Research Paper: The Role of Sustainable Development in the Expansion of Iran's Tourism Industry

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ABSTRACT

Purpose: This study aims to design a model for developing Iran's tourism industry with a sustainable development approach.

Methods: The statistical population in qualitative research includes experts and specialists in the tourism organization and quantitative analysis, the staff of tourism organizations in Tehran and Mazandaran province. The sampling method is targeted in the qualitative study section and stratified in the quantitative random section. The data collection method in this research is based on library studies, review of texts, relevant and field literature and data collection tools through interviews and questionnaires. Purposeful non-probabilistic sampling was used to select the interviewees, during which the experts tried to have practical experience in addition to theoretical knowledge. The validity of the measurement scale is based on "content-dependent" and "structure-dependent" and its reliability is evaluated based on Cronbach's alpha. In this study, the Dalal test has been used to explain the structural relationships between the development factors of Iran's tourism industry and the sustainable development approach using the Dematel technique.

Results: The results show that according to the Dalala technique, the most important component is the competitiveness index from the experts' point of view.

Conclusion: Based on the structural equation technique, it was found that all identified factors have a significant impact on the development of the tourism industry.

1. Introduction

The unprecedented growth of the tourism industry over the last few years and global competition have posed new challenges to destination marketing. Tourist destinations try to discover and employ marketing strategies to achieve a favorable position among other destinations. This is because a tourist destination can be perceived as a product or a brand (Shahin

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et al., 2014). Sustainability can be regarded as a dynamic state of human resource renovation and growth via integrating different stakeholder activities. Sustainability is defined as the revitalization of corporate processes, strategies, and activities through the direct involvement of senior managers in the process of change (Reynolds et al., 2020; Smith, 2019). Sustainable development is not a fixed state of coordination. Still, it's a process of change in which resource exploitation, investment direction, technological development orientation, and institutional change are coordinated with future and current needs. This definition involves two crucial factors. First, it encompasses the concept of needs including basic needs (e.g. food, clothing and shelter) and other necessary needs for providing a comfortable life. Second, it highlights the coordination of resource demands of technology and social organization with the environment's potential to meet present and future needs (Williamson et al., 2003: 5, 4). Iran's revenue depends on its crude oil exports; therefore, to reduce this heavy dependence, the Iranian government needs to invest in producing and exporting products and services that can generate foreign exchange earnings. Iran has excellent potential product and service capabilities that can be utilized as a source of foreign exchange earnings. The health tourism industry is among these potential capabilities that can create countless entrepreneurial opportunities. This study aimed to review the measures taken by local governments in promoting sustainability and tourism development, identify problematic regions, and present a model based on potential solutions. Therefore, the authors generally attempted to determine the role of sustainable development in expanding Iran's tourism industry.

2. Literature Review

Rapid expansion of the tourism industry over the last decade has turned it into a reliable income source for many developing countries. Despite the enormous capabilities of Iran, this country holds an insignificant share of this lucrative business. Tourism plays an important role in the development of local economies. Proper identification of the target market is the key to success in the tourism industry. This industry provides tourists with different services through a chain of activities. Tourism consists of several phenomena and relationships resulting from the interactions of "tourists with suppliers and sellers of tourism products", "governments with sellers of tourism products", and "governments with local communities" (Moon et al., 2011).

Operationalization of sustainability across private companies is not an easy task because awareness of the global situation is often beyond the scope of routine business practices. The solution is to rethink and reframe our perceptions of "success" and "performance" (Hahn and Figg, 2011). Therefore, economic success in maximizing financial performance is not a good criterion; instead, a more comprehensive criterion is required to incorporate social and environmental aspects, as well as what Hahn and Figg (2011) call "inclusive profitability". Therefore, it is not just about how sustainability can improve economic performance but also about the rationales behind economic choices. From an ethical perspective, this is considered an instrumental and practical view; hence, the criterion will not be survival but how to survive (quality of life).

