



THRIC 2024

Dingle, Co. Kerry

Abstracts

Room 4:

Work and

Tourism

Products

Afternoon
Session

Title: Investigating the Link Between Abusive Supervision in the Workplace and Intention to Leave, with a Focus on Third Level Shannon College of Hotel Management Hospitality Students.

Authors: Keith Carden, *Shannon College of Hotel Management*

Keywords:

Abstract:

Abusive supervision is an under-researched area in the Irish hospitality and tourism sector. In this research, the author investigates the prevalence, if any, of abusive supervision in the sector by leveraging access to hospitality students through Shannon College of Hotel Management and also investigates if there is any link between abusive supervision and employee retention in the industry. There has been recent research in Ireland related to poor hospitality conditions and they will be referred to further in this study, but the existing research in Ireland does not specifically focus on abusive supervision.

Using a mixed-method approach, students from Shannon College of Hotel Management participated in an anonymous online survey to document their experiences surrounding abusive supervision in the hospitality industry. The findings confirmed a high level of abusive supervision in the hospitality industry either through the respondents' personal experiences or through witnessing abusive supervision of colleagues in the sector. Additionally, the research highlighted an increased likelihood of the respondent's intention to leave a job as a direct result of abusive supervision, which can therefore impact overall retention rates in the sector. Based on theoretical and research findings within this dissertation, recommendations are put forward related to the re-evaluation of policies and procedures to regulate the profession and to significantly lower abusive supervision. Implementing these recommendations could contribute to improving the retention rates within the industry which are directly as a result of abusive supervision

Title: Transformational Leadership for Tourism Workforce Sustainability

Authors: Inez Heenan, University of Limerick

Keywords: transformational leadership, workforce, regenerative practices

Abstract:

Change has always been a factor for society, organisations and businesses [1], and therein lies the challenge to create learning societies and organisational processes [2], endeavouring to lead to a more sustainable society [3] [4]. Considering the current varied and oft times unpredictable global events, change should be expected, prepared for, and embraced [5]. As the tourism and hospitality sector is in a state of rapid and persistent transformation [6], this would suggest that effective transformational leadership should be enacted to lead and nurture staff, in tandem with developing the business. This paper presents a systematic literature review carried out by this author and associates, on the impact of transformational leadership on school staff and school culture, found to profoundly develop the person and the organisation, enhancing culture [7], and look at its application for increased sustainability of person and position in the tourism and hospitality sector, pertaining to workforce, in this era of flux. In another paper by the same authors 'Enactment of Transformational School Leadership—Insights from Primary School and System Leaders', the following themes were created; (1) Understanding of transformational leadership; (2) Perceptions of feasibility of transformational school leadership; (3) Benefits of transformational school leadership; (4) Limitations of transformational school leadership; (5) Manifestations of transformational school leadership. The 4 I's model of transformational leadership developed by Bernard Bass was developed to 6 I's, reflecting the eminent research of many to include: i) Idealised influence, ii) Inspirational motivation, iii) Individualised consideration, iv) Intellectual stimulation, v) Inclusive culture and vi) Improved offering. With transformational leadership seen as aspirational, in behaviours manifested in this qualitative research consisting of semi-structured interviews, there was evidence of shared responsibility and accountability, reciprocal relationships, staff collaboration and personal growth, empowering, building empathy and trust, fostering inclusion and psychological safety, encouraging initiative and creativity, and supporting active engagement, sharing a vision, mission, goals and success [8]. These are all elements of transformational leadership creating a culture where sustainability of person and position can be achieved, leading to staff retention, career progression, satisfaction and fulfilment [7]. The application of the findings of this research in developing sustainability in the tourism and hospitality sector is discussed in this paper. Goals eight and nine from the UN's sustainable development goals include the aspirations for the tourism and hospitality sector, while transformational leadership incorporates the Inner Development Goals five pillars of 'Being, Thinking, Relating, Collaborating and Acting' in the framework of inner skills needed for sustainable development. Looking to a bright future for the sector in Ireland,

it would be hoped that regenerative practices would be employed by all members of the tourism and hospitality workforce through the enactment of transformational leadership.

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Title: Key Trends in European Cruise Tourism Post Covid-19: A Literature Review.

