



Chapter 79

Leadership in Tourism: Authentic Leaders as Facilitators of Sustainable Development in Tasmanian Tourism

Josh Rowlands

 <https://orcid.org/0000-0002-5935-1628>
University of Tasmania, Australia


Matthew Wayne Knox

 <https://orcid.org/0000-0002-6092-071X>
University of Tasmania, Australia

Tessa Campbell

University of Tasmania, Australia

Anna Cui

 <https://orcid.org/0000-0001-7199-3669>
University of Tasmania, Australia

Luke DeJesus

University of Tasmania, Australia

ABSTRACT

This chapter proposes to discuss the application of authentic leadership as the ‘vehicle’ forward for tourism. Specifically, how authentic leaders in the tourism industry can help achieve the United Nations Sustainable Development Goals (SDGs), and why they are important to the Tasmanian tourism industry. As such, the authors propose the research question: How can authentic leadership enable the sustainable development of tourism in Tasmania? This chapter commences by exploring tourism in Tasmania and the related leadership gap found in the industry, followed by a brief explanation of our critical review method. The literature review then examines how tourism, a diverse industry, has the potential to contribute to the United Nation’s SDGs. The authors aim to demonstrate how sound authentic leadership behaviours among tourist vendors facilitate ethical employment practices and economic growth in Tasmania. Finally, the chapter explores the possible implications of a synthesis of authentic leadership and sustainable development in the context of Tasmania.

DOI: 10.4018/978-1-6684-4503-7.ch079

INTRODUCTION

Sustainable development within tourism is a topic of debate throughout Australia. Empty seats have been a common site for Australian tourism operators this summer (Chalmers, 2020). Australian news across the country echo similar sentiment “Tourism in Australia is taking a hit with the ‘double whammy’ of bushfires and coronavirus travel bans” (Whiley, 2020). In a time where tourism across the nation is experiencing extreme difficulty, from a combination of the Australian bushfires and COVID-19, the topic of economic, social, and environmental sustainability is at the forefront of tourism discourse. How can tourism, particularly ecotourism, respond to such hard times? While small business owners and tourism operators battle with the impact of natural disaster and disease outbreak, marketing campaigns urging Australians to holiday in affected towns and regional areas has been one strategy to support small business as they re-build. However, it is increasingly evident that a vehicle is needed to guide the industry towards a sustainable future.

Tasmania, the southernmost island of Australia, is one of the world leaders in sustainability and environmental preservation. Emerging research identifies that ecotourism emergence can be enabled through social entrepreneurs and authentic leaders (Knox et al., 2020). The relative isolation of the Tasmanian island from the recent events impacting the mainland of Australia creates an opportunity for the state to develop a unique tourism strategy to lead a sustainable future. Alongside the Great Barrier Reef and Uluru, Tasmanian wilderness was titled in the top three ‘natural tourist icons’ in Australia (Dowling, 2001). A multitude of sustainable developments across the island state gives Tasmania unique value and the credibility to explore how tourism can create inclusive, full and productive employment that is decent work for all, as well as generating sustainable economic growth.

This chapter looks to discuss the application of authentic leadership as the ‘vehicle’ forward for tourism. Specifically, how authentic leaders in the tourism industry can help achieve the United Nations Sustainable Development Goals (SDG’s), and why they are important to the Tasmanian tourism industry. As such, the authors propose the research question: *How can authentic leadership enable the sustainable development of tourism in Tasmania?* This chapter commences by exploring Tourism in Tasmania and the related leadership gap found in the industry, followed by a brief explanation of the chosen critical review method. The literature review then examines how tourism, a diverse industry, has the potential to contribute to the United Nation’s SDGs. This chapter aims to demonstrate how ethical employment practices, and economic growth in Tasmania is facilitated by sound authentic leadership behaviours among tourist vendors (Stratford, 2006; Adams, 2009). Finally, this chapter explores the possible implications of a synthesis of authentic leadership and sustainable development within the context of Tasmania.

Tourism in Tasmania

Many nations’ government try to diversify their channels of revenue and growth within industries in anticipation of either a recession or minor economic collapse within a single or multiple sectors due to internal and external influences (Delios & Beamish, 1999). Tourism is an industry that offers an economic stabiliser in many countries due to its ability to stand alone in growth independently of the performance of other economic indicators (Cho, 2001). This independence can be drawn from the value that consumers and business receive from either natural or constructed sites, cultural experiences and uniqueness of the environment. Regions such as Portugal, Italy, and Vietnam share these significant characteristics, which explains in part their nations ability to have experienced sustainable growth in the tourism sector. Full

19 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/leadership-in-tourism/297377

Related Content

Study on the Role of Income in Ensuring Food Security in Romania

Ionut Laurentiu Petre, Maria Nica, Marilena Potârniche, Valentin Pauna and Iuliana Denisa Rdulescu (2020). *International Journal of Sustainable Economies Management* (pp. 1-12).

www.irma-international.org/article/study-on-the-role-of-income-in-ensuring-food-security-in-romania/262202

The Implementation of Sustainability Reporting in SGR Group: Some Challenges of Transition from “Greenwashing” to Relational Change

Maria-Gabriella Baldarelli and Mara Del Baldo (2013). *International Journal of Social Ecology and Sustainable Development* (pp. 48-72).

www.irma-international.org/article/implementation-sustainability-reporting-sgr-group/77911

Revolutionizing Supply Chains in Indian Industries With AI, IoT, Blockchain, and Big Data Analytics: Enhancing Visibility, Agility, and Resilience

P. Aranganathan, S. Manikandan, R. V. Suresh, B. Elamurugan, R. Sivarethinamohan and M. Kathiravan (2026). *Supply Chain Resilience, Sustainability, and Digital Innovation* (pp. 75-106).

www.irma-international.org/chapter/revolutionizing-supply-chains-in-indian-industries-with-ai-iot-blockchain-and-big-data-analytics/411054

Employers' Perceptions of Business Graduates: Evidence from Retail Islamic Banks of Bahrain – An Empirical Case of the Kingdom of Bahrain

Mukhtar Alhashimi and Anjum Razzaque (2020). *Global Approaches to Sustainability Through Learning and Education* (pp. 229-247).

www.irma-international.org/chapter/employers-perceptions-of-business-graduates/237449

Navigating the Path to Sustainable Transformation in Tourism and Hospitality

Paramjeet Kumar (2024). *Managing Tourism and Hospitality Sectors for Sustainable Global Transformation* (pp. 230-237).

www.irma-international.org/chapter/navigating-the-path-to-sustainable-transformation-in-tourism-and-hospitality/346768