This paper examines the environmental, social, economic, and human aspects of sustainability because ample evidence shows that the long-term survival of modern organizations depends on their ability to guarantee the long-term preservation of natural, social, and human resources. However, only a few people seem to be aware of this issue. The concept of sustainability can be used at many levels for all important dimensions of organizations, subsystems, human resource management (HRM) and individuals. Sustainability in one dimension can decrease or increase sustainability in another dimension. These interrelations can be very complex and need to be monitored or identified. A review of the research literature reveals that the dimension of human sustainability has not been adequately discussed. The present study's focus was on human and social sustainability and their relations with economic sustainability because researchers have neglected the enhancement of human and social sustainability in organizations, especially from the perspective of HRM (Peffer, 2010). However, the environmental dimension forms general boundaries that must be considered before establishing long-term businesses. Accordingly, corporate and HRM decisions (Ehnert and Harry, 2012).

Stefanie et al. (2020) carried out a study entitled "Lasting footprints of the employer brand: can sustainable HRM lead to brand commitment?". They examined whether perceived sustainable organizational support (PSOS) and perceived sustainable supervisor support (PSSS), which reflect a sustainable tourism management approach, can improve employer brand commitment. A total of 3016 employees of various German organizations were enrolled. A structural model consisting of all effective hypotheses was used to test the hypotheses. Based on the findings, PSSS directly impacted employer brand commitment. However, PSOS had indirect rela-

tionships with employer brand commitment through brand credibility, brand differentiation, and brand trust.

Mariappanadar (2019) assessed occupational health harms from the sustainable tourism management perspective. He proposed a three-dimensional model of occupational health harms and used a five-part study to validate the model. Three dimensions (including limitations for positive health, risk factors for health, and secondary harms) were identified based on exploratory factor analyses. The construct validity results showed that occupational health harms intensify various aspects of health hazards. Finally, based on the discriminant validity results, a little overlap was observed between the dimensions of occupational health harms and those of recovery experience. The above indicators can be considered as potentially negative measures of occupational health, which can be decreased to prevent various work-related illnesses and complications (e.g. sick leave, absenteeism, turnover, etc.). In addition, different programs can be designed to promote sustainable tourism management and occupational well-being.

3. Methodology

In this quantitative descriptive survey, the data were collected using the field (questionnaire) method.

The panel of experts consisted of some managers working at the Iran Touring and Tourism Organization. The inclusion criteria included:

- At least 20 years of work experience (at least ten years of managerial experience)

- A good knowledge of environmental and HRM discussions

After considering the above inclusion criteria, 27 individuals (experts) were selected as the sample using snowball sampling.

4. Findings

In this step, relevant components and research questions were identified based on the literature review using the note-taking approach. Table 1 shows the specified components.

Table 1. Coding the identified components

No.	Factor	Reference	No.	Factor	Reference
1	Fair distribution of benefits	Ristić et al., 2020; Chen et al., 2009	11	Ultrastructural development	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020
2	An increase in the income of local people	Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	12	Employment activity	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020
3	Economic diversity and development	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020	13	Wealth generation	Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
4	Income distribution	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Ristić et al., 2020	14	Living expenses	Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
5	Economic diversity and development	Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	15	Investment	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009
7	Local income distribution	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	16	Economic welfare	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020
8	Employment opportunities	Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	17	Economic efficiency	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Ristić et al., 2020
9	Diversity of revenue generation for conservation purposes	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	18	Revenue generation in the transportation sector	Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
10	Employment opportunities	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	19	Long-term business success	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020