Authors: Ann Conway, Technological University Dublin; Jennifer Hussey, Technological University Dublin; and Detta Melia, Technological University Dublin

Keywords: Cruise Tourism, Critical Success Factors, Floating Resorts

Abstract:

The cruise industry is a major player in the global tourism industry, and it continues to grow year on year. The global cruise market was valued at \$7.25 billion in 2021 and is expected to grow 11% from 2022 to 2028 (Koutsby, 2024). However, the Covid-19 pandemic devastated the worldwide cruise industry. At the outbreak, cruise ships were prevented from docking in many ports, creating contagion hotspots that the press dubbed 'floating petri dishes' (Tan, BBC News, 2020) and leaving tens of thousands of passengers and staff stranded (Zhou, Chen, Wenming, Kanrak and Ge, 2023). Post Covid-19, the cruise industry has experienced exceptional growth with a 6.8% increase since pre-Covid times (CLIA Media Research, 2024). Notably, in Europe there have been significant changes in cruise passenger levels up to 8.2m in 2023, compared to 7.7m in 2019 (ibid, 2024); yet the relevant literature in this regard is under-explored.

Key questions on the sector's future remain; indeed, Conway, Hussey and Melia, (2022) suggest that tourists are seeking more adaptations from service providers, with individuality and style as key success factors. Does a typical cruise address these changes in lifestyle and travel habits? Therefore, this paper focuses on the literature published since Covid-19, in relation to the trends, growth and development of the cruise industry within Europe.

According to Celebrity Cruise lines (2018) as cited in Conway and Melia (2021), a cruise is a floating resort. Hence, this paper will consider the recent academic research on the operation of a floating resort in times of growing calls for regenerative approaches to tourism. Key trends and critical success factors in cruise tourism literature will be analysed, highlighting, for instance, the need for safe, upmarket quality products and facilities (Corrigan, Conway and Melia, 2021) and sustainable cruise operations.

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Title: Unlocking Revenue Potential: Exploring Implementation and Practices of Revenue Management in Irish Hotel Industry

Author: Maria Roddyfreyne; Kate Johnston; and Detta Melia

Keywords: Revenue Management, Hospitality Workforce

Abstract:

The Irish Tourism Industry Confederation (ITIC) predicts that the Irish tourism sector is currently encountering capacity challenges. A combination of rising input costs, labour shortages, and a VAT increase, compounded by government actions such as using tourism properties for refugee housing and implementing Short-Term Tourism Letting Legislation, which exacerbate accommodation supply constraints and threaten competitiveness (ITIC, 2023). According to Rodríguez-Algeciras & Talón-Ballester, (2017) many capacity-constrained service industries have achieved success by embracing Revenue Management principles and methods, with the hospitality sector particularly benefiting from its adoption, enabling numerous hotels worldwide to depart from traditional management paradigms and develop inventive strategies for enhanced property management. Revenue Management entails employing a suite of tools and tactics to maximize net revenues and gross operating profit. This is achieved by delivering the appropriate product to the suitable customers through the optimal distribution channel, precisely timed, and priced accurately, supported by effective communication (Ivanov, Del Chiappa & Heyes, 2021; Kimes, 1989). This study will comprise firstly of a review of secondary literature examining the evolution of Revenue Management practices within the hotel industry, tracing its historical roots to its contemporary applications on a global scale. The Model for Evaluating Revenue Management Implementation (MERMI), developed by Talón-Ballester, González-Serrano & FigueroaDomecq (2014), is notable for being the only published model that categorizes hotels based on the extent of their revenue management implementation which provides valuable insights into the maturity level of revenue management adoption within the industry. This literature review delves into the intricate landscape of Revenue Management implementation within hotels to understand best practice. Furthermore, the review scrutinizes the multifaceted role of revenue managers, analyzing their responsibilities, challenges, and competencies required for effective Revenue Management implementation. Legohérel, Poutier and Fyall, (2013) note the evolving nature of the revenue manager function within service-oriented companies, originally ambiguous in its positioning but now deemed essential and strategic. Jones (2017) notes a growing recognition among employers and professionals in hospitality operations regarding the importance of revenue management and its influence on their organization's success. Ferguson and Smith (2014) refer to a shift in the status of hotel revenue managers as hotels experienced revenue growth due to targeted revenue management strategies. While Revenue Management is a well-established practice in

the global hospitality industry, its adoption and effectiveness in Ireland remain unclear. Existing research on Revenue Management in Ireland is scarce, leaving a significant gap in understanding its specific adoption patterns, challenges, and best practices within the Irish context. The primary research which will be undertaken with Irish Hotels is particularly relevant to policy makers, industry representatives and academics working and researching in the Irish Hotel sector and particularly in the domain of Revenue Management.

