2-22-2024

Strategies Adopted by Tourism Leaders to Reduce Tourist Harassment

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This is to certify that the doctoral study by

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Walden University
2024

Abstract

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by

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MBA, Manchester Business School, Manchester University, UK, 2010

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Doctoral Study Submitted in Partial Fulfillment

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March 2024

Abstract

Some hotel tourism managers and small and medium-sized business owners lack

strategies to reduce tourist harassment. Tourism leaders are concerned with tourist

harassment because it is one of the significant causes of dissatisfaction for guests.

Grounded in the stakeholder theory, the purpose of this qualitative multiple-case study

was to explore strategies adopted by tourism leaders to reduce tourist harassment. The

participants comprised four tourism leaders and experts in the tourism sector who

employed strategies to diminish tourist harassment in their organizations. The data were

collected using semistructured interviews and a review of implemented policies. Data

were analyzed using thematic analysis and four themes were identified: implementation

of a sexual harassment policy, monitoring of training of micro traders and employees,

engaging and forming relationships with the community, and continuous assessment of

strategies employed. A key recommendation for tourism leaders is to implement a sexual

harassment policy training for employees, microtraders, and contractors. The implications

for positive social change include the potential for tourism leaders to change an

organization's culture and the belief system of micro traders in the community.

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Dedication

This research study is dedicated my husband, Dr. Peter Scarlett, who has been the wind beneath my wings for the past 4 years. With the constant encouragement of my three daughters, Dr. Gabrielle Scarlett, Dr. Brianna Scarlett, and Jo-Anna Scarlett, who have been championing my cause and have placed themselves as the gatekeepers to my success, I thank them all for their support in love. Lastly, to my mother, Mrs. Ritinella Benjamin, as her only daughter of four children, I give God thanks for the privilege of being her daughter and her tireless contribution to my family. To my deceased father, Mr. Copeland Benjamin, who has been my rock and foundation to everything I believe in and who I can be, I dedicate this research study in his memory.

Acknowledgments

I wish to acknowledge Dr. Ronald Black, my chair and advisor during this journey of completing the research study. It has been a pleasure to receive instructions and the vast knowledge that he shares willingly. I thank the other members of the committee for their patience. I must acknowledge the four participants who took their valuable time to speak to me and share their valuable insights into such a phenomenon. I acknowledge (a) Mr. Oneil Fitten, Unit Manager, Tourism Product Development Company; (b) Mr. Travoe Brown, General Manager, Yaaman Tours (part of the Dolphin Cove group; (c) Mr. Patrick Crowl, Loss Prevention Manager, Couples Resort Ocho Rios; and (4) Mr. John Reader, Vice President Palace Resorts Jamaica, Turks & Caicos. The experience of interacting with these gentlemen has left an indelible mark of why they are servant leaders and their in-depth understanding of why stakeholders in the tourism space must be engaged.

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Section 1: Foundation of the Study

The foundation of this study was an exploration of the ways that tourism leaders could employ strategies to reduce tourist harassment. According to Otoo et al. (2019), hostility towards tourists has increased. The phenomenon should be dissected by detailed comprehension and interpretation of the behavior from the tourist's perspective (Otoo et al., 2019). This qualitative study was grounded in stakeholder theory as the conceptual framework for tourism leaders to implement strategies that could mitigate tangible losses resulting from tourists not recommending the destination to friends and family, as well as having no intention to return, due to episodes of harassment.

Background of the Problem

The phenomenon of tourist harassment is experienced by visitors who vacation along the north coast region of Jamaica that includes the parishes of St Ann, Trelawny, and St. James. Within these three parishes are several attractions, including dolphin encounters, beaches, climbing of waterfalls, zip lines, horseback riding, ATV and bobsled rides, and historical plantation tours. These major attractions are situated strategically along the scenic north coast routes. According to Nicely and Ghazali (2017), tourist harassment is defined as "individual or group contact or noncontact legal or illegal aggressive trading behavior between locals [the sellers or service providers] and visitors [the buyers or potential buyers] feeling varying degrees of anger, fear, and sadness" (p. 173). Nicely and Ghazali (2017) described an example of tourist harassment as a taxi driver or ground transportation service provider demanding a tip after providing a service, referred to as *noncontact tourist harassment*. Another type of tourist harassment

occurs when a crowd of craft vendors surrounds a visitor to induce them to purchase from their stall and physically pulls the tourist to a booth to encourage a purchase. Nicely and Ghazali (2017) stated that the act of touching a tourist is called *contact behavior*, while *group contact behavior* consists of tourists being touched uninvited by a vendor or vendors. Twenty-six forms of harassment have been identified, including abusive language, aggressive behavior, and cheating (Nicely, 2020b). Owners of tourist attractions contend with visitors being harassed by panhandlers, beach boys, craft vendors, street vendors, beggars, and transportation drivers, which fuels the level of discontent for visitors (Ajagunna, 2006). Furthermore, the disgruntlement of visitors materializes in the level of loyalty to the destination, affecting the profitability of the tourism organization (Nicely, 2020b).

Problem Statement

Tourist harassment is an aggressive and annoying selling practice by small independent traders and craft vendors at tourist destinations (Alrawadieh et al., 2019, p. 73; Nicely, 2020b, p. 2; Nicely & Armadita, 2020, p. 165). The general business problem is that some tourist attraction businesses are being negatively affected by tourist harassment, which results in loss of profitability by attrition of prospective and repeat visitors. The specific business problem is that some hotel tourism managers and small and medium-sized business owners lack strategies to reduce tourist harassment.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies that hotel tourism managers and small and medium-sized business owners use to reduce

tourism harassment. The targeted case population comprised six hotel tourism managers and small and medium-sized business owners of tourist attractions in Jamaica offering activities such as waterfall climbing, dolphin encounters, and zip line expeditions who had successfully implemented strategies to reduce tourist harassment. The results of this study may contribute to social change by enabling tourism leaders and owners to implement strategies to improve the well-being of residents by creating an environment that is a stress-free alternative to tourist harassment. The benefits of this research may contribute to expanded employment for residents within the tourism sector due to increased expenditure by tourists who are less harassed.

Nature of the Study

I used a qualitative methodology for this study. Qualitative methodology was appropriate because qualitative research is based on an interpretive approach to gain a deep understanding and rich explanation of a research problem (Saunders et al., 2016). Quantitative methodology is used to test hypotheses and examine variables' characteristics and relationships (Bougie & Sekaran, 2019). The quantitative methodology was not appropriate for this study because I sought to take a detailed and interpretative approach to understand why the phenomenon being explored occurs and not assess any variables' characteristics or correlations among the variables affecting the problem. Saunders et al. (2016) posited that the mixed-method approach combining qualitative and quantitative elements could be used for analytical procedures and data collection techniques to better understand a phenomenon. A mixed methodology was not

appropriate for this research because there was no quantitative element required for addressing the study's purpose through the deductive approach in testing a theory.

The three qualitative research designs considered for this study were (a) case study, (b) phenomenology, and (c) ethnography. According to Yin (2018), a multiple case study is more robust and strengthens the findings of a study. Saunders et al. (2016) described a case study as a vehicle to gain insight and understanding of a phenomenon in a real-life context. The purpose of a multiple case study is to determine the replicability of the findings compared to a single case study (Saunders et al., 2016). Saunders et al. emphasized that phenomenology research records the accounts of participants' personal lived experiences and their interpretations. Ethnography research involves studying culture and recording the written statements of a group of people or an ethnic group (Saunders et al., 2016). Ethnography and phenomenology research designs were therefore not appropriate for this study because the focus of this study was not on lived experiences or the culture of a group of people with shared encounters.

Research Question

The research question was the following: What strategies do hotel tourism managers and small to medium-size business owners use to reduce tourist harassment?

Interview Questions

1. What approaches have you implemented to reduce the harassment of tourists in local shopping areas for craft and local art?

2. What, if any, training have you implemented to reduce the harassment of tourists in ground transportation for drivers?

3. What, if any, training measures have you put in place to prevent sexual harassment by small craft vendors and ground transportation drivers?

4. How have you assessed the effectiveness of the strategies for reducing tourist harassment?

5. What strategies have you put in place for guests after a harassment episode to ensure that the guest is likely to return or recommend the destination to friends and family members?

6. What else can you share with me about your strategies for reducing tourist harassment?

Conceptual Framework

The conceptual framework applicable to this qualitative study was the stakeholder theory based on the principles set forth by Freeman (1994). The stakeholder theory developed by Freeman indicates that managers should act in stakeholders' interests. Freeman and Theodoulidis et al. (2017) further contended that managers should maintain and care for relationships and form stakeholder networking. Stakeholder theory, which constitutes the doctrine of fair contracts, is based upon six principles that could apply to this study: (a) the principle of entry and exit by a stakeholder in a contract, (b) the principle of governance, (c) the principle of externalities, (d) the principle of contracting costs, (e) the agency principle that the corporation must serve in the interest of all stakeholders, and (f) the principle of limited immortality in that the corporation can continue to serve the stakeholders through time (see Freeman, 1994). The agency principle is the key tenet of the six principles that declares that businesses must serve all

stakeholders' interests (Freeman, 1994, p. 417). Business leaders and managers must therefore spend time with, and attention on, individuals and groups who affect the company and involve ways for the business to influence the stakeholders and reduce tourist harassment (Freeman, 1994, p. 417).

Stakeholder theory describes stakeholders as employees, financiers, customers, and communities (Freeman, 1994, p. 417). Wondirad and Ewnetu (2019) and Uysal et al. (2016) further supported that the tourism entities' critical stakeholders are the residents, and the tourists are impacted by tourism activities, which translates into the residents' quality of life. It is recommended by Uysal et al. (2016) that government officials, business leaders, tourism managers, and tourism developers consider the quality of life of the residents of the community in planning and developing tourist areas. According to Wondirad and Ewnetu, stakeholder theory indicates that tourism leaders and other small and medium-sized business owners should nurture effective and sustainable local community participation in the planning and development of tourism activities to mitigate tourist harassment.

Operational Definitions

The following terms and operational definitions will be used throughout this doctoral research.

Tourist harassment (TH): Involves microtraders surrounding tourists, insisting on a sale aggressively, and becoming abusive whenever a sale is refused (Nicely, 2020a). Tourist harassment is unwanted and undesired behavior conducted towards a visitor by a small or medium-sized trader (Nicely, 2020a).

Microtrader (MT): A perpetrator of tourist harassment; falls under the umbrella of most sellers offering services across the various destinations in the world. According to Nicely (2020b), the cohort of microtraders consists of craft and souvenir vendors, flower vendors, photographers, food and shop vendors, baggage carriers, small beauty and grooming service providers, informal tailors and dressmakers, tour guides, transportation drivers, street performers, informal accommodation service providers, informal sellers of illegal drugs, and unauthorized money traders. The grouping of microtraders possesses belief systems that confirm why these individuals feel entitled to their aggressive selling tactics (Nicely, 2020b).

Sustainable tourism: Sustainable tourism refers to sustainable practices in and by the tourism industry. It is an aspiration to acknowledge all impacts of tourism, both positive and negative. It aims to minimize the negative impacts and maximize the positive ones (United Nations World Tourism Organization [UNWTO], 2021). Sustainable tourism is the interaction of tourism activities with the natural resources and ecosystems of a region, creating strong linkages through agriculture, fishing, industry, and services (UNWTO, 2021). Sustainable tourism is essential because tourism accounts for 40% of developing countries' and 70% of small island states' gross domestic product (UNWTO, 2021).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are described as constructs that are out of the researcher's control. There were three assumptions in this study. The first assumption was that the participants

would possess a high degree of expertise and knowledge of the tourism industry in Jamaica. The second assumption was that participants in this study would be open-minded and candid in sharing their strategies used to reduce tourist harassment. The third assumption was that participants in this study would maintain a sustainable process in tourism development to bring prosperity to all stakeholders and, by extension, profitability to the destination.

