

EDITOR'S NOTE

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The *Europe 2020 Strategy for Smart, Sustainable and Inclusive Growth* stresses three fundamental vectors of European development: SMART growth, promoting knowledge, innovation, education and digital society; SUSTAINABLE growth, transforming the productive system into a more efficient one, in terms of resources, making our competitiveness stronger; INCLUSIVE growth, which intends to minimize unemployment and to improve the qualifications of our manpower and fight poverty.

In this context, the search for the best practices and key success factors in the tourism industry acquire a reinforced relevance. And, as a necessary condition to consistently follow this path, the management methods must be improved by introducing new concepts and models and by reinforcing the role of ethics, creativity and motivation, both in human resources and in the service providing domains.

In line with these concerns, this current issue of the EJTHR highlights some of these concerns with the following articles:

- “An ethic code for European hotels: The two sides of the coin” (pages 11–31)
- “Corporate entrepreneurship in hotel firms” (pages 33–47)
- “The effects of high-performance work practices on critical performance outcomes: Evidence from the hotel industry” (pages 49–67)

AN ETHIC CODE FOR EUROPEAN HOTELS

Sustainability and ethical issues are a broad area of expertise and they require the involvement of all tourism stakeholders. Ac-

According to Eurico, Oliveira and Hoefnagels (this Issue), the inclusion of ethically responsible measures and procedures in the hospitality industry, beyond answering the new paradigm of business development, is also considered a core strategy that makes good business sense. However, as the authors point out the empirical research has scarcely been conducted to assess the situation on the ground.

Aiming to propose the practical implementation of the Global Code of Ethics for Tourism on the hospitality sector, authors conducted an exploratory study, comparing chain hotels and family hotels from Belgium, France, Denmark, Lithuania, Portugal and Spain.

The data collection of existing best practices and implementation of ethic codes has covered four main dimension: environment, innovation, risk and stakeholder management, and social inclusion.

This study shows that chain hotels are the ones that already have a more consistent and continued implementation of best practices, due to their greater financial capacity, in particular in relation to the introduction of new technologies to improve their environmental efficiency. On the opposite, small family hotels choose to work in partnership with other stakeholders, as they cannot afford it by themselves.

Additionally, authors came to the following conclusions: (1) ethic codes are generally inaccurate and insufficient in all the six countries; (2) the lack of good ethic codes is one of main reasons why enterprises apply best practices and measures in an inadequate way; (3) a higher awareness in the hospitality sector is needed to make possible a broader implementation of ethic codes.

CORPORATE ENTREPRENEURSHIP IN HOTEL FIRMS

Nowadays, when the business environment in the globalized world is growing in complexity, we can find in the management literature an omnipresent word: entrepreneurship. This notion stands as one of the most relevant attributes of corporate culture. And, according to Calisto (this Issue), the entrepreneurship

is a multidimensional concept that includes the entrepreneurial proclivity (a notion that embraces the innovativeness, the risk taking, and the proactiveness) and the intrapreneurial behaviour.

Innovativeness means the tendency to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes. Innovative firms often are first-to-market with new product offerings. In turn, firms with a tendency to risk taking are those that incur heavy debt or make large resource commitments in the interest of obtaining high returns by seizing opportunities in the marketplace. Finally, proactiveness consists in taking initiative by anticipating and pursuing new opportunities and by participating in emerging markets.

Using a sample of thirteen hotels, this article identifies similarities and differences in approaches to corporate entrepreneurship in hotels of different segments (luxury versus upscale), and operating under different strategic conditions (independent, domestic chain and international chain). Results suggest the following propositions, among others:

- Firms' strategies are related to corporate entrepreneurship, but the hotel status (independent, domestic chain and international chain hotel) and segmentation are not;
- Human resources' strategic management practices are associated with intrapreneurial behaviour;
- Risk-taking is the most relevant dimension in entrepreneurial hotel firms;
- When service differentiation is a main strategic intent, entrepreneurial proclivity and/or intrapreneurial behaviour are high.

EFFECTS OF HIGH-PERFORMANCE WORK PRACTICES ON THE CRITICAL PERFORMANCE OUTCOMES

Karatepe et al. (this Issue) claim that the high-performance work practices have a significant and positive effect on the critical performance outcomes of frontline employees of the hotel

industry. Bearing in mind that the generation of new ideas for service improvement and solution of customer complaints is highly recognized by leading hospitality and travel companies, authors studied the relationship between high-performance work practices (HPWPs) on creative performance (CP) and service recovery performance (SRP). Using social information processing theory as the theoretical framework, we propose and test a conceptual model that examines the joint effects of HPWPs on CP and SRP in a sample of employers of 4-stars and 5-stars hotels in the Northern Cyprus. Job security, Training, Empowerment, Rewards and selection policies were taken as the indicators of HPWPs. Results from the Structural Equation Model show joint effects of HPWPs on CP and SRP, that are consistent with the precepts of SIP theory and suggest that selection policies, job security, training, empowerment, and rewards are significant indicators of HPWPs. Job security appears to be the most important indicator of HPWPs. The availability of job security does not only serve as the most important indicator of HPWPs, but also mitigates FLEs' intentions to leave the organization. This study has the following practical implications for hospitality management:

1. Job security seems to be the most important indicator of the high-performance work practices. It means that offering job security to frontline employees stands as a top priority;
2. Creative performance and service recovery performance are critical performance outcomes in frontline service;
3. Training, empowerment, and rewards should be implemented simultaneously. Consequently, on the one hand, management should ensure that frontline employees view the training and re-training programs as opportunities for their career progress and promotion within and, on the other hand, frontline employees who generate solutions for novel customer problems and exhibit effective recovery efforts should be recognized and rewarded.