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Title: Moving the Goalposts: The Intersection of Sport, Tourism and Hospitality

Author: David Proctor, NHL Stenden University of Applied Sciences

Keywords: Sports stadia, tourism leverage, stakeholders

Abstract:

In the midst of the Covid-19 pandemic the OECD (2020) urged the tourism and hospitality sectors to prioritise resilience and sustainability. Despite the industry's recovery concerns remain over tourism's vulnerability to external shocks. In response stakeholders have explored various strategies from the conventional to innovative concepts such as "Metaverse Tourism" (Go & kang, 2023). This study considers another aspect focusing on the intersection of sport, hospitality, leisure and tourism as a means of adding value to destinations benefitting the wider stakeholder landscape. Traditionally mega sporting events have drawn the interest of the research community (Chalip 2017; Beesley et al., 2011) but few have considered a far more sustainable and regenerative aspect to the use of sport for tourism purposes; that of leveraging professional sports clubs involved in season long competition and their stadia/facilities (Proctor et al., 2023; Sparvero & Chalip, 2007). Sports franchises are often emblematic of their cities, regions and the local communities. In many locations their tourism potential remains untapped, yet successful leverage of these organisations can result in positive and sustainable outcomes across economic, social, cultural and environmental dimensions.

Football clubs worldwide have long offered the visitor and local a shared authentic experience. In recent years many have invested heavily in hospitality, leisure and other facilities catering to a range of audiences (Ginesta, 2017). The stadia of renowned clubs such as Real Madrid have been transformed into significant visitor attractions. In some instances professional sports franchises have outthought traditional actors in the sector in developing resilient and sustainable new forms of tourism linked to their facilities and brand recognition. As a trend this extends beyond major cities and famous teams with modern arenas serving as civic hubs integrating daily amenities into the stadium experience. These include museums, hotels, restaurants, retail outlets and convention spaces.

This study considers a city and football club that rarely make the headlines. The northern Dutch city of Leeuwarden, the capital of Friesland, is home to the professional football club SC Cambuur. In 2024 Cambuur is relocating to a new state of the art stadium. Friesland is one of the Netherlands' least populated regions and lags behind the rest of the country in terms of GDP per capita. It looks to tourism and homegrown hospitality as a crucial pillar for economic growth, partially inspired by Leeuwarden's success as European capital of culture in 2018 when it attracted huge visitor numbers (Fox & Rampton, 2019).

This research forms part of a five-year longitudinal study to track the hospitality, tourism and leisure footprint of SC Cambuur as it settles into its new stadium. The overall objective is to investigate how a regional professional sports organisation (and its facilities) can be leveraged for the benefit of the wider stakeholder environment beyond pure economic impact. It is hoped that the research will result in a model of best practice that might be emulated in locations sharing similar characteristics and be of interest to sports clubs, DMOs and other policy makers. As a tool this could be used in facilitating a more equitable distribution of the positives associated with tourism given its focus on peripheral regions. Whilst the emphasis is on sports the outcomes could potentially be adapted to other areas such as the arts and culture.

The study began with a benchmarking exercise situating SC Cambuur within its competitive set in the Netherlands relating to its hospitality and tourism related activities (Proctor & Bordoloi, 2023). The club operates on the fringes of the visitor economy but is keen to establish its tourism and hospitality credentials. The next step in the process involves conceptualizing a theoretical framework to guide the longitudinal study. The framework will consider past studies on football stadia development and the tourism impact of such alongside stakeholder, social capital and actor network theory. This in turn will determine the methodological approach deployed at each subsequent stage although it is likely that a mixed methods approach will be adapted that is expected to include content analysis, financial analysis, comparative studies, observation, stakeholder interviews and surveys.

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