Table 1. Coding the identified components

No.	Factor	Reference	No.	Factor	Reference
20	Value creation	Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	37	Job analysis and grading of tourism staff	Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
21	Restoration of tourism resources	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	38	An increase in the salary of distinguished staff	Ristić et al., 2020; Chen et al., 2009
22	Quality of jobs created	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	39	Implementation of a suitable compensation system	Ristić et al., 2020; Chen et al., 2009
23	Quality of revenues generated	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020	40	A performance-based reward system	Ristić et al., 2020; Chen et al., 2009
24	Price stability	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020	41	Ambiguities in pension plans of employees transferred to the private sector	Ristić et al., 2020; Chen et al., 2009
25	Private sector investments	Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	42	Tourism pension fund	Ristić et al., 2020; Chen et al., 2009
26	Expansion of local markets	Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	43	Welfare services for staff	Ristić et al., 2020; Chen et al., 2009
27	Tourists' willingness for spending	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020	44	Installation of welfare and medical units for staff	Ristić et al., 2020; Chen et al., 2009
28	Quality of marketing and advertising	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Ristić et al., 2020	45	Greater insurance services and retirement plans for tourism staff	Ristić et al., 2020; Chen et al., 2009
29	Quantity of tourist attractions	Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	46	Salaries increased to meet living standards	Ristić et al., 2020; Chen et al., 2009
30	Diversity and quality of tourist attractions	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	47	Protection of the reputation of tourism organizations	Ristić et al., 2020; Chen et al., 2009
31	Quality of tourism infrastructure and services	Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	48	Winners of the green employer reward	Ristić et al., 2020; Chen et al., 2009
32	Quality of energy supply	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	49	Stimulation of environmentally conscious behavior	Ristić et al., 2020; Chen et al., 2009
33	Quality of road transport and public transport	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	50	Green behavior as a merit	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
34	Promotion of economic growth	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020	51	Self-motivation	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
35	Development of a reward system for the executive groups of environmental projects	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020	52	Self-efficacy	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
36	Development of a reward system for ecotourism groups	Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	53	Job security	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020

Table 1. Coding the identified components

No.	Factor	Reference	No.	Factor	Reference
54	Maturity of staff	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	73	Culture	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020
55	Psychological contracts	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	74	Security and social welfare	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Ristić et al., 2020
56	Friendly relationships between employees and managers	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	75	Local people participation	Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
57	Public attitudes	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	76	Training	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
58	The role of residents	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020	77	Tourist health	Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
59	Personal interests and residents' perceptions of outcomes	Dables, 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	78	Tourist satisfaction	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
60	Attitudes and desires of the host community	Choi et al., 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	79	Local culture development	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
61	Social effects and residents' attitudes	Dables, 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	80	Local awareness	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020
62	Residents' support and desire	Choi et al., 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	81	Awareness of social harms	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020
63	Social effects of tourism and attitude of the host community	Dables, 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	82	Diversity of facilities and services	Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
64	Community attitudes	Choi et al., 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	83	Long-term protection of cultural heritage	Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
65	Tourist behavior	Dables, 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	84	Revitalization of local culture	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020
66	Sustainable tourism development and management	Choi et al., 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	85	Preservation of historical landscapes and traditional activities	Charles et al., 2018; Shoeb-Ur-Rahman et al., 2020; Ristić et al., 2020
67	The mental image of tourists	Dables, 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	86	Provision of high security	Shoeb-Ur-Rahman et al., 2020; Chen et al., 2009; Carson et al., 2012; Ristić et al., 2020
68	Facilities and services	Choi et al., 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	87	Promotion of local music and art	Ristić et al., 2020; Chen et al., 2009; Carson et al., 2012
69	Awareness of the host community	Dables, 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	88	Environmental values	Ristić et al., 2020; Chen et al., 2009; Xu and Fox, 2014; Dibra, 2015; Shaterian et al., 2017; Chen et al., 2009; Carson et al., 2012
70	Participation and solidarity	Choi et al., 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	89	Environmental knowledge	Ristić et al., 2020; Chen et al., 2009; Xu and Fox, 2014; Dibra, 2015; Shaterian et al., 2017; Chen et al., 2009; Carson et al., 2012
71	Tourist satisfaction	Dables, 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	90	Environmental attitude	Ristić et al., 2020; Chen et al., 2009; Xu and Fox, 2014; Dibra, 2015; Shaterian et al., 2017; Chen et al., 2009; Carson et al., 2012
72	Satisfaction of the host community	Choi et al., 2010; Biuki and Dehghi, 2015; Ristić et al., 2020	139	Blue Ocean Strategy	Dibra, 2015; Shaterian et al., 2017; Chen et al., 2009; Carson et al., 2012