This current issue of EJTHR also publishes three articles that were included in the 7 Best Papers of the second European Jour-

nal of Tourism, Hospitality and Recreation Conference that took place in Poznan, Poland (19th -21st May 2014), namely:

- Internationalization of tourism management in Polish cities (p. 69–89)
- The compliance of tourism education with industry needs in Latvia (p. 91–120)
- Turning satisfaction into loyalty: The case of Lithuanian tourists (p. 121–140)

INTERNATIONALIZATION OF TOURISM MANAGEMENT IN POLISH CITIES

The urban tourism industry is subject to intensive internationalization, and because of its heterogeneity and complementarity, it may influence the internationalization of a whole city. The article authored by Piotr Zmysłony aims to indicate the scope and extent of internationalization of destination management in Poland's ten biggest cities. A survey questionnaire was conducted in order to collect data on the following dimensions of the internationalization: strategy, marketing, changes to DMOs' organizational structures and collaboration. Four tourism internationalization modes have been distinguished:

1. Active internationalization cities (Gdansk and Lublin), which started to internationalize their tourist functions as new steps resulting from a strategic decision of their DMOs;
2. Reactive internationalization cities (Bydgoszcz, Szczecin and Wroclaw), in which internationalization was caused by a rising demand on part of foreign tourists so marketing activities have been focused on the markets from which tourists come;
3. Active-reactive internationalization cities (Katowice and Poznan) which have reacted to an increasing number of foreign guests by preparing a strategy adjusted to the new conditions;

4. Secondary internationalization cities (Cracow, Lodz and Warsaw), in which full internationalization started as a result of cultural, political or sport mega-events, despite the fact that the cities had already been visited by foreign tourists, which means they went through a stage of passive internationalization.

THE COMPLIANCE OF TOURISM EDUCATION WITH INDUSTRY NEEDS IN LATVIA

Tourism is one of the largest and fastest growing industries in the global economy and there is an increasing need for qualified, highly educated professionals in this area possessing professional knowledge and employability skills. In tourism industry, graduates are expected to be competent in a broad range of areas, comprising both field-specific and generic skills. The study Higher Education as a Generator of Strategic Competences (HEGESCO) conducted across Europe in 2009 points out the significance of collaboration skills, analytical thinking and ability to work under pressure, and, at the same time, revealed the lack of analytical thinking skills and ability to work under the pressure. The study conducted by Agita Donina and Ineta Luka (this Issue), using a survey of 91 industry employers and 95 graduates in Latvia, concluded that work-based learning, including internships, can be a particularly effective approach to enhance graduates' employability skills. Productive cooperation and partnership between university and industry employers is crucial to ensure qualitative cooperation with employers that would enable students to effectively develop their employability skills and competencies.

TURNING SATISFACTION INTO LOYALTY: THE CASE OF LITHUANIAN TOURISTS

It's a common sense idea that a satisfied tourist may repeat his visit and recommend it to others, rather than a dissatisfied one

would. And tourism researchers agree upon the idea that tourist satisfaction is a crucial factor to generate destination loyalty. However, a few studies assert that satisfied tourists may not return to the same destination. Such kind of customer loyalty based only on attitudes and lacking adequate behaviour (only recommendation but not repeated visit) can be named as “incomplete loyalty”.

In order to avoid this ambiguity, Lina Pilelienė and Viktorija Grigaliūnaitė, in their study (this Issue), adopt the following definition of loyalty: “A deeply held commitment to revisit a preferred place consistently in the future, thereby spreading a positive word-of-mouth about the destination, despite situational influences and marketing efforts having the potential to cause switching behaviour”. Going deeply in the analysis of interaction of variables included in the Lithuanian Tourist Satisfaction Index – four exogenous latent variables (‘activities in the destination’, ‘destination marketing’, ‘environmental preservation’, and ‘natural features’) and two endogenous latent variables from the model (satisfaction and loyalty) – the authors try to shed light on how to turn satisfaction into loyalty. Their findings show that with a very high level of ‘natural features’ and a high level of ‘activities in the destination’, the average level of ‘destination marketing’ is sufficient in order to turn satisfied tourists into loyal ones.

This current Issue also includes the article “The role of promotion in tourists’ decision to partake in a cultural route: The case study of “The Trail of Roman Emperors” (Serbia)”. This study highlights the importance of the quality of promotional and marketing activities and the adequate choice of source of information, as necessary conditions to attract people to take part in cultural routes.

As usually, the EJTHR team board hopes to meet the expectations of authors and those of readers that look for up-to-date research articles. And we keep on working in order to maintain and improve the quality of EJTHR, trying to achieve with this issue the quality needed for the development of Tourism literature.