Limitations

Limitations are some concepts of a study that are out of the researcher's control. Theofandis and Fountouki (2019) stated that there are potential weaknesses in a study that are out of the researcher's control and can be termed as imposed restrictions on the research. The first limitation of this study was that the participants' responses would be generalized to local tourism locations only. The second limitation in this study was that the participants interviewed would accurately relate to all strategies used for tourist harassment in their environment. The third limitation of this study was that participants in this study would reflect on incidents at their location to fully expose the full comprehension of the phenomenon.

Delimitations

Yin (2018) explained that a multiple case study can address the explanation of a phenomenon within the boundaries of the region. Delimitations are the attributes that define the boundaries of a research study and limit the scope of the target audience that are within the control of the researcher (Theofandis & Fountouki, 2019). Furthermore, delimitations represent the boundaries that the researcher can work within to achieve the

purpose of the study. The delimitations are set by the researcher who is in control of the research and determines and documents the reasons for the chosen target population and sample selected (Theofandis & Fountouki, 2019). The first delimitation in this study was that it was limited to the interviews of tourism leaders and data collection applicable to tourist harassment and strategies used to reduce the impact of this phenomenon on the small island state of Jamaica in the northwestern region. The second delimitation of this study was that the scope was within the boundaries of the northwestern region of Jamaica where the tourism belt is concentrated within the three parishes of St. Ann, Trelawny, and St. James. The third delimitation in this study was that the participants of six tourism managers confined the strategies implemented to a geographic space in the northern region of the small island state of Jamaica.

<div align="center">**Significance of the Study**</div>

Contribution to Business Practice

This study's importance is in identifying potential answers to *what* and *how* business leaders require strategies to address the phenomenon of tourist harassment. Yin (2018) opined that research studies must have the substance to provide informed strategies. Furthermore, Nicely and Ghazali (2017) recommended that sector tourism managers' long-term vision for the industry can provide multiple ways for small traders and craft vendors to reduce their dependency on tourist business. Tourism leaders' implementation of the strategies to reduce tourist harassment should see improved tourist satisfaction ratings in their experience and heightened intention to return to the destination. The results of this study may contribute to the development of policy for

tourism leaders and owners to provide an open support mechanism to small traders and craft vendors' behavior. According to Nicely and Ghazali (2017), tourism leaders should put in practice concrete regulations and actions to catalyze and produce a paradigm shift wherein aggressive selling behavior is presented as being bad for the tourist and is not supported by the community as a sustainable way to make a living. Alternatively, tourism managers could be enabled to develop tangible opportunities as an alternative path for tourist harassers to make a living, thereby improving business practices.

Implications for Positive Social Change

Uysal et al. (2016) opined that tourism affects all persons' well-being within the community. Furthermore, social change in improved quality of life for nontourism participants is possible (Uysal et al., 2016). Wondirad and Ewnetu (2019) opined that grassroots community involvement in tourism development will produce environmental governance, thereby enhancing the quality of life for all residents. By extension, the entire community can provide a better experience in attractions, hotels, craft markets, local shopping, and cultural tastes at local restaurants (Uysal et al., 2016). The results of this study may contribute to positive social change by enabling tourism leaders and owners to develop and implement strategies to improve the well-being of residents by creating an environment that is a stress-free alternative to tourist harassment. Furthermore, the results of this research study could create an avenue for a substantial portion of tourism revenue to stay within the local economy and contribute to improvement in the standard of living for residents (Wondirad & Ewnetu, 2019).

A Review of the Professional and Academic Literature

The purpose of this qualitative study was to explore the strategies used by tourism leaders to reduce tourist harassment. Badu-Baiden et al. (2016) opined that tourist harassment remains a grey area that is lacking in research. The existing studies do not offer adequate strategies for tourism leaders to adopt to mitigate tourist harassment. Alrawadieh et al. (2019) opined that available research in respect to tourist harassment concerning tourist expenditure, destination loyalty, and destination image remains limited. Knowledge construction is important in any field of development, including tourism, and more robust studies are needed to replicate, confirm, and build on past research (Zarezadeh et al., 2019). I sought to build on and to fill the gap in tourism research as well as to add value to the existing body of literature.

The literature is divided into themes addressing the definition of tourist harassment, tourist scams and crimes commonly carried out on guests, and gender inequality in the actions of perpetrators of harassment. According to Freeman's (1994) stakeholder theory, business leaders are obligated to serve the interests of all stakeholders by providing solutions to the identified themes. The conceptual framework of stakeholder theory is aligned in the academic literature based tourism leaders accept their collective responsibility to stakeholders and their contribution to solutions for tourist harassment. The literature indicates the reasons why tourist harassment evolved, creating the marginalization of residents and their quality of life. The literature search generated valuable information on how tourism leaders and tourism government officials facilitated antiharassment legislation to boost the paucity of criminal and punitive measures to

address tourist harassment. The academic literature generated the responsibility of leaders to facilitate and provide means of participation for stakeholders in the business of tourism. Stakeholder theory allows for the examination of the role of tourism leaders who must manage the relationships of employees, suppliers, buyers, and community members to tourists, who are concerned about their safety and security when visiting a destination, as covered in a large amount of the literature reviewed. In addition, the literature unearthed the serious effects of visitor harassment on destination loyalty and repeat visits by guests, followed by identification of how tourists developed coping mechanisms during a harassment episode and after the episode. Guests revealed the resilience that is required when one is faced with harassment and the reasons why they would recommend the destination to friends and family despite an episode of harassment. The academic literature generated recommendations for sustainable solutions such as cognitive restructuring of behavior and unlearning undesired selling techniques in favor of appropriate selling tactics and suggested the path of unearthing the belief systems of microtraders to desist from bad practices.

Strategy Used to Search the Literature

The review of academic literature began with a search for specific keywords such as *tourist harassment, tourism harassment, aggressive behavior tourist, strategies for tourist harassment*, and *stakeholder theory.* Walden University Library databases such as Business Source Complete, SAGE Journals, ScienceDirect, and ProQuest were sources of information on past and present research, as were Google Scholar and government websites. I reviewed and analyzed a total of 114 sources in the literature review, which

included both peer-reviewed and non-peer-reviewed articles. Among these, 111 articles were peer reviewed. Table 1 presents the number and percentage of articles by type.

Table 1

Literature Review Matrix

	Number	Percentage (%)
References	99	–
Peer reviewed	95	96
Published within the last 5 years	62	64

Stakeholder Theory

According to Freeman (1994), stakeholder theory is a framework for the firm and its community to coexist using the six ground rules of mutuality of stakeholder interests. Freeman stated that the principles are (a) the principle of entry and exit, (b) the principle of governance, (c) the principle of externalities, (d) the principle of contract costs, (e) the agency principle, and (f) the principle of limited immorality. Stakeholder theory, as developed by Freeman, provided a concrete and sound conceptual framework to support the purpose of this study. The management of stakeholders by managers of the firm is good business sense. Tourism leaders are responsible to stakeholders such as craft vendors, taxi drivers, and small business owners, who participate in the tourism activities of the organization and the sector, which fits into the agency principle of stakeholder theory (Freeman, 1994). Therefore, the application of stakeholder theory to explain the phenomenon of tourist harassment in the tourism sector may improve the dialogue between tourism leaders and stakeholders to arrive at viable and sustainable solutions for

tourism according to the principle of entry and exit, the principle of externalities, and the principle of contracting costs (Freeman, 1994).

Freeman's stakeholder theory indicates that sustainable tourism development is certain when residents, small and medium-size vendors, and traders can contribute to the development process of the tourism product within the community as moral beings and rightful owners exercising equal opportunities on the same playing field, which fits in with the principle of governance (Freeman, 1994). Abdulkadir (2018) and Freeman (1994) supported the view that tourism leaders should involve residents as stakeholders in the sustainability of tourism by recognizing the normative core narratives of inclusivity, networking, and value creation in public–private partnerships, which dovetail into the principle of limited immorality.

Residents' perception, the standard of living, and attitudes towards tourism support the stakeholder theory principles governing community involvement. Residents, vendors, small entrepreneurs, and taxi drivers should recognize the importance of the tourism organization and that the firm's sustainable, going concern and viable position are in the best interest of the community and future development (Freeman, 1994). Al-Badareneh et al. (2019) and Wondirad and Ewnetu (2019) opined that community participation under the lenses of stakeholder theory improved stakeholders' quality of living and highlighted the impact and positive influence towards sustainable tourism. Therefore, the application of stakeholder theory to explain the phenomenon of tourist harassment in the tourism sector may improve the dialogue between tourism leaders and stakeholders to arrive at viable and sustainable solutions for tourism according to the

principle of entry and exit, the principle of externalities, and the principle of contracting

costs (Freeman, 1994).

Stakeholders should have the right style of leadership that will facilitate avenues

of creativity and innovation to reduce tourist harassment. Hoang and Wilson-Evered

(2019) opined that transformational, transactional, leader–member exchange, and

authentic leadership styles facilitated employees, small traders, and small and medium-

size entrepreneurs to invent, create, modernize, and undergo training to tackle the

phenomenon of tourist harassment. A tourism leader is defined as a head of a

governmental group, department, or ministry or a head of a nongovernmental

organization at a tourist destination or owner/operator of a medium- to large-size tourism

enterprise in a tourism community (Nicely & Ghazali, 2017). According to Freeman

(1994), the agency principle is suited, in that the tourism leader must serve the interest of

all stakeholders, including perpetrators of tourist harassment who are members of the

immediate community. The tourism leader fits in with the stakeholder-enabling principle

who is charged with managing the interests of human beings in the community,

employees, customers, and financiers (Freeman,1994).

Hoang and Wilson-Evered (2019) stated that stakeholders could realize other

possibilities and alternatives to harassing tourists and embark on a better quality of life.

Tourism leaders can harness stakeholders through empowerment directive and initiating

structure styles of leadership to stimulate innovative solutions to tourist harassment

(Hoang &Wilson-Evered, 2019). Furthermore, leaders can influence residents by creating

the climate and appetite for innovative and creative solutions to alternate behaviors from

tourist harassment by providing autonomy or collaborative approaches (Hoang &Wilson-Evered, 2019). In addition, Freeman's (1994) stakeholder theory incorporates the 7th principle of limited immortality, in which the citizens within the community recognize that the continued existence of the corporation is in their best interest. Freeman's agency principle of the corporation leader's responsibility towards all stakeholders is relevant to the business problem whereby tourism business leaders must serve the interests of community members.

Tourist Harassment

Nicely (2020) and Alrawadieh et al. (2019) defined trader harassment as "unwanted or undesired selling behavior directed towards a visitor by one or two micro traders at a destination" (p. 1) as well as pushing tourists to buy items for significant financial benefits. Millar et al. (2017) stated that *panhandling* is obtaining money by begging a person or accosting an individual by repeatedly requesting cash, blocking someone's path, and harassing and threatening a person. *Aggressive panhandling* is the use of abusive, hostile, and intimidating language towards an individual who may refuse to give money.

Nicely (2020) and Nicely et al. (2020) categorized different types of microtraders at most destinations worldwide as craft and souvenir vendors, flower vendors, photographers, food and shop vendors, baggage carriers, small beauty and grooming service providers, informal tailors and dressmakers, tour guides and transportation drivers, street performers, informal accommodation providers, sellers of illegal products, and money traders. Nicely et al. (2020) further explained that among the 16 categories of

microtraders, the most popular types of harassment included quoting inflated prices for items, duping tourists into overpaying, and continuously bombarding tourists, one vendor after the other, to pressure them to make a purchase, despite them saying no and not expressing any interest in buying an item.

Nicely et al. (2020) highlighted that the pursuit of tourist harassment across regions and territories by microtraders is divided into four categories of actions: (a) the solicitation phase, (b) the refusal-of-sale stage, (c) the during-the-sale phase, and (d) the after-the-sale phase. Nicely et al. (2020) conducted a research study covering 152 countries and 16 geographic regions across the world, using research articles, news reports, magazine and newspaper articles, and blog posts on social media. The researchers reported that tourist harassment was carried out through varied behavior patterns culminating in four phases when analyzed. The vendors displayed 38 undesired behaviors, with most actions emerging during the sale phase, where attempts to dupe the visitors into paying for overpriced goods and services and actions of inflating prices for guests resulted in dissatisfied tourists (Nicely et al., 2020).