Table 1. Coding the identified components

No.	Factor	Reference	No.	Factor	Reference
140	Innovation	Dibra, 2015; Shaterian et al., 2017; Chen et al., 2009; Carson et al., 2012	142	Sustainability	Xu and Fox, 2014; Dibra, 2015; Shaterian et al., 2017; Chen et al., 2009
141	Value	Xu and Fox, 2014; Dibra, 2015; Shaterian et al., 2017; Carson et al., 2012	143	Training and motivational programs	Xu and Fox, 2014; Dibra, 2015; Shaterian et al., 2017; Chen et al., 2009

As shown in Figure 1, the following codes and MAXQDA outputs were extracted for the research indicators following the literature review:

This study used the decision making trial and evaluation laboratory (DEMATEL)-Dalalah technique as a weighting approach to identify the cause-effect relationships between the research variables.

First, the I-M matrix was developed, and the I-M matrix's inverse was calculated. Then, the direct-indirect relation matrix was developed in the next step (see Table 4).

The threshold value was then calculated as 3.636734; accordingly, values < 3.636734 were replaced with 0, and those > 3.636734 were replaced with 1. This diagram shows the interrelations among the studied criteria based on expert opinions. Social acceptance of green tourism marketing and protection of green tourism resources had the highest and lowest number of relations with other criteria, respectively. The sum of rows (R) and the sum of columns (J) was then calculated, where "R + J" and "R – J" denoted the "highest and lowest number of relations" and the "most influential and affected criteria", respectively.

Based on the analyses, environmental competitiveness had the highest relation with other criteria. In addition, there were many interrelations between the studied criteria. In the next step, the direct and indirect relationships matrix is associated, which is shown in Table 2.

After calculating the threshold value, the average was equal to 3.636734. The following matrix shows that those values less than average are equivalent to zero with a causal relationship and values equal to 1 are more significant. The results can be seen in Table 3.

Table 2. Matrix of direct and indirect relations

(I-M)^-1	Economic indicators	Sustainable Human Resources Index	Social indicators	Ecological indicators	Environmental Biology Index	Competitiveness index	Institutional indicators
Economic indicators	4.3814694	3.7241712	3.5435897	3.8186439	3.9364267	4.0141664	4.5682993
Sustainable Human Resources Index	3.6480083	4.5762371	3.5968116	3.9958144	3.6763463	3.8031093	3.5700269
Social index	3.9364267	4.0141664	4.5682993	4.1354008	4.3814694	3.7241712	3.5435897
Ecological indicators	3.6763463	3.8031093	3.5700269	4.6712728	3.8031093	4.1354008	4.5762371
Environmental Biology Index	4.3814694	3.7241712	3.5435897	3.8186439	4.1354008	4.6712728	4.0141664
Environmental Environmental Competitiveness Index	3.6480083	4.5762371	3.5968116	3.9958144	4.6712728	3.8186439	3.8031093
Institutional indicators	3.9364267	4.0141664	4.5682993	4.1354008	3.8186439	3.8031093	3.7241712

Table 3.

T	Economic indicators	Sustainable Human Resources Index	Social index	Ecological indicators	Environmental Biology Index	Environmental Environmental Competitiveness Index	Institutional indicators
Economic indicators	0	1	0	0	1	1	1
Sustainable Human Resources Index	1	0	0	1	1	1	1
Social index	1	1	0	1	1	1	1
Ecological indicators	0	1	0	0	1	1	0
Environmental Biology Index	1	1	1	1	0	1	1
Environmental Environmental Competitiveness Index	1	1	1	1	1	0	1
Institutional indicators	1	1	1	0	1	1	0

JSRD

This diagram shows each of the criteria is related. According to the views of experts, it can be claimed that the highest interaction is associated with the social acceptance factor of domestic tourism, and the least interaction is related to resource retention in domestic tourism. Then, by adding the rows of Table 4, the R factor is determined, and by adding the columns, the J factor is determined. Can be seen in Tables 4 and 5.

