and tourism competitiveness measured by tourism GDP per capita has a positive relationship, since the standardized regression weight is 0.514, the strength of this relationship being moderate, furthermore, the P-value indicates that the relationship between governance and tourism competitiveness is highly significant ($p < 0.05$), which means that the probability that the relationship is a chance is very low.
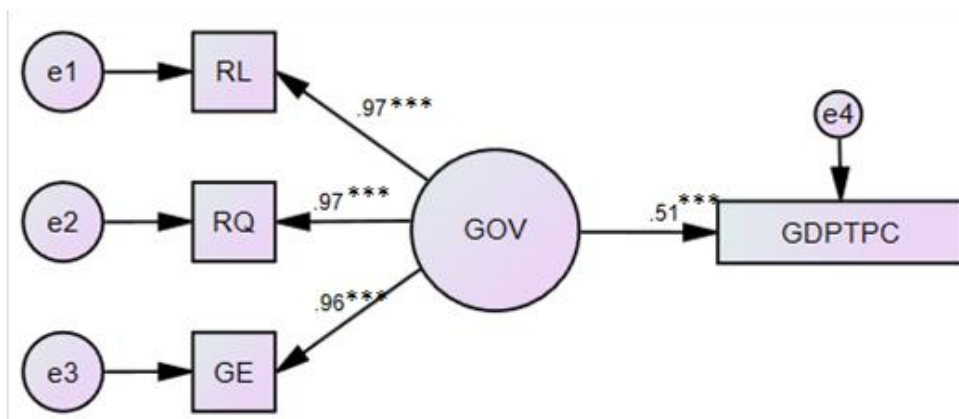
Figure 2. Structural equation model: Governance influences tourism competitiveness as measured by tourism GDP per capita. Source: Prepared by the authors (2023).
Note: χ2/df = chi-square/number of degrees of freedom, CFI = Comparative Fit Index, SRMR = Standardized Root Mean Square Residual, RMSEA Root Mean Square Error of Approximation. Values to evaluate the model proposed by (Schermelleh-Engel et al., 2003)

The goodness of fit of the measurement model (AFC) presented in Table 2 shows the CMIN/DF value to be close to 1, suggesting that the relationship between the variables fits well. In addition, the CFI value is equal to 1, implying that the model has an outstanding fit. This index measures the improvement in model fit compared to the null model fit, and a value of 1 indicates that the model fits perfectly.

The Standardized RMR value is 0.005, which is considered good. This index measures the average magnitude of the standardized residuals of the model, and a value of less than 0.05 is considered good.

Finally, the RMSEA value is 0.000, which means that the model has an excellent fit. This index measures the amount of error in the model approximation, and a value less than 0.05 is considered a good fit.

The goodness-of-fit data suggest that the model examining the relationship between governance and tourism competitiveness has a good fit and can be used to predict tourism competitiveness as a function of governance.

Table 2. Goodness of fit of the measurement model

Measure of adjustment	Good fit	Acceptable fit	Results	Model condition
χ2/df	0 ≤ χ2/df ≤ 2	2 < χ2/df ≤ 3	0,563	Good
IFC	.97 ≤ CFI ≤ 1.00	.95 ≤ CFI < .97	1000	Good
SRMR	0 ≤ SRMR ≤ .05	.05 < SRMR ≤ .10	0,005	Good
RMSEA	0 ≤ RMSEA ≤ .05	.05 < RMSEA ≤ .08	0,000	Good

Source: Prepared by the authors (2023).

Table 3 shows the regression between governance and tourism GDP per capita, where an increase of 0.877 in the level of tourism GDP per capita is expected for each unit increase in governance and the variability of tourism GDP per capita is explained by 0.514 (std.all) by governance. Hypothesis testing indicates that the relationship is statistically significant, with a p-value less than 0.001. It can then be stated that governance significantly influences tourism competitiveness as measured by tourism GDP per capita. However, it is important to note that the strength of the relationship is not very strong (0.514), indicating that other factors may also influence the level of GDP per capita.

The goodness-of-fit values of the structural equation model were the same as the measurement model where the CMIN/DF value =0.563, the CFI value = 1, the Standardized RMR = 0.005, and the RMSEA value = 0.000. Which means that the structural model has an excellent fit.

Table 3. Regression between governance and tourism GDP per capita

Estimate	Std.Err	z-value	P value	Std.lv	Std.all
0,877	0,226	3,873	0	4,184	0,514

Source: Prepared by the authors (2023).

4.   DISCUSSION

The COVID-19 pandemic caused great changes worldwide, especially in the labor sector, and in particular for workers assigned to public institutions. These changes implied taking on new work challenges from home, through teleworking, and sometimes with insufficient technological resources (computers and internet access) and performing an occupation.

Human factors are fundamental for quality public services. Therefore, an adequate organizational climate could lead to workers being less stressed and exhausted and this influences the job satisfaction and well-being of employees (Pecino et al., 2019). Likewise, job satisfaction can influence workers' commitment to their organization (Adeniji et al., 2019).

The results show that most of the respondents had a low level of job satisfaction, with 50.47%, being these percentages much higher than those found in other public workers in Peru where most of them had average job satisfaction, (Abarca Arias et al., 2021; Aliaga-Zamora et al., 2022; Holguin Morales & Contreras Camarena, 2020).This is a negative factor because it can influence job performance (Chen & Sun, 2009; Obi, 2009). (Chen & Sun, 2009; Obiunu & Yalaju, 2020; Sudiardhita et al., 2018) affecting the quality of public services (Hernández Junco et al., 2009).. During the COVID-19 pandemic, drastic changes were made in the way job functions were performed, generating dissatisfaction, discomfort (Silva et al., 2021), stress and burnout (Kitsios & Kamariotou 2021). Therefore, it is important during these situations to make improvements in job content and organizational characteristics in order to reduce burnout and job dissatisfaction among staff (Ibrahim et al., 2022).

Regarding the dimensions, it was found that the majority of workers are dissatisfied. The dimension in which the highest dissatisfaction is reported is remuneration, these results being similar to what was found by. (Castañeda-Santillán & Sánchez-Macías, 2022; Chiang Vega et al., 2018; Bhardwaj, Mishra & Jain, 2021).. The reality of public servants' remuneration in Peru is a complex and controversial issue. In general, public servants in Peru receive comparatively low salaries compared to other countries in the region (Gasparini et al., 2015)and therefore approximately one third of them are forced to look for other work to supplement their income (Castellares & Huaranca, 2022).. However, the situation varies according to the level of responsibility, education and experience of each public servant. Therefore, by improving the salary we can improve their job satisfaction, being necessary to seek equitable and sustainable solutions to improve the remuneration

of public servants and, at the same time, ensure transparency and efficiency in the management of public resources.

In addition, similar levels of job satisfaction were found in terms of gender, with a slight advantage for women at the high level, these results being similar to those found by (Cortez-Silva et al., 2021).. It is evident that as workers get older they present low levels of satisfaction in higher proportions, being workers over 60 years of age those who present mostly low job satisfaction, which could be due to the fact that younger workers present more motivation to grow and learn within the institution, This could also be associated with the results where workers who have been working for more than 5 years present higher proportions of job dissatisfaction compared to workers who have less than five years. (Holguin Morales & Contreras Camarena, 2020)but contrary to what they found (Alonso Martín, 2008; Carrillo-García et al., 2013) where the higher the age and seniority, the higher the levels of job satisfaction. Although it is true that there are diverse results, it is necessary to improve working conditions, since they have an impact on the low level of job satisfaction of municipal workers.

Regarding job satisfaction by municipality, it was found that the municipality of Tumbes has a higher percentage of job dissatisfaction than the municipalities of Zarumilla and Contralmirante Villar. The study conducted by Kitsios & Kamariotou (2021) reported that workers' job satisfaction is influenced by job-related characteristics such as bureaucracy, job content and prosocial motivation.

It was also found that permanent workers have a higher percentage of dissatisfaction than those who work on a temporary basis. A factor that influences job dissatisfaction is fatigue; studies show that job burnout is higher in those with permanent contracts compared to temporary workers (Castañeda-Aguilera & García de Alba-García, 2022). (Castañeda-Aguilera & García de Alba-García, 2022). It is essential to take into account that people who have the same job responsibilities for a long time experience loss of interest and monotony (Singh et al, 2019), so it is important that those responsible for the institutions make changes in the functions assigned to staff from time to time in order to generate greater commitment and motivation. Thus, Aziz et al. (2021) consider that job satisfaction has a positive relationship with the commitment of workers, i.e. satisfaction with the institution where they work has a positive impact on the commitment of workers.

5.   CONCLUSIONS

It is concluded that the majority of municipal public workers in the region of Tumbes who worked remotely due to the social distancing measures imposed by the pandemic present low levels of job satisfaction, being a worrying factor to be addressed effectively and timely to ensure a good job performance and guarantee an adequate quality of public services.

The next steps to be taken in the research are to analyze the temporal evolution of the variable in a post-pandemic context. Likewise, we will also increase the sample size to advance in the path of the confirmatory study of the exploration of job satisfaction.

One of the limitations of the present research lies in the descriptive design used. It is recommended that future research should analyze a causal relationship between the different variables associated with job satisfaction. It is also recommended that experimental studies be carried out, since there is evidence of the need to implement intervention programs in order to improve the levels of the variable studied.

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