The solicitation phase described a microtrader trailing guests and inviting conversation by walking beside guests or chasing them. The solicitation phase included tapping guests and making an unwelcome intrusion into the guest's personal space (Nicely et al., 2020). Trader harassment conducted against tourists constituted 38 various unwanted behavior sets that ranged from mild to intense from region to region, suggesting that the phenomenon is worldwide.

According to Nicely et al. (2020), the second stage of sale refusal begins when indecent language and negative facial expressions are displayed towards the guest because of rebuff to purchase. The persistent behavior of the microtrader to refuse to accept "no" at times leads to assault of guests or an ultimate request for money from the visitor. During the sale phase, guests are harassed through overpaying, shortcutting of the service to be provided, compromise of the product with no adjustment, or consistent haggling that may progress to extortion tactics to pay more for the goods or service.

Most notably, the countries with the largest variety in behaviors were warm climate areas (Nicely et al., 2020). Conversely, trader harassment behaviors were minimal in temperate and cold regions such as Central and Southwest Asia. Tourism leaders are therefore encouraged to identify which behaviors exist in their communities and take initiatives and other steps to deter these behaviors by drafting appropriate legislation (Nicely et al., 2020). Equally, tourism leaders should identify the encouraging behaviors and seek avenues to improve guests' understanding of behavior such as haggling, which is an acceptable cultural activity in market settings in some regions. Tourism leaders are compelled to find approachable ways to improve visitors' appreciation of the local culture to improve the delivery of the tourism product.

Visitors who undergo tourist harassment from locals can experience this through microtraders groping and touching shoulders and arms inappropriately (group contact). Likewise ,visitors can experience this through leers,winks,swear words and inappropriate comments from microtaders (noncontact group). Nicely (2020) stated that undesirable actions of by microtraders whether direct contact of physical touching or not were meted

out aggressively, produced feelings of annoyance, and interfered with the visitors'

freedom and privacy, creating fear, anger, and sadness for the tourists. Nicely and

Ghazali's (2017) research study led to the recommendation that microtraders' behavior

can be unlearned and that more desirable behavior can be relearned. The researchers

recommended that unlearning could lead to the desire for a behavior that is a better

alternative to tourist harassment, leading to other avenues of economic benefit rather than

tourism activity. First, microtraders should own the vision of desirable behavioral change,

and second, all stakeholders, including leaders and vendors, should demonstrate publicly

the desired behavior and support of the change in behavior (Nicely & Ghazali, 2017).

Furthermore, Nicely and Ghazali (2017) described individual noncontact tourist

harassment as occurring when a craft trader, taxi operator, or tour guide demanded a tip

from a tourist, whereas individual contact harassment occurred when a tourist was

physically pulled towards a vendor display to encourage purchase. Nicely and Ghazali

(2017) reported that group noncontact by a microtrader occurred when a group of traders

approached a visitor to request one or multiple purchases, compared to group contact

harassment, which occurred when numerous vendors physically tapped or touched a

tourist to get their attention to make a sale. According to Nicely and Ghazali (2017), the

act of unlearning behavior is cognitive restructuring employed to have a lasting impact on

the individual. Micro traders display behavior of being bothersome by refusing to take no

for an answer; being aggressive, forceful, and intimidating; and engaging in immoral

conduct by overcharging by direct physical contact or noncontact with a group of tourists

(Nicely, 2020); Nicely & Ghazali, 2017).

An unfreezing of undesired behavior or cognitive adjustment in behavior by microtraders forms part of the higher order alignment that must take place in the minds and thoughts of the vendors (Nicely & Ghazali, 2017). Tourism leaders should emphasize the benefits and alternatives to tourist harassment behavior by all stakeholders agreeing on what is aggressive and undesired behavior and then formulating options for desirable actions and committing to them publicly as part of the unlearning process. In addition, tourism leaders should embark on tackling underlying beliefs held by traders concerning why harassment is acceptable. However, Nicely and Ghazali (2017) opined that in the process of unlearning the behavior of microtraders who carry out tourist harassment will help leaders to understand the factors that prohibit the traders from embracing the desirable behavior. Communicating the effects of undesirable behavior should be significant in the unlearning process, which demands succinct transmission of the information to the microtraders that there is a desirable behavior and direct benefits associated with the desired behavior if they consistently opt for the preferred behavior. Tourism leaders should demonstrate with credible proof to microtraders that the undesired selling behavior has negative effects, the severity of the negative effects, and the vulnerability of their business if they continue in the same vein of harassment (Nicely & Ghazali, 2017). Nicely and Ghazali (2017) opined that tourism leaders should highlight to microtraders the gap of where they are in undesired behavior and where they should be in the desired behavior. Microtraders should see concrete evidence in performance constructs such as a hassle-free shopping experience for guests as a meaningful way to

facilitate unlearning of harassment behavior. This should be a measurable objective—an indicator of progression towards the desirable behavior.

Nicely and Ghazali (2017) showed that communicating the urgency of the change in behavior is a method of unlearning the undesired behavior. The urgency of unfreezing behavior has the desired effect in driving the undesired behavior to conform to the desired behavior by doing so quickly and briskly to avoid negative consequences. Nicely and Ghazali, (2017) suggested that tourism leaders should support the nonaggressive selling behaviors through changing the social architecture by means of legislation and enforcement. Another method employed by tourism leaders is encouraging the community to assist in policing fellow residents that display the undesired behavior. In addition, an intangible strategy for tourism leaders is to treat microtraders with support when tourist harassment behavior is identified and allow room for improvement instead of threatening language of disappointment but address in reassuring tones the desired behavior and treat the episodes as a teaching moment.

The kind of response by tourism leaders fosters the leadership skills required to engender trust by the microtraders. According to Freeman (1994) stakeholder theory parachutes the agency principle of the firm managers having the responsibility of serve the interests of the stakeholders through the exercise of leadership in the community and creating trust. The tourism leaders have a duty of care to exercise judgement, fairness in the execution of interest of the stakeholders who in turn have the right to bring action to the firm managers for failure of care through their leadership role standing on the agency principle and principle of limited immortality (Freeman, 1994).

Ajagunna (2006) opined that tourist harassment is a cultural activity exercised by a variety of characters, beach and street vendors, street boys, art and craft vendors, taxi operators, and beggars. Kozak (2007) emphasized that tourist harassment arose out of cultural differences between tourists and the host community because of the dissimilarities in communication style, expression of feelings and creating relationships. Tourism leaders and experience a dilemma when guests prefer service as it is in their own culture while visitors seek a different experience hence managing the relationship between hosts and guests become confused. Kozak reported that the intention of microtraders to harass tourists is culturally acceptable because visitors are viewed as rich and wealthy therefore that the job is to extract money as much as is possible from the guests. Kozak stated that uninvited actions to interrupt, abuse, insulting visitors, offensive language, and unwarranted gestures are within the phenomenon of tourist harassment. Specific to European tourists that prefer to shop stoically and uninterrupted are culturally shocked and disturbed by the aggressive selling tactics, the invasion of their privacy and personal space of host vendors had the effect of demoralizing the entire tourists' experience. Tourist harassment has the unfortunate action of shifting tourists from their comfort zone and develop an uncomfortable and unsettled feelings of annoyance thereby creating negative perceptions about the destination. Conversely, microtraders who harass tourists simply do not recognize aggressive selling tactics as harmful but "hustling" to make a living from being marginalized by tourism authorities (Nicely et al., 2015). Kozak (2007) concluded that in Turkey microtraders noted that it was culturally acceptable to call a guest and encourage them to purchase with no regard what feelings the visitor may

be experiencing. Most guests experienced harassment outside of hotel properties mainly

on the streets and beaches visited (Kozak, 2007). Microtraders view approaching tourists

for sale as a matter of economics juxtaposed to the behavior as harassing a tourist and

piling on pressure to make a sale (Nicely et al., 2015). Kozak (2007) concluded that

perceived reasons of tourist harassment were to get as much money from the guests to

say in the tourism business supported by 77% of the respondents in the research. In

addition, the tourist harassers had the belief that tourists possessed an expansive amount

of money which was to be extracted from them. The third perceived reason by the

harassers is the belief that tourism employees are not compensated adequately for the

work they do, therefore the opportunity to extricate cash from visitors is a priority

(Kozak, 2007). Tourists' participants in the research by Kozak (2007) suggested some

remedies to tourist harassment should be (a) allowing tourists to do what they wish

without harassment, (b) take legal actions, (c) offer good prices, (d) pay more to the staff,

(e) cease from opening new shops, and (f) invite customer inside with a card. The culture

of the visitors and the suggestions to reduce harassment highlights the negative impact

that tourist harassment has on the guests' overall holiday experience and the intention to

tell friends and family and to return to the destination (Kozak, 2007).

Tourist harassment questions the safety and security of visitors to a destination

who experience the pressure of unplanned purchases. Badu-Baiden et al. (2016) and

Kozak (2007) categorized tourist harassment as (a) verbal abuses, (b) unruly behavior, (c)

aggressive action, and (d) sexual abuses. Verbal abuse constitutes offensive language in

tone and gesticulation to bring tourists to a discomforting level and pressure to succumb

to a purchase. Unruly behavior is acts of indiscipline that will infuriate visitors and belittle the experience of shopping. Aggressive actions include unwanted and unsolicited touching of visitors by forceful and petulant vendors who will not accept the refusal of a sale. Sexual abuse involves unsolicited sexual favors for a fee from tourists. The threats of tourist harassment outlined by Badu-Baiden et al. (2016) are detrimental to tourists who have to develop coping mechanisms to deal with the phenomenon. Baniya et al. (2020) cited negative emotions experienced by tourists when faced with aggressive selling tactics, exorbitant prices, crowding at attraction venues, and offense to the required dressing to enter some tourist sites such as temples. Alrawadieh et al. (2019) stated that the dominant group that perpetuates tourist harassment activities are vendors who are unrepentant about invading the private space of tourists, interrupting and interfering in their evaluation and decision-making process. Tourists encounter negative sentiments when affronted by harassment (Baniya et al., 2020). Tourists react to overcrowded tours, persistent selling tactics, clothing styles and huge expenses as poor experiences when they visit a destination that tourism leaders should seek to improve and maximize the best experience for the guests. Based on the research completed by Baniya et al. (2020) on Angkor Wat in Cambodia, user generated content by visitors who experienced the site were categorized using sentiment analysis and topic analysis. According to Baniya et al. (2020) sentiment analysis based on the personal opinions, feelings and beliefs of the participants that 82% had positive feelings based on their experience at Angkor Wat. Baniya et al. (2020) reported that the topic analysis of persistent selling, crowding, corruption, and expenses were topics that generated negative

expressions by visitors who were asked for money, unwillingly gave donations to guards, taxi drivers, purchased from vendors and were forced to acquire expensive tickets and tours. Furthermore, tourists' negative expressions surfaced because of the requirements to wear long skirts on the sacred grounds however finding it cumbersome to climb stairs and walking around. Tourism leaders must find a solution with stakeholders to educated and inform microtraders about the negative impact they are having on the visitor's experience, their willingness to recommend to family and friends as well as return to the destination (Baniya et al., 2020).

Street harassment is a by-product of tourist harassment. Alcade (2020) stated that street harassment constituted catcalls, threats, unwanted touching, whistling, and groping. The various prescribed actions are synonymous with tourist harassment especially unwanted touching and threats (Nicely, 2020; Alrawadieh et al., 2019). In addition, the venues such as public spaces, public transportation, parks, and streets are the environments utilized for tourist and street harassment. Andriotis (2019) further explained that begging is one of the underground and informal activities that take place in tourism and that it exists across all cultures. The researcher developed the partial reason for the phenomenon related to residents who used begging as a survival instinct with the belief that formal work income is lower than income from begging.