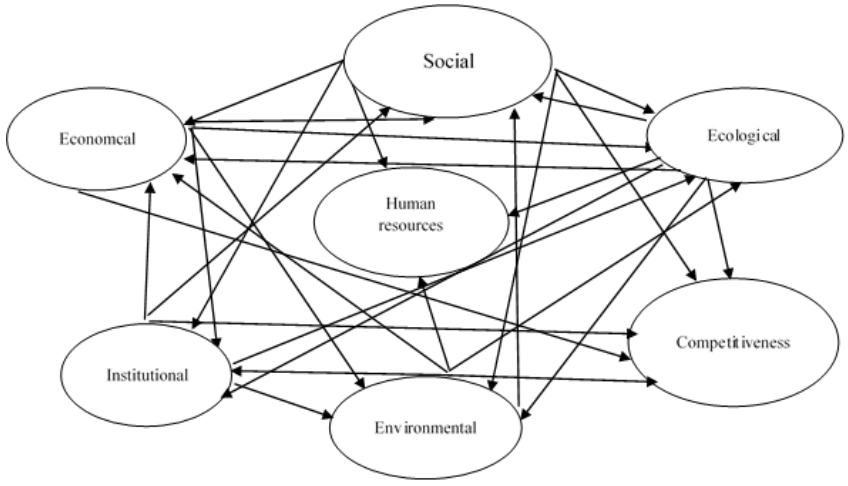


Figure 1. Causal relationships between variables

JSRD

Table 4.

R		Sum of rows of data
J		Total column of drives
R+J	Superiority vector	Expresses the total impact and effectiveness of the desired factor in the system
R-J	Communication vector	Indicates the effect of each factor on the set of other factors in the system
R>J	R-J>0	The criterion is effective and is considered the cause variable
R<J	R-J<0	The criterion is influential and is considered a disabled variable

JSRD

Table 5. Initial weight and final weight of components

	Economic indicators	Sustainable Human Resources Index	Social index	Ecological indicators	Environmental Biology Index	Environmental Environmental Competitiveness Index	Institutionl indicators
WI	32.33845	32.33894	29.54298	30.355243	29.110647	29.936067	29.964611
WINI	0.287349	0.234923	0.2510302	0.2543027	0.332897	0.331905	0.2510302

JSRD

Based on the analysis, it has been determined that the most correlation between the criteria is related to the environmental competitiveness criterion, and also the rest of the criteria are related or affected by each other, which indicates the tension of these criteria with each other. The obtained model in structural equation software was examined in the next step.

Model reliability test

The Fornell and Larker tests change a correlation table by substituting units on the original diameter with the square root of the AVE.

Table 6. Validity and reliability indices of structures (variables)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Economic indicators	0.803	0.821	0.882	0.714
Sustainable Human Resources Index	0.735	0.742	0.850	0.654
Social index	0.870	0.870	0.939	0.885
Ecological indicators	0.855	0.857	0.896	0.634
Environmental Biology Index	0.745	0.758	0.886	0.796
Environmental Environmental Competitiveness Index	0.802	0.804	0.910	0.835
Institutional indicators	0.794	0.883	0.885	0.794

JSRD

Table 7. Fornell and Larker table

	Economic indicators	Sustainable Human Resources Index	Social index	Ecological indicators	Environmental Biology Index	Environmental Environmental Competitiveness Index	Institutional indicators
Economic indicators	0.832						
Sustainable Human Resources Index	0.133	0.829					
Social index	0.089	0.042	0.903				
Ecological indicators	0.120	0.113	0.069	0.843			
Environmental Biology Index	0.209	0.008	0.107	0.155	0.839		
Environmental Environmental Competitiveness Index	0.035	0.531	0.047	0.121	0.112	0.833	
Institutional indicators	0.049	0.097	0.083	0.265	0.194	-0.007	0.873

JSRD

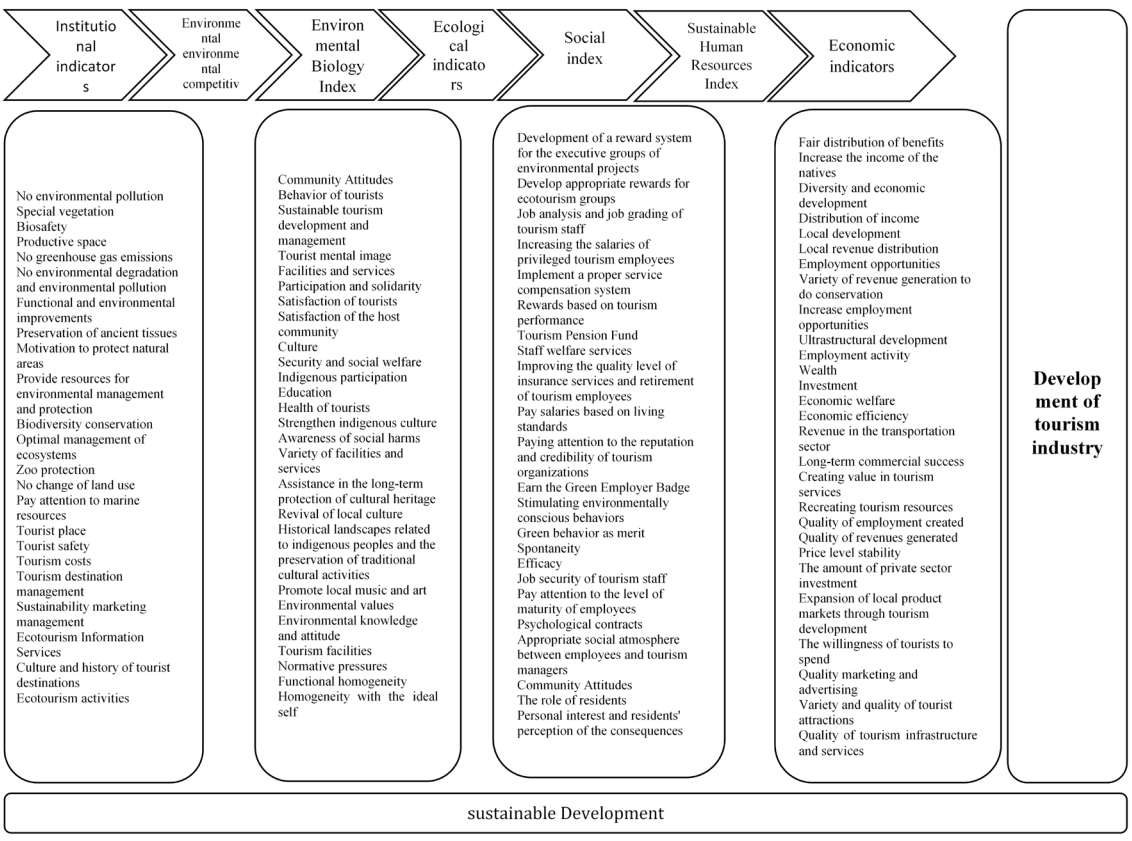
Now the square root of each variable must be greater than all the correlation coefficients of that variable with other variables. The sum of convergent validity conditions and the sum of divergent validity conditions indicate the existence of construct validity in the model. The quality of the reflective measurement model means that the questions of each variable have been able to measure their corresponding variable in a measurement model correctly. Measuring the quality of the reflective measurement model is through a special test called shared validity, cross validity and commonality or cv com index, which is compared with three numbers in both the article (Brin 2016) and (Hansler 2014). If the quality of the measurement model is less than 0.02, the model should be revised and the questionnaire redesigned.

Finally, the model related to the tourism industry development model is described during the analyzes and the results and tests obtained in Figure 2

Table 8. Index table CV com

	SSO	SSE	Q^2 (=1-SSE/SSO)
Economic indicators	191.555	116.209	0.222
Sustainable Human Resources Index	209.342	302.653	0.198
Social index	109.087	158.209	0.108
Ecological indicators	112.177	94.290	0.027
Environmental Biology Index	323.327	216.099	0.231
Environmental Environmental Competitiveness Index	109.109	144.108	0.100
Institutional indicators	112.238	98.132	0.093

JSRD



5. Discussion

Tourism is travel for pleasure or business; also the theory and practice of touring, the business of attracting, accommodating, and entertaining tourists, and the business of operating tours. The World Tourism Organization defines tourism as "beyond the common perception of tourism as limited to holiday activity only". For People "travel to and stay in places outside their usual environment for not more than one consecutive year for leisure and not less than 24 hours, business and other purposes". Tourism can be domestic (within the traveller's own country) or international, and international tourism has both incoming and outgoing implications on a country's balance of payments. As a result of a severe economic slowdown (the late-2000s recession) between the second half of 2008 and the end of 2009 and due to the outbreak of the 2009 H1N1 influenza virus, the number of tourists declined . Tourism slowly recovered until the COVID-19 pandemic put an abrupt end to the its growth. The United Nations World Tourism Organization estimated that global international tourist arrivals might decrease by 58% to 78% in 2020, leading to a potential loss of US$0.9–1.2 trillion in international tourism receipts. Globally, international tourism receipts (the travel item in the balance of payments) grew to US$1.03 trillion (€740 billion) in 2005, corresponding to an increase in real terms of 3.8% from 2010. International tourist arrivals surpassed the milestone of 1 billion tourists globally for the first time in 2012. Emerging source markets such as China, Russia, and Brazil had significantly increased their spending over the previous decade. Global tourism accounts for c. 8% of global greenhouse-gas emissions. Emissions and other significant environmental and social impacts are not always beneficial to local communities and their economies.

For this reason, many tourist development organizations have begun to focus on sustainable tourism to mitigate the adverse effects caused by the growing impact of tourism. The United Nations World Tourism Organization emphasized these practices by promoting tourism as part of the sustainable development goals through programs like the designated 2017 as the International Year of Sustainable Tourism for Development and Tourism for SDGs. It focuses on how SDG 8, 12 and 14 implicate tourism in creating a sustainable economy.

Also, "Development" has been one of the most sensitive and essential words in the debate since the United Nations Conference on Development and the Environment was held in Rio in 1992. (Adams, 2001: 1-2). Sustainable Development was enshrined in the World Conservation Strategy Commission (WCS) established by the International Union for Conservation of Nature in 1980. In 1987, the World Development and Environment Committee reported "Our Common Future" (also known as the Brundtland Report), providing a comprehensive definition of sustainable development. Thus, according to the Brundtland report, humanity can develop sustainability to ensure that it meets current needs without compromising the ability of future generations to meet their own needs.

Lewis Turner considers tourism the most promising and complex industry that the Third World faces and believes that tourism has the most significant potential to replace other income-generating industries (Mehrabi et al. 2012, 9). Increasing demand, tourism development and planning are vital to minimizing stakeholder disparities (Klein et al. 2015, 4). Sustainable tourism development is now a necessity. All parties involved in the tourism industry should be involved in efforts to do so (Debra 2015, 195).

This article aims to design a model for the development of Iran's tourism industry with a sustainable development approach. After analyzing the data, the following suggestions are presented:

1. To enhance tourists' mental image, paying attention to advertisements and other promotional tools such as public relations and news interviews is of particular importance, and tourism managers should try to implement them more vigorously.

2. Providing accurate and objective information about the cognitive characteristics of the country can improve the perceived mental image. Also, creating advertising campaigns that modify the distorted mental picture of the country can lead to a change in tourists' perceptions of the country's conditions.

3. To build the trust of its brand among customers, the country's tourism organization must continuously measure its reputation and reputation from the perspective of foreign tourists. For this purpose, it is suggested that it be included in the plan of this organisation's public relations or marketing managers on an annual or monthly basis so that, if necessary, appropriate and timely measures can be taken to maintain and strengthen Iran's tourism reputation.

4. The necessary activities in the field of environment inside and outside the organization should be provided so that the tourism sector employees are encouraged to

take steps to describe their duties and new plans according to the support they receive.

5. Employees should be given new standards of tourism and ecotourism training and global workplace safety plans that are presented annually.

6. Environmental activities and related measures should be evaluated at monthly and annual intervals, according to which achieving it should be developed appropriately.

7. Environmental goals (conservation and breeding of the environment) should be included in the organisation's strategies; In other words, the environment should be considered in the source strategies of the organization as the case may be.

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Conflict of Interest

The authors declared no conflicts of interest.

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