Tourist harassment is further categorized as violent and nonviolent victimization. Boakye (2012) revealed that nonviolent can be classified in the form of fraud on the tourist, arbitrary price increases, and swindling while violent harassment is bodily harm, murder, rape, and theft of property. Boakye (2012) used the Hot Spots Theory to

highlight that violent and nonviolent crimes tend to occur where tourists congregate more. In heavily trafficked tourist sites, the occurrence of victimization of visitors is evident through the hot spot theory where small and medium-size craft vendors and taxi drivers hustle tourists by verbal abuse and petty theft. Harassed tourists will have the tendency not to return to the destination after episodes of lack of safety and feelings of vulnerability (Boakye, 2012).

A fulsome definition of tourist harassment should include comprehensively the tourists' interpretation of harassment. Nicely and Ghazali (2014) highlighted that the tourist's emotional response is a critical qualifier in the definition and dissecting the elements of tourist harassment. Nicely and Ghazali (2014) stressed that the tourists' interpretation of harassment occurred during the four phases of the trading process of solicitation, solicitation refusal, sale, and after-sale phases. Tourists' emotions ranged from anger, fear, sadness, however not feelings of shame more from individual noncontact selling behavior compared to group noncontact selling behavior from craft vendors. Nicely and Ghazali (2014) defined tourist harassment as legal or illegal aggressive selling behavior of independent vendors or locals by contact or noncontact group or individual methods to tourists that result in feelings of varying degrees of anger, fear and/or sadness. The emotional response of tourists that are buyers or potential buyers during these episodes of harassment are results of the following behaviors exhibited by aggressive traders in the following behaviors (a) a group of vendors surrounding the tourists (noncontact), (b) a group of vendors calling the attention of the tourists at the same time causing annoyance (noncontact), (c) a group of vendors that continually

approach the tourist one after the other each trying to be the breakthrough vendor (noncontact), (d) physically pulling and pushing the guests, (e) forceable putting an item in the guests hands and requesting a donation, tip or purchase the article (contact), (f) a group of vendors or an individual vendor attempting to separate the group to encourage guests to purchase and not influenced by group, (g) trailing the visitors, (h) refusing to take "no" for an answer, (i) carving the visitors name on the product and then asking for a tip or purchase the carving, (j) forceable giving a guests an item and noting that it is free if another item is purchased, (k) standing uncomfortable close to the tourists, (l) calling and beckoning the guests to come over to the stall, (m) using guilt to encourage sale, (n) holding guests hands and refusing to let go (contact), (o) pleading with individual to look at item, (p) following the tourist around the stall, (q) calling the tourist away from other vendors, (r) putting hands on visitor (contact), (s) preventing visitors from exiting stall, (t) standing too close to the visitor when speaking, (u) offering illegal products and services, (v) begin to use abusive and intimidating language when purchased is refused, (w) haggling over the product (x) overcharging on the product, (y) requesting tip even after payment for services have been completed, and (z) requesting a tip for taking the tourist to a vendor. According to Nicely and Ghazali (2014) the 26 forms of tourist harassment behaviors demonstrated independent traders who come in contact with tourists in the form of individual and group noncontact or contact require training and communication skills to mitigate the varied actions of tourist harassment.

Begging is form of tourist harassment, however viewed by residents as passive and noncoercive activity. Qiao et al. (2017) stated that residents see this activity as

survival and a profitable way of life to earn a living. The activity of begging can have a

criminal intent and detracts from the guest having a satisfactory experience from such

unwanted pursuit and the likelihood of not returning to the destination. Ten forms of

begging was identified in the various academic literature by Qiao et al. as (a)

performance beggars without a license including children and animals that provide some

level of entertainment (b) child beggars with or without adults to evoke feelings of pity

from the tourists (c) adult beggars projecting abject poverty to evoke emotions of pity

from the guests (d) forcing service begging such as unsolicited wiping of car

windscreens, carrying luggage, giving directions willingly, then asking the visitor for a

fee (e) aggressive vendors approaching tourists and begging them to purchase their

products (f) disabled beggars with infirmities such as blindness and loss of limbs

requesting donations to evoke feelings of misfortune from the tourists (g) passive beggars

who offer small items for sale but are not aggressive towards the visitors (h) older adult

beggars who lie or sit in the streets just waiting for a donation (i) story telling beggars

who use stories of poverty and misfortune to gain pity and money from the tourists and,

(j) buskers who provide musical entertainment without any permit license. However,

Qiao et al. (2017) concluded that begging did not affect the destination loyalty of the

tourists and they would still recommend the region to family and friends and possibly

repeat visit to the destination. Based on the destination loyalty that remains with the

visitor, then the action of begging can be transformed into a productive activity from a

social problem (Qiao et al., 2017) by incorporating the activity as flavor to the destination

offerings such as street dancing and soliciting donations to charitable organizations. This

sequence of meaningful contribution by the street dancers and requests for donation to charitable organization adds to the positive emotional attitude reported by guests with high satisfaction level with intention to return to the destination.

Tourist Scams and Crimes

Tourist scams are tantamount to tourist harassment by using undesired selling tactics. Xu et al. (2020) reported that tourist scams consisted of vendors giving false information on counterfeit goods and selling inferior goods at exorbitant prices. Xu et al. (2020) highlighted those scammers intentionally misguide tourists for financial advantages which potentially lead to harassment and crimes towards visitors. Deceptive behavior such as setting up tourists by spraying substances on visitors' clothes looking like bird droppings then pretending innocently by offering to wipe out stain, subsequently resulting in demand for a tip for favor done and if refused would become aggressive. In addition, Xu et al. (2020) reported that small traders would place bead bracelet on the tourist's wrist stating clearly that it is a gift, then subsequently demand payment for the bead bracelet when the guest is leaving the establishment. Financial gain by extolling incorrect information to tourists is form of deceitful behavior.

Deceptive behavior and unethical standards are elements of hunter cultivation. Xu et al. (2020) explained the competences in being scammed and competences in scamming as the hunter cultivation. For example, a herd of dressed scammers would enter a shop and begin to speak well of the products and offer professional-like comments which would entice the genuine tourist to purchase the price at an inflated price for counterfeit goods (Xu et al., 2020). Xu et al. confirmed that a tourists will spread negative images

about a destination when characterized by high levels of deceit and scamming cultivation. Xu et al. stated that tourist scam could be described as "a number of essentially unethical or deceptive practices that aim to eventually gain financial advantages from tourists where scammers intentionally misguide and confuse targeted individuals to extract assets," (p. 2. para. 4.). Unethical behavior towards guests is an element of tourist harassment of being scammed.

The researchers reported that scamming as a practice bundle comprised of two interactive practices between two parties deconstructed into five elements: materials, meanings, and competences in practicing scams, meanings, and competences in being scammed. Xu et al. stated that these practices were unethical and deceptive towards vulnerable tourists that results in compromising the reputation of the destination. The researchers concluded that scammers were interested in financial gains through tricks and routines compared to harassments that involved physical harm, violence or sexual assault culminating in fraud and criminal acts.

Tourist scams are associated with willing tourists at first before deception. Tourist scams can be aligned in two categories according to social practice theory, firstly, the practice of scamming by the deceivers and secondly, the practice of being scammed, experienced by tourists. According to Xu et al. (2020), tourists are prone to scamming when they enter in highly interactive engagements with residents such as a young lady inviting a male tourist to have drinks that are overpriced deliberately or vendor puts on beads on a female tourist with lots of compliments, then the vendor demands payments for the beads much to the embarrassment of the visitor. The tourist is a willing participant

to a point when faced in the practice of scamming is often led to buy counterfeit goods

unknowingly. The tourist's receptive action in the cunning overtures used by the vendors

taking advantage of the guest asymmetry on the counterfeit goods being purchased.

Tourist are scammed when an unknown customer suggests information about goods or

shopping at a particular establishment and the listening guest believe the information and

act unknowingly to the purchase of counterfeit items. Xu et al. (2020) highlighted those

tourists are duped by herd cultivation and unknowingly tricked by pretend purchasers

who speak professional information about the goods as experts, thereby influencing the

genuine tourists in the shop that is expert information about a counterfeit product. The

group of pretend visitors would exaggerate information taking advantage of the

information asymmetry of the tourists leading them to unknowingly purchase inferior

quality or counterfeit merchandize (Xu et al., 2020). Vendors, vendor assistants and

working partners are part of the influencing team that form interactive relationships with

the visitors that lead to scamming (Xu et al., 2020). In addition, these vendors, vendors

assistants, working partners and tour guides extend their scamming competencies by

assessing the type of personality trait to portray to a visitor to illicit the most purchases by

acting as underprivileged worker or citizen with little chance of progression in life. The

scammer will assess the vulnerability of the guests play the role of trusted and reliable

local informant on tourist tours and sites in order to gain the trust of the tourists to spend

their money. According to Xu et al. (2020), the practice of being scammed by tourists and

their subsequent actions is further exacerbated by the language and dialect skills of the

players of scamming to communicate thereby widening the information asymmetry for

tourists. In these scenarios, tourists are incapable of identifying scams and become more

vulnerable.

Deceptive behavior is one of the characteristics of tourist harassment activity.

Andriotis (2016) identified three categories of beggars (a) classic beggars (b) table to

table beggars and (c) performing beggars. The classic beggar used bodily movements of

pain to get the attention of the visitors with great success by using quivering body

movements and display of stunted legs in the path of the tourists to gain maximum effect.

The intention to gain the extreme effect of sympathy and money is classic because it

brings the desired effect of maximum discomfort for the tourists and produces a

psychological breaking point to extract cash from the visitor and to avoid further

irritation, lessening, and abhorrence of the experience. According to Andriotis (2016) the

classic beggar deliberately used a strategy of nonverbal communication but to use body

techniques to incarnate images of poverty and pitiful disability to speak to the vulnerable

tourists. The table-to-table beggars including children move from restaurants and coffee

shops offering to unsuspecting tourists' insignificant trinkets, beads, and flowers for sale

to entice empathy from the visitors in exchange for money. If there is any refusal from

the tourists, the beggars follow up by pressing and aggressive pleading to entice a sale.

The performing beggars perform services such as dancing, singing, and playing a musical

instrument for entertainment to the guests which then elicits sympathy for the

unsuspecting tourist watchers who must then pay for the entertainment. If there is any

refusal from the guests, performing beggars display aggressiveness and intimidation to

illicit money for the performance. Andriotis (2016) reported that the grouping of Charlie

Chaplin performers in Crete, Greece would run after tourists to delete pictures of

performance if not paid or any attempt to take a picture with the performer who would

cover the lens of the camera each time until payment was made. Tourist scams and tourist

harassment activities are punishable with imprisonment of 6 months or 3,000 euros

(US$3,366) in Greece (Andriotis, 2016). Roving beggars and their interactions with

tourists are part of the tourism experience for the guests and represent marginalization of

a group of people within the tourism sector (Andriotis, 2016). Andriotis (2016) stated that

there is a social gap between the two worlds of the tourists and beggars; tourists are

perceived as the elite and wealthy suitable to be relieved of some of their financial gains

while beggars are seen as social misfits and should be excluded from society by

marginalization of their livelihood. By contrast, tourists' behavior towards scamming is

characterized by three behaviors (a) acting as the unconcerned tourists (b) supportive

tourists and (c) sympathetic tourists. Tourists behave as unconcerned when they are

refusing to give a donation towards begging by responding through stiffening body

language and head held straight to ahead to avoid acknowledgment of another person.

Other tourists behave in a supporting manner and donate money even without being

asked by the beggars while keeping at arm's length not to provoke verbal communication

or visual contact with the beggars. Sympathetic tourists on the other hand, try to establish

physical contact with the beggars such as rubbing of shoulders in an understanding way

however, this grouping was in the minority reported by Andriotis, (2016). Tourism

leaders are compelled to work in partnership with voluntary institutions such as charities

and other public entities to resolve the issues of beggars that harass tourists constantly by

a process of rehabilitation of the beggars' social and economic conditions by offering

financial support, housing support, and training for employment assistance that should

encourage beggars to desist from entering the streets to harass tourists (Andriotis, 2016)

According to Andriotis (2016), despite the ease of begging by disadvantage persons,

tourism leaders should have the mechanisms of legislation and provide the support to

discourage the practice of harassing tourists. Tourists will benefit from these legislations

and encourage more participation in the community.

Volunteer tourists are affected by tourist harassment despite their long stay in host

communities. According to Godfrey et al. (2019), volunteer visitors who lived with the

resident in their communities were not embraced and experienced rejection in trying to

integrate with the locals and culture. Volunteer tourists face rejection in the form of

scams, overcharging, and petty thefts by residents as signs of discontent and bitterness

about the intrusion by visitors (Godfrey et al., 2019). Visitors who wish to live among the

residents due to a genuine wish to learn about an intriguing culture and its residents

should be honored however, paradoxically, harassment is meted out instead. Godfrey et

al. (2019) expounded that volunteer guests wanted to remove themselves from the

tourism bubble and have a deeper relationship with the residents, it is interpreted as neo-

colonialist motives to display superiority over the natives. The volunteer guest's motives

to give back and participate in the community cultural activities are met with skepticism

by the locals. Godfrey et al. (2019) stated that this defense mechanism by residents' stem

from the over commercialization of volunteerism in some communities such as Cusco in

Peru, a former Spanish colony. Residents from the local community will overcharge

volunteer visitors because the locals view volunteerism as part of the mass tourism

spectators while volunteer tourists feel offended that the hosts should not see them as part

of the regular tourist's cohort to conduct cheating practices. Godfrey et al. (2019)

highlighted that language barrier between volunteer tourists and residents facilitated

harassment, overcharging of services and products by locals. The prevalence of scams

and tourist harassment against volunteer tourists highlights an underlying and deeper

issue that tourism leaders can resolve. Tourism leaders should ensure that volunteer

tourists have the right perception of poverty in the developing countries, and it was not a

matter of where you happened to be born or luck of the draw but to appreciate the global

responsibility that developed countries should have towards developing countries.

Tourism managers should ensure that volunteer tourists do not minimize, sanitize, and

explain away why communities are impoverished compared to their developed

communities due to systemic issues of economics and equality.

Tourist harassment is perpetuated by the perceived power differences between

volunteer tourists and members of the community and the perceived neo-colonialism

attitudes which has been reinforced by the commercialization of the volunteerism into

mass tourism. Volunteer visitors best experience the cultural awareness and depth of

understanding of a community depending on the type of project that facilitates interaction

with the community such as teaching English which facilitates meaningful interaction

with residents. In addition, volunteer tourists whose projects include construction tend

not to interact meaningful with community people due to the nature of the project.

Tourism leaders who support mass volunteerism that facilitates restaurants, bars,

entertainment that mirrors the comforts of the developed countries such as themed restaurants, bikini sunbathing, and access to television for American movies and pirated DVDs do not represent the cultural and deep experience of the host (Godfrey et al., 2019). Godfrey et al. (2019) recommended that volunteer tourists should not be allowed to romanticize poverty as lack of material wealth but happy, therefore the awareness should be part of the orientation of the volunteer in the quest to gaze upon and understand poverty. However, through the lenses of indigenous people, the volunteer guest will be seen as a person with financial means and position of power to harass and extricate money by overcharging and providing substandard products and services.

Unsuspecting tourists are scammed or duped by service employees at destination. Tourists perceived that they are being ripped off by overcharging employees, shortchanging, charging for unused services, forcing the use of unnecessary services, and adding extra charges. Harris (2012) expounded that "service sabotage" employed by staff, transportation drivers and tour guide workers include a systematic execution of overt-covert deceitful operations on gullible guests. Employees use the lack of language speaking, lack of knowledge of the host's currency and lack of knowing the physical environment. According to Harris (2012), that most of these incidents 280 out of 500 tourists that suffered cheating and swindling did not report the cases which unearthed a startling reality that tourists experienced a fear of harassment.

Cheating practices are a form of tourist harassment. Tourists that are bombarded with aggressive and persistent selling behaviors hindered the opportunity for fair bargaining process between tourist and craft vendors. Cheating the tourists allow the

visitors to feel guilt and deceit towards the destination. Li and Pearce (2016) opined

perpetrators retrieved financial cash from tourists through scammed drivers, scammed

tours, and fake shopping experiences. Chinese hawkers aggressively sold exorbitant

prized tickets at fake discount when in fact it was overcharging on an admission ticket.

Fake products in jewelry and accessories are a famous scam against tourists. Unfortunate

scams experienced by tourists include being lured into incorrect buses to no shopping

areas or attractions rather than the official tour buses to the correct sites. In addition,

Kozak (2016) revealed that price discrimination and harassment was evident in the

tourists' shopping experience in Turkey. The tourists that eventually received a positive

and enjoyable bargaining experience, expressed satisfaction that repeat visit to the

destination was possible (Kozak, 2016). Tourists who enjoy a memorable shopping

experience and a satisfactory bargaining episode are more likely to return to the

destination if they can shop happily in an anti- harassment environment (Kozak, 2016; Li

& Pearce, 2016). Tourists are sensitive to a destination's environment and will react

positively or negatively to the stimuli.

Tourist harassment affects the tourist's experience because of the subjectivity and

perceptions harbored by tourists which are exceptionally sensitivity to the environment.

Qiao and Yan (2020) recommended that tourism officials should put out warning

advertisements to foreign tourists about possible harassment incidents at hotels,

attractions, hotels, and transportation locales. In addition, Qiao and Yan (2020)

emphasized that warnings should be posted in conspicuous spaces as a constant reminder

to tourists to be vigilant and address their attention to their personal belongings and individual safety.

Tourist Harassment—Marginalization of Residents

The rise in all-inclusive resorts along the north coast corridor of Jamaica has contributed to tourist harassment despite attracting increased foreign direct investment and contribution of $1.1 billion to the country's gross domestic product (Johnson, 2014). The World Bank (2021) report on international tourists' arrivals reached its peak for Jamaica in 4,319,000 in 2018 and thereafter fell to 4,233,000 in 2019. Due to the small window of opportunity and space between the all-inclusive hotel properties and the visitor's activities within the boundaries, perpetrators aggressively take advantage when tourists emerge for shopping or the public beaches. This activity manifested in the marginalization of micro-traders being excluded from development plans and relegated to the fringes of tourism. Any strategy to reduce tourist harassment will impact the socio-cultural activities of residents and should include local communities in tourism development (Johnson, 2014; Nicely et al., 2015).

Sustainable tourism is synonymic with the involvement of the residents. Bagri and Kala (2016) recommended that the resident's attitude towards tourism development was synonymous with sustainable tourism development. The researchers emphasized that residents understand the extent that tourism impacts their economic, social, and environmental realities. Residents desire to increase their tourism gains with the corresponding efforts to reduce inequity in the distribution of economic benefits (Bagri & Kala, 2016). The researchers reported that rural tourism was growing in India evolving in

a growing ecotourism status where the residents see tourism development as gaining

economic benefits. However, residents' attitudes towards tourism development will

become negative if the corresponding efforts for road infrastructure, transport facilities,

capacity building, waste disposal, installation of solar plants and lighting, signage for the

convenience of tourism, adequate publicity of the village, culture, and traditions. In this

regard, villagers are apprehensive about tourism development that will erode their culture

and influence their young people from their culture and traditions, hence their aggressive

reactions to visitors to the community. However, other residents will appreciate the

improvement in the standard of living if the tourism leaders improve public facilities,

accommodation, electricity, water, restaurants. Therefore, tourism development for

residents may represent a double-edged sword based on the demographics of the residents

and their perception of the impact of tourism development in their community. According

to Bagri and Kala (2016), systematic improvement structure and public conservation of

the environment is the catalyst to turn residents' attitude towards sustainable

development despite their lower economic status. Locals must be able to see increase in

linkages, training, social welfare schemes that support their livelihoods by tourism

leaders and government officials.

Nicely et al. (2015) reported that the all-inclusive concept in Jamaica

marginalized the microtraders from the tourists causing a drop in the ratio of potential

shoppers to traders. The independent traders who rush to make a sale from the few

tourists that venture from the all-inclusive properties within controlled tours is driven

purely by economics. The researchers explained that there was a learning gap that caused

the breakdown in tourist harassment mitigation program implemented by Jamaica for the

period 1976-2006. The all-inclusive concept that is highly praised worldwide consisted

of the element of isolation from the tourists. Tourism owners and managers erected gated

barriers and fences to keep locals away from the visitors. However, the other anti

harassment initiatives of Meet the People program, Team Jamaica and visitor assistance

services provided nonthreatening interaction with assigned tourism workers. In both these

initiatives, residents were marginalized for contact with the visitor to carry on economic

activities. Nicely et al. (2015) identified two weaknesses that failed anti-harassment

measures (a) there was no evidence that tourism leaders communicated to microtraders

and the rest of the community that aggressive selling techniques was not desirable and

that it would not be supported and (b) one initiative that communicated to microtraders

that less aggressive selling tactics created a better reward than harassment of the tourist.

Tourism leaders emphasized policing and established the Courtesy Corps to police public

areas for visitors' safety. Nicely et al. (2015) highlighted that the anti harassment

initiatives implemented by the Jamaican tourism authorities had the strength of

discouraging aggressive selling tactics but was insufficient to encourage the desired

selling behavior by unlearning of the undesired behavior, then learning of the desired

behavior and lastly reinforcing the desired selling behavior. The researchers Nicely et al.

recommend intermittent rewards for microtraders that practice the desired selling

behavior such as vacation, privileges, and money that are perceived valuable. The

rewards and incentive program as part of the reinforcing of the desired selling behavior

will eliminate marginalization of microtraders and encourage inclusiveness within the tourism sector (Nicely et al.,2015).

When tourism development is dominated by foreign investors and middle-class business owners, then residents are left marginalized on the fringes of the tourism sector to make a living. Ypeij (2012) and Andriotis (2016) revealed that residents develop the informal sector and are left to their own devices to make a living as microtraders, taxi drivers, shoe shiners, disabled beggars, classic beggars harnessing the sympathies of the tourists by forcing a psychological breaking point for the guests to hand over money rather than to bear any further discomfort. Refusal to give money or purchase a souvenir is met with aggressive behavior and abusive passion to make a sale. Industry tourism leaders should recognize that informal players are part of the experience of visitors therefore their involvement in the tourism development should not be on the peripheral activities but intimately engaged with tourism managers in planning and identifying the specific resources of training and access to grants, funds and loans are required (Ypeij, 2012). Nicely (2015) opined that when small traders are omitted from tourism plans, they are left on their own to forge their own tourism activities and are delegated to the industry margins and disenfranchised. Johnson (2014) opined that the concept of all-inclusive hotels in Jamaica provided safe spaces for tourists exacerbated the marginalization of residents and ballooned the problems of inequity and tourist harassment.

Poor standard of living, unemployment rate, and low household income for residents are outcomes of marginalization when tourism activities exclude citizens. Yang et al. (2020), Adulkadir (2018), and Bagri and Kala (2016) opined that residents should

be motivated to participate in tourism alleviation poverty programs to reduce the incidents of tourist harassment and improve their quality of life by alternative means. Albarnadeh et al. (2020) and Herrera et al. (2018) opined that for sustainable tourism to succeed the managing the goodwill of residents' perception is critical because citizens should be able to recognize a tangible benefit from tourism. Residents at the grassroots level should be part of the tourism development fora and are active decision makers in the social and economic benefits to the local community. Therefore, if citizens perceive any level of disadvantage to their quality of life and financial services, their overall attitude toward tourism development will not be hospitable (Bagri & Kala, 2016). Residents should see tangible benefits in their community such as fair wages for tourism occupation and a seat at the table concerning environmental development for the community. Otherwise, high levels of dissatisfaction and marginalization of residents provoke sustainable tourism and negative behavior of the hosts towards tourists (Herrera et al., 2018). Tse and Tung (2021) emphasized that residents' mistrust and unacceptable behavior towards visitors created a negative impact on the image of the community. Furthermore, Uysal et al. (2016) opined that when residents see no improvement in their quality of life, they will be unwilling to accept tourism development in their community. Residents aspire to see tangible improvements in infrastructure, creation of green spaces and an overall improvement in the community's well-being (Uysal et al., 2016). Tourism leaders and government officials should be aware that tourism development is not for the immediate producers and providers of good and services and consumed instantly by

guests but must be beneficial to the community of people that are integral in the input -
output process.

Public-private partnerships are part of the equitable solutions to involve citizens
in the development of tourism. Abdulkadir (2018) opined citizens should be offered
justifiable and fair contracts if their lands are being developed for tourism activities
including training, education, and empowerment of the residents in being part of the
policy-making process concerning land and tourism business. In an effort, not to stall
tourism development, public-private partnerships integrate residents into the process of
community participation and building capacity for indigenous people resulting in
sustainable tourism. Mogale and Odeku (2019) suggested that residents should be
involved in the infrastructural development of their communities by building partnerships
with tourist establishments to promote equity, harmony and create sense of security for
visitors to the community. The researchers further stated that the host community should
be in partnership with tourism leaders to preserve the environment from poaching of
fauna and flora to preserve, stabilize and sustain tourism development.

The host community is responsible for delivering excellent service instead of
visitor harassment that highlights guests' frustration with a destination. Alrawadieh et al.
(2020) concluded that social interaction is necessary between the host community
including stakeholder residents in delivering essential customer service. Milman (2015)
agreed that aggressive craft vendors and other small traders should desist from selling
nonauthentic souvenirs such as carved penguins to tourists in Mexico that are mass
produced. The delivery of poor-quality service by locals will affect the tourists'

experience, thereby influencing sustainable tourism development. Residents and small traders that hurl verbal abuse and acts of sexual harassment affect the delivery of an excellent experience that the guests should take away. Baniya et al. (2020) also stated that education was necessary for perpetrators of harassment to know the effects of their undesirable behavior and aggressive selling methods are not healthy or welcome for the visitors and the tourism economy.

Residents feel deprived of their quality of life by displaying resentment of the presence of tourists in their community. Chen et al. (2018) observed that anti- tourism public opinion is detrimental to tourism activities. Residents in Hong Kong developed anti-Chinese tourists' campaigns involving name-calling such as "anti-locust." The residents' attitude of loss in the standard living due to loss of preferences of shopping experience and recreation space. Gong et al. (2019) also confirmed that residents will resent tourists when there is a lack of understanding of the host's culture. Gong et al. (2019) reported that Chinese tourists to Bangkok were viewed as irresponsible tourists by their offensive behavior of drinking, smoking, talking loudly in public spaces, and excessive use of photography. Chen et al. (2018) reported Hong Kong citizens displayed an attitude of superiority over Chinese tourists hence visitors were not welcomed. Superiority in culture, education, fashion etiquette contributed to the attitudes of resentment and annoyance of residents (Chen et al., 2018). In addition, tourist behavior of squatting, smoking, street blocking, urinating, jumping queues, and disrespect of the culture of the community engendered feelings of anti-tourism and expectation of removal from the Hong Kong community. The overall effect of this display of lack of respect for

the socio-cultural and environment of the host community by tourists resulted in an unwelcome attitude synonymous with tourist harassment by the residents (Chen et al. 2018; Godfrey et al., 2020; Hughes, 2018).

Marginalization of residents leads to tourist harassment when the government undertakes aggressive tourism development policies. Devine and Ojeda (2017) expressed that government officials' urgency of rapid tourism development policies produced violent themes of (a) enclosure and extraction (b) erasure and commodification, (c) destructive creation, and (d) neo-colonialism. These themes include violent land privatization practices and dispossession, extracting, natural and cultural resources and erasing existing residents' cultures and histories. Tourism development that excludes the residents will not be sustainable when tourism developers and government officials embarked on "spatial fetishism" to find landscapes for beaches, villas, and homes (Devine & Ojeda, 2018, p. 606). Residents from communities that experience this rapid change in environment with no consultation in stakeholder meetings will display high levels of harassment towards tourists because of the unequal power structure perceived by the hosts, hence they are under no obligation to co-operate with guests (Devine & Ojeda, 2018, p. 606; Hughes, 2018).

Tourist Harassment—Overtourism and Mass Tourism

Overtourism contributes to the marginalization of residents. According to Gonzalez. et al. (2018) residents' perception of tourism is an indicator to analyze the social carrying capacity of a tourist destination. Residents react negatively to the volume of tourists at a destination if they perceive disrespect for destruction of the cultural

environment and the physical destruction of the destination. Furthermore, Towner and Lemarié (2020) stated that overtourism also affected sport tourism in surfing New Zealand whereby locals take on coercive measures by damaging property, verbal abuse of tourists, physical assault, and violent confrontations because of the negative repercussions on the environment due to overcrowding. Towner and Lemarié (2020) emphasized that residents will deal negatively with tourists when it is perceived that guests are not adhering to the cultural environment and inadequate appreciation for the values of the host community in the protection of the beaches and waves. Adverse behavior by the host community lashing out on overcrowding, refusing to assist visitors is indicative of the deeper problem of marginalization of residents because of the lack of participation in talks that determine the carrying capacity of a destination (Devine & Ojeda, 2017; Gong et al., 2019; Gonzalez. et al., 2018). According to Towner and Lemarié (2020), residents who do not see benefits accruing to them from travelers spending in their community will revert to localism to protect their public space from over-tourism.

Mass tourism contributes to the marginalization of residents who feel that tourism development is inequitable and out of control. Hughes (2018) opined that violence from residents towards tourists resulted from unfair distribution of employment, cheap labor, disrespect of the region's labor laws and unethical dissemination of wealth between the working class and business leaders and tourism officials. In addition, Tsaur et al. (2018) stated that resident-tourist conflicts will arise when the residents of the host community do not see the expected benefits that should materialize from tourism development. The

researchers, Tsaur et al. (2018) defined tourism conflict as individuals or groups

perceiving the inconsistences or contradictions in demand between residents and tourists

generating negative emotions and disagreements. Hughes (2018) reported riots and

demonstration in Catalunya, Spain against tourists' intrusion involved grassroots

residents who were marginalized from tourism development. Hostile citizens towards

tourists conducting hostile actions such as paint bombs and slogans "tourism kills

neighborhoods" and "tourists go home" represented a deep seated, unattended inequity

and unresolved attention by tourism authorities to listen to the inhabitants of the

community who are concerned about detrimental environmental issues, congestion, and

fair distribution of opportunities (Hughes, 2018, pp. 2-3). Yang et al. (2020) proved that

residents with low participation rates in tourism development displayed high levels of

hatred and jealousy towards poverty relief measures creating disorganization among

villagers and constant competing for customers to sell handicrafts. The perception of

Furthermore, Tsaur et al. (2018) emphasized that the resident-tourist conflict scale

identified three consequences of tourism development, travel satisfaction and behavioral

intentions. The interference between hosts and visitors includes interactions in cognitive,

affective, and behavioral issues which can be mitigated by training and awareness of the

different types of tourists including the socioeconomic statuses of visitors. Tsaur et al.

(2018) opined that the residents can mitigate conflict with tourists by recognizing that

they are the cultural transmitters and ambassadors of the destination and elevate the

offerings of products and services. Aggrieved residents' perception of power will

improve when they begin to participate in decision making tourism activities and expand

their sense of empowerment in infrastructure advancement, strengthening tourism products, services, and markets (Yang et al., 2020)

Tourist harassment is one of the byproducts of the informal sector that have been omitted and not benefitted from tourism development. According to Ypiji (2012), the informal sector which consist of ethnic microtraders such as street vendors, taxi operators, photograph opportunists, shoe shiners and beggars become aggressive to gain the attention of the tourist to purchase services and products. Ethnic groups such as male tour guides, female weavers and indigenous women who pose for photographs in native costumes, goats and llamas who are marginalized have to hustle, annoy, force harass tourists to take pictures for a small fee. The marginalization of residents is further exacerbated by male tour guides determining which of the "sacamefoto" women should take pictures with the various groups of visitors and dictating amount of payment (Ypiji, 2012, p. 22). The tour guides display of the level of power leads to disenfranchised residents who will go to aggressive lengths to earn a living.

The mentality of the residents and cultural practices are related to the activities of tourist harassment. Johnson (2014) opined that the aggressive selling behavior of locals resulted from a strong belief that tourists perceived to be wealthy had an obligation to the inhabitants. Local craft vendors and residents have strong belief system that they are entitled to demand purchases and gifts from tourists because of the perception of inequity between both groups of individuals (Johnson, 2014). Juxtaposed to Kaliterna-Lipovcan et al. (2014), residents well-being correlated with success of the tourism product such as the better opportunities for locals, better environment, better roads and traffic solutions more

cultural events, more recreation for residents, better road, and traffic solutions. The residents' wellbeing is linked to the quality of life, overall happiness, and satisfaction with life when the tourism destination offers high standards of service and excellent products. Sharpley (2014) emphasized that a favorable host-guest relationship is dependent on the residents' goodwill for the success of the destination and the sustainability of the tourism product. Furthermore, Sharpley (2014) stressed that the local community acceptance of the tourism development in their area is essential because it affects their standard of living and willingness to be happy hosts for tourists. Residents who weigh the costs of tourism activities against the benefits of tourism and perceive an imbalance to the former, will withdraw their support for tourism development because of the threat to their livelihood by engaging in aggressive tourist harassment activities, therefore locals must participate in tourism planning activities (Johnson, 2014; Sharpley, 2014)

Poverty alleviation for small and medium size entrepreneurs in the tourism sector can be achieved by the integration in the mainstream economy. According to Koens and Thomas (2016), ethnic groups from the slum townships of South Africa can achieve improvements and benefits from tourism activities surrounding tours of deprived townships by inclusion of tour guides and small and medium-size owners from the various clans and tribes. The marginalization of the tribe people from a fair inclusion in tourism development may affect sustainable tourism, therefore negotiations that regularize pricing of services and participation should alleviate poverty for the townships. According to the researchers, Strzeleca and Okulicz-Kozaryn (2017), a community will

thrive when there is an attitude or measure of a community's social cohesion creating

social trust that manifest in growth in local entrepreneurship, increased crime prevention

measures, improved local interactions and greater awareness in societal health.

Furthermore, Strzeleca and Okulicz-Kozaryn (2017) emphasized that tourism

development in impoverished communities will engender social trust by the residents. In

addition, Mogale and Odeku (2019) stressed that poverty alleviation for the residents in

the townships can be achieved through trained skilled force and develop depth in the

education competence, career progression of supervisors and managers to supply the

tourism sector. Yang et al. (2020) stated that ethnic residents' behavior is significantly

influenced when they participated in tourism poverty alleviation efforts. The influence of

tourism empowerment was the key element in the anti-poverty mechanism because it

motivated them to participate due to the significant improvement in their living standards,

employment rate and household income (Yang et al., 2020). Residents display of social

trust is in integral part in the prosperity of a community that feature tourism development

(Strzeleca & Okulicz-Kozaryn, 2017).

Residents experience a sense of detachments and stewardship from tourism

activities. According to Mangwane et al. (2019), mass tourism developed due to the

overwhelming demand to experience the poverty- stricken and deplorable townships in

South Africa. Residents who do not perceive any benefits to this level of intrusion in their

community will find it difficult to develop responsible behavior of stewardship of the

environment and respect towards tourists. According to Ribeiro et al. (2017) residents

will push back on pro tourism development efforts when they perceived negative benefits

and worsening of their general economic condition. Residents nonwelcoming behavior towards tourists is based on increase in cost-of-living factors caused by tourism development (Ribeiro et al., 2017). Residents' unwillingness to be hospitable towards guests stem from the perception that the benefits expected from pro-tourism efforts have not produced advantageous opportunities to the local economy. Contributing factors of theft, vandalism and tourist harassment is a by-product of hosts who do not play a part in managing the tourism environment, actively taking part in discussions, decision- making and thereby owning sustaining tourism development as a beneficial and rewarding to the citizens and the local economy. (Mangwane et al, 2019; Koens & Thomas, 2016; Ribeiro et al, 2017). Tourism leaders should recognize that residents are stakeholders in tourism development and planning (Stylidis et al., 2017).

Distrust of government officials and national events to boost tourism contributes to the marginalization of residents and tourist harassment. Ouyang et al. (2017) considered that the residents' perception of the impact of national events and the residents trust in tourism leaders and government official had an impact on locals evaluating an event's potential benefits and costs such as world cup football, Olympics and large music festivals that will draw mass tourism activities and visitors to a country. Ouyang et al. (2017) concluded that political trust is essential to residents accepting support for these major tourism events if not, locals will experience low levels of event attachment resulting in harassment of the guests. Residents will engage in disruptive behavior in their community based on their emotional response to mega events and display unwelcome behavior towards tourists. Palmer et al. (2013) also stated that

residents that did not support incoming tourism in their community reflected a lack of identity with the incoming tourism development plans. Therefore, residents are important ambassadors to mass tourism and incoming tourism as powerful agents to promote the appropriate behavior in the community. Marginalization of residents can be reduced if they become part of the negotiation team for tourism development involving large influx of tourism, activities (Palmer et al., 2013; Ouyang et al., 2017, Hughes, 2018).

Tourist Harassment—Stereotyping Behavior

Residents must learn to understand the cultural difference of guests in order to complete and deliver the service despite the guests' attitude and the host's prejudice. According to Sharpley (2014) the commercialization of tourism activities brings hosts and guests interactions which may suffer an imbalance in the delivery of the service due to lack of understanding in cultural attitudes. However, locals can get over this attitude of disservice as in the case of Turkish residents' dislike of Russian tourists due to cultural differences. Sharpley (2014) highlighted that locals overcame their attitude of prejudice because they realized that gains from tourism activities outweighed the disadvantages hence through the social exchange theory framework, the residents improved the interactions with the guests by way of negotiation and the exchange of needs and services delivered. The social exchange process corrects the imbalance of interactions between hosts and guests until satisfaction is achieved between both parties therefore avoiding issues of aggressive and undesirable behavior towards the tourists.

Discrimination of tourists is a form of tourist harassment, followed by physical

and violent attacks by residents of a community. Tse and Tung (2020a) opined that there

were discriminatory attacks on Chinese nationals in Japan, England, and South Korea by

locals when tourists become loud and out of control. Tse and Tung (2020a) surmised that

the COVID-19 pandemic has exacerbated the intolerance of locals thereby escalating the

discriminatory treatment of Chinese tourists highlighted under three categories of biased

relationships. The relationships are outlined as (a) everyday discrimination perceived by

residents (b) residents support for discriminatory actions towards Chinese tourists in the

context of COVID-19 and (c) the types of harmful actions meted out to Chinese tourists.

Tse and Tung (2020a) stated that the online research using American citizens showed that

a significant positive relationship existed for residents who perceived everyday

discrimination were more likely to discriminate, promote dangerous responses, and

endorse further prejudice against other tourists because tourists are perceived as the

"haves" who can still travel despite the COVID-19 pandemic. Residents will harbor

resentment towards tourists because they see themselves as the "have nots" and will

display negative sentiments, social intolerance towards all tourists and not just Chinese

visitors (Tse & Tung, 2020a).

Explicit and implicit stereotypes are elements of tourist harassment because it

shapes residents' attitudes toward sustainable tourism development. Tse and Tung (2020)

opined that the cognitive information process could inform implicit stereotyping by the

use of implicit association test (IAT) specifically targeting Chinese tourists and the

responses from a population of residents from Hong Kong, Malaysia, Singapore, and

Thailand. Implicit stereotyping is defined as activated unconscious awareness or indirect actions that reveal a person's preconceived notions or beliefs about another social group of people while explicit stereotyping is the resident's conscious awareness of his or her preconceived notions and beliefs about a group of people (Tse & Tung, 2020). Tse and Tung (2020) research showed that there was no significant predictor of IAT on residents' actions, however, it should not be definitely concluded that the association does not exist thereby tourism leaders should embark on training courses to educate residents on potential implicit tourist stereotypes using an online IAT platform.

Adolescent youth are perpetrators of tourist harassment by the display of aggressive and attention seeking behavior towards visitors. Susanta (2018) described adolescent youth using threats, verbal abuse to instill hostility and drive fear into tourists due to peer pressure. Susanta (2018) stated that 76% of aggressive behavior by young people towards guests was peer pressure when interacting with them as guides. Adolescent youths are impressionable and adopt the lifestyle image and values of the tourists observed in the behavior at the discotheques, karaoke bars and other night entertainment believing that though theses modes of drunkenness, fights, physical damage to property will gain attention and acceptance from tourists (Susanta, 2018). Impressionable youths in the host community will perpetuate tourist harassment through aggressive behavior towards tourists if they are no strategies in place by tourism leaders to direct them how to adopt the positive values of the visitors instead of the undesirable imagery portrayed of the guests.

Stereotyping behavior by residents towards tourist can be measured by the valence and intensity of the host-tourist relationship. Residents experience higher levels of anxiety when they are aware that they are being negatively stereotyped by visitors and reacted by discrimination behavior (Tung, 2021). Tung (2019) stressed that it was dangerous when residents display hostility and violence towards guests. According to Tse and Tung (2021), the intensity of the guest-host interactions can be measured on a matrix where residents intolerance of tourists are actively harmful, mocking, and threatening behaviors are levels of engagement used in the assessment of residents' behavior. Tse and Tung (2021) applied the framework of behaviors from intergroup affect and stereotype (BIAS) to generate 12 behaviors ranging from passive to active engagement of locals with tourists combining passive and harmful behavior against the grouping of active and passive facilitation on a quadrant matrix. The quadrant matrix outlines the 12 behaviors in quadrant 1, active facilitation included (a) starting a conversation with tourists, (b) socializing with tourists,(c) interacting with tourists; quadrant 2 describes passive facilitation as (d) accepting tourists behaviors (e) tolerating tourists behaviors, (f) enduring tourists behaviors; quadrant 3 outlines passive harm behavior as (g) being reluctant to help tourists (h) resisting to help tourists (i) refraining from helping tourists ; quadrant 4 represents active harm behavior outlined as (j) being unfriendly to tourists (k) mocking tourists and (l) threatening tourists. In addition, the researchers Tse and Tung (2021) explained that active and passive valence deals with the attractiveness or aversion towards the target while the intensity examined the visitor's engagement level. Tourist harassment towards visitors can be mitigated by hosts and guests meeting face to face in

cultural events and festivals that facilitates the sharing of the values and norms. Tung (2019) suggested that interpersonal exchanges between hosts and guests can contribute to learning, growth, and personal development for both parties. Also hosts should become ambassadors for their community and pursue a shared identity with visitors thereby creating an organic product that is sustainable for tourism development (Tung, 2019; Tse & Tung, 2021).

Messaging strategies can be used to reduce residents aggressive and harassing behavior towards tourists. Tung (2019) recommended that a harmonious and co-operative relationship with visitors played an essential part is reducing the stereotyping behavior of residents. Tung (2021) confirmed that communicating strategies could be used to reduce stereotyping by residents using three studies conducted in Hong Kong, Japan. Tung (2021) reported that study one showed that residents exposed to stereotyping reported slower ratings of negative stereotypes while study two revealed that those residents who found a common identity between hosts and visitors did not strengthen the effects of the tourists' reduction stereotyping strategies employed. The third study showed that residents who shared similar backgrounds as the guests exacerbated the biases the residents displayed. However, Tung (2021) recommended that all stereotypes are "malleable" and that with the appropriate communication strategies residents' biases towards tourists can be effectively reduced through public advertising and marketing campaigns. Residents will reduce their preconceived negative beliefs about tourists through the efforts of tourism leaders implementing social awareness campaigns against

biases and identifying common identities between the two groups should result in reduced tourist harassment.

Tourist Harassment—Gender Inequality

Tourist harassment is skewed towards female visitors. Alcalde (2020) reported that there was gender inequality in street harassment in Peru rendering female residents from middle- and upper-class families to avoid public spaces and public transportation. Seven out of ten women in Peru aged 18-29 experienced sexual harassment that the phenomenon triggered legislation to criminalize harassment for 12 years imprisonment.

Females encountered tourist harassment when they traveled to male-dominated countries that are patriarchal and women are valued less socially than men. Brown and Osmon (2017) recorded that there were mostly males in tourism that worked in restaurants, hotels, and attractions, thereby female tourists were subject to uninvited stares and unwanted comments by disproportionate gender inequality in hospitality services provided at tourist destinations. Females undergo harassment in public spaces by male taxi drivers, museum workers, hotel workers, and other tourist workers and therefore resort to travel with male companions to reduce the security risk and increase protection in the tourism space. Mura & Khoo-Lattimore (2012) stated that young females harbored a fear of being raped while on vacationing in Greece which is the same concern as their male counterpart, but they expressed a willingness to be aggressive and fight back. Female visitors dress in long gowns and covered facial garments according to the Islamic culture as part of their coping mechanism of harassment by constantly gauging the tourist landscape to stay safe (Brown & Osmon, 2017). Females experience

significant negative emotions from tourist harassment compared to male counterparts.

Nicely and Armadita (2020) posited that female tourists suffered damaging emotions of

anger, fear, overwhelm and pressure in the face of tourist harassment which affected their

level of expenditure at the destination. Otoo et al. (2019) and Nicely and Armadita (2018)

reported that sexual harassment is a prominent feature in tourist harassment meted out to

female visitors. Early socialization of women consisted of the belief that women were

physiologically and would need a protector if attacked, however, the MeToo movements

have empowered women to express, and expose unjust incidents of sexual abuse (Otoo et

al.,2019).

Solo female travelers are disenfranchised from a perfect holiday experience due to

tourist harassment. Seow and Brown (2018) opined that many independent women prefer

to travel solo for varying life changing experiences and engaging in self-empowerment

activities for self- actualization. The researchers emphasized that Asian women had a

preference to travel alone to escape from family and domestic duties while vacationing

and therefore found inner strength, self-accomplishment and retrospection when touring

alone (Seow & Brown, 2018). However, female solo tourists are experience gazing, theft,

staring and sexual connotations while travelling and have to resort to day-time activities

only and curtailing all night excursions, touring and other events to avoid harassment. Su

and Wo (2020) confirmed that verbal and nonverbal behavior by men such as cat calls,

wolf whistling, gazing, leers, and winks resonates as sexual harassment defined as the

unwanted sexual attention perpetrated by an unknown person. According the Seow and

Brown (2018) Asian women wanted to experience freedom and flexibility in scheduling

visits but were constrained in their enjoyment due to unwanted sexual comments, uninvited attention, and aggressive behavior from males because they were unaccompanied by male counterparts. Female tourists have developed the adversity to curtail evening and night activities after 6pm to avoid tourist harassment, therefore they are constrained in their experience of the destination (Seow & Brown, 2018).

Female tourists experience stranger harassment or street harassment which is more pervasive and carries an increased fear of victimization. Su and Woo (2020) stated Asian female tourists' episodes of harassment threats can be displayed on a continuum with behaviors from less threatening catcalls to extreme incidents of sexual assault and breaking into female accommodation. This caused female travelers to modify their behavior while travelling out of fear of harassment and engaged coping mechanisms such as confining themselves to their rooms after dark, refused to visit a bar at nighttime and ventured in prearranged tours that are scheduled to finish before dark. Female visitors find it unresourceful to resort to legal avenues in foreign countries due to stranger harassment mainly because the perpetrators flee after grabbing a hug without invitation, rubbing profusely on female body, uninvited kisses, unwillingly pushed into vehicles without permission which gives no opportunity for a name or facial recognition to report to authorities or hotel receptions. Su and Wu (2020) recommended that solo female tourists deserve to be protected by having female railway or subway cars, RightRides that offer free late-night rides for females which are the responsibility of tourism leaders and government officials. The researchers Su and Wu (2020) highlighted the use of social

media by women who post Metoo# photos of harassers and share stories to warn other women seeking information online about a destination.

Inadequate Legislation Facilitates Tourist Harassment

Government officials and tourism leaders should address the lack of legislation surrounding tourist harassment. Adeleke and Ogunsusi (2018) encouraged legislation in coordination, planning, legislation, regulations, stimulation, entrepreneurship, public interest protection to attract foreign direct investment to regions. Alrawadieh and Alrawadieh (2020) confirmed that 62% of tourists to Jordan resisted tourist harassment while 6% reported the incident to the police. Destination management enterprises and other stakeholders should be part of the tourism development legislation that criminalizes perpetrators of tourist harassment. Peru became one of the first countries in Latin America to pass this preventative law legislation up to 12 years imprisonment (Alcalde, 2020). All stakeholders including government officials, destination management enterprises, tourism leaders understand the negative effect of international earnings decline if policies and regulations are not passed to attract foreign direct investment (Adeleke & Ogunsusi, 2018).

Tourist harassment is viewed as a cultural activity. Small craft traders and entrepreneurs are opposed to any legislation because of the cultural perception that tourist harassment was a necessary and acceptable way to make a living at all costs in Barbados (de Albuquerque & McElroy, 2001). Small vendors were prepared to be oblivious to the discomfort of tourists when charging exorbitant prices or being rude and abusive compared to their urgent need to make a living (de Albuquerque & McElroy, 2001).

According to de Albuquerque and McElroy (2001) criminalization of tourist harassment was supported by statistics of 64% of first-time visitors experience harassment and 50% of repeat visitors undergoing further harassment. In addition, 73% of tourists between the ages of 20-29 experienced harassment which ballooned into a national crisis for tourism because the demographics of Barbados' visitors were long-stay European tourists for two weeks' vacation compared to short stay three to four days North American guests. Policymakers enacted detailed descriptions of tourist harassment actions perpetrated by residents who found this culturally acceptable and felt deprived of their livelihood. Despite legislation, stakeholders including craft vendors, taxi drivers, other small entrepreneurs should be involved in consultations with government officials, policymakers, hoteliers, and cruise lines to guarantee sustainability (de Albuquerque & McElroy, 2001).

Legislation used by tourism leaders and government officials is one of the tools to curb tourist harassment and inequity in the distribution of wealth. Hughes (2018) highlighted that legislation was necessary for the inequity and unfair practices in online renting of BNB apartments in Catalunya, Spain driving up standard rental rates for citizens and driving out residents from their original communities. Legislation and zoning are the vehicles to level access to opportunities for the working-class inhabitants to reduce the level of anti-tourism sentiments and tourist harassment behavior towards visitors.

Legislation against tourist harassment should enable a timely turnaround time for affected visitors. McElroy (2007) emphasized that most guests who experienced

harassment found it difficult to report harassment because of the length of time taken for reporting and resolution that imposed on their short-stay vacation. The statistical collation of tourist harassment is further hindered by lack of reporting because in most countries, tourist harassment is not legislated as a crime, yet the scourge of the phenomenon exists and is perpetuated. Legislation is necessary to define the actions of tourist harassment, the nature, extent, and the locale of the incidents to bring concrete evidence and specific information and facts to challenge that a criminal intent was meditated. McElroy (2007) and De Albuquerque and McElroy (2001) contended that the presence of security forces at the destination appealed the tourists' sense of safety, the phenomenon still exist therefore legislation should be in place.

Lack of enforcement of legislation facilitates tourist harassment. Stazaker and Mackinnon (2018) reported that tourists complained of hostile traders in macaques in Morocco bombarded and harassed visitors to take photos with the monkeys. The Barbary macaque is an endangered species according to the list by the International Union of Conservation of Nature as well as the Moroccan Act 29-05 prohibits the acquisition, holding and display of the Barbary monkeys for commercial purposes. Traders use the Barbary macaques as theatrical props in tourist destinations and regularly force tourists to take pictures with the animals without any fear of arrest. The Moroccan authority have not enforced the legislation which is in place to protect both the engendered species and the tourists from harm. Stazaker and Mackinnon (2018) opined that unhygienic environment of the macaques and lack of safety surrounding the animals affected the destination image and tourists were turned off by the unsanitary conditions of the animal.

The lack of enforcement by Moroccan police and security officials facilitated tourist

harassment activities as indicated by 20.4% of respondents that felt pressured to take

pictures due the fact that the monkeys were forced on them while 46.9% refused to

divulge or comment why they took photographs with the animals. In addition, 92% of the

respondents had no intention of taking photo ops with the macaques before visiting the

destination. The matter of pushy traders and the poor unsanitary animal environment

negatively affected the tourists' experience and decreased the destination image in the

eyes of the visitor.

Tourist Harassment Affecting Repeat Visit and Destination Loyalty

Satisfaction is a significant factor that impacts tourist loyalty to a destination. Ali

and Hosseini (2019) contributed that customer loyalty stems from tourists being satisfied

with the destination that they will be willing to share with friends and family. Visitor

satisfaction engenders customer repeat visits; therefore, tourist harassment must be

nonexistent for the guest's experience. Alrawadieh & Alrawadieh (2020) confirmed that

harassment is a contributory factor in destination loyalty as in the case of Jordan's tourist

arrivals falling from 10 million in 2010 to 4.6 million in 2017. The researchers

highlighted that 62% of visitors to Jordan resisted tourist harassment while 6% reported

the matter to the police is indicative of the dissatisfaction experienced by tourists, thereby

affecting the decision to visit the destination again and recommending the destination to

family and close friends. In addition, Nyaruwata and Douglas (2017) confirmed that

visitors to Zimbabwe did not change their negative perception before and after visiting

the destination and had no intention to return based on inordinate high prices for goods

and services, very poor infrastructure, weak transportation system by train and harassment by police officers who target tourists with international driver's license and fleecing of visitors who wish to continue hassle free on their vacation.

Satisfaction, trust, and self-congruity are factors that will encourage a repeat visit by a tourist and engender destination loyalty. Ardyan and Wibisono (2019) encouraged memorable experiences for guests that they will still remember when a long time has passed. Self-congruity is that pleasant feeling that a visitor experiences about the destination which aligns with the image of the place. In addition, self- congruity is the tourist's perception of the destination image and the tourist's self-image produces congenial memories of happiness. Episodic memories of harassment hinder destination loyalty and repeat visits by the guests when the vacation is long over, However, when visitors can recall autobiographical memory experiences, it has a positive effect on tourist intention to return to the destination (Ardyan & Wibisono, 2019)

Mass tourism affects the quality of tourism destinations and the quality of tourist experience. According to Arismayanti et al. (2020), mass tourism in Bali, Indonesia have influenced the decline in the quality of experience through crowded attraction, begging tourist backpackers in the streets, theft of motorbikes, disrespect of the Bali cultures followed by the harassment of the Hindu holy sites. Community residents can improve the quality of experience by the tourist by being involved in responsibilities of caring for the environment, preservation of culture, increased education of the younger generation, and succession planning. Empowering the host community guarantees a reduction in tourist harassment to achieving improved tourism destinations and the quality of tourist

experience. Strategies by host communities to preserve sustainable tourism include assessment teams for certification of tourism products, public-private partnerships, provision of training, guidance, and education of the current and younger generation of residents. In addition, an awareness campaign for environmental cleanliness, use of local culture, and the creation of synergy between the business world to provide the necessary educational requirements to fill relevant occupations for the future (Arismayanti et al., 2020).

The level of expenditure affects destination loyalty as a result of tourist harassment. Cruise ship passengers spend less at a destination if they have been warned and harmed with negative information of harassment from the hosts before disembarking. Domenach and Gutierrez (2019) reported that the spending patterns by tourists were affected by the negative information on harassment and possible crime at destination stops that intention to spend is reduced adversely upon arrival at port. The situation of unwillingness in spending at a destination is further exacerbated specifically by passengers from super-luxury cruise liners that have every available entertainment and sports available on-board. Henthorne et al. (2013) confirmed that the level of expenditure was higher for tourists who shopped at duty free stores and encountered no aggressive selling tactics and other forms of harassment compared to other groups who spent less due to the overwhelming occurrences of tourist harassment. Tourists who spent less, were first time visitors and experienced high levels of aggressive selling tactics perceived that their security was severely compromised and would not consider visiting a second time. Domenach and Gutierrez (2019) and Henthorne et al. (2013) opined that tourists' sense of

security and level of expenditure at a destination were directly related to tourist harassment and whether they shopped in large groups or small groups. Purchasing power and value for money negatively affects the expenditure of tourists if the destination is perceived as price gorging and inflated goods and services (Nyaruwata & Douglas, 2017).

Tourists will seek shopping bargains and increase their expenditure when the destination environment is conducive to shopping but free from aggressive traders. According to Wu et al. (2014), tourists take pleasure in the seeking deals during shopping and enjoy the interaction with locals when negotiating prices of goods. The famous Silk Market located in Beijing China facilitates approximately 1,500 stalls, over 28,000 square feet of shopping buildings offering the high-quality fake products in brand names clothes, shoes, watches, and bags. Tourists have widely accepted the practice of bargaining, which makes the price of the goods the central point of the negotiation process, and secondly the perception of inferior quality of the products (Wu et al., 2014). However, even though tourists suspected that the goods were fake, they still enjoyed the banter and haggling with the locals despite the aggressiveness of the traders, bargaining produced enjoyment and high satisfaction ratings (Wu et al., 2014)

Potential tourists harbor preconceived biases, attitudes, and unfavorable stereotyping towards residents of the host communities concerning visitor harassment and prejudiced nationalities that are considered weak and suicidal. Liu and Tung (2017) exposed that Chinese tourist had pre-travel biases towards the destination and feared interactions with their preconceived stereotyping of the residents. However, the study

revealed that after interaction with the locals, the tourists changed their perspectives on the host and admitted that after multiple interactions with the residents they have accumulated several memorable experiences to consider returning to the destination. Nicely (2020) highlighted that visitor did not change their perspective about repeat visits and recommending the destination Jamaica to friends and families despite experiencing an episode of tourist harassment. The matter of repeat visits by tourists and recommendation of the destination to friends and relatives underscores the importance of the tourism product that can override the preconceived perceptions and overcome any harassment intensity from a microtrader.

Resilience to tourist harassment impact the loyalty intentions to the destination after the visitor has experienced harassment. Nicely and Armadita (2017) opined that there was a difference in loyalty intentions between a first-time visitor and repeat visitor in response episode of tourist harassment. The repeat visitor was more likely return to the destination and support the microtrader anew compared the first-time tourist. Nicely and Armadita (2017) revealed that both repeat visitor and first-time tourist indicated intentions to return to the destination despite having an episode of harassment. Returning guests and brand-new visitors tend to develop resilience to cope and avoid harassment, thereby creating a strong advocate that intention to return by the guests is crucial for tourism viability

Repeat tourist will spend more after each visit to the destination, however this is dependent on the sensitivity of harassment experienced. Nicely and Armadita (2020) discovered that the intensity of the harassment experienced by tourists affected their level

of expenditure. Guests experience anger, fear, overwhelm, and pressure after an episode of visitor harassment require physical security and hassle-free shopping spaces for craft, food and transportation, and provision of list of average price of items in the craft markets and tips on how to manage and handle harassment (Badu-Baiden et al, 2016). Tourism leaders need to provide these essential elements for tourists including visible security personnel and security posts to guarantee an increase in spending by relaxed tourists free from harassment, thereby steady earnings for the host destination (Badu-Baiden et al, 2016).

The use of pity to lure tourists into purchasing goods and services significantly affected the guests' loyalty intention towards the destination whether they should recommend the location to friends and family as well as to support the traders that carried out the harassment episode. According to Nicely and Armadita (2018), the more emotional visitors succumbed to feelings of pity after an episode of harassment by an independent small trader the greater the likelihood they would recommend the destination to friends and relatives. In addition, Nicely and Armadita (2018) stated that the tourists were prepared to commend to friends and family to support and purchase from the independent traders who conducted the harassment episode. The use of pity and the feelings of sympathy from the tourists were not strong predictors to motivate the visitor to return to the destination. Tourist harassers engender pity and sympathy from visitors may appear to succeed at first however, there are strong predictors that it will not encourage the guests to return confirming that harassment is detrimental to visitor loyalty to the destination (Nicely & Armadita, 2018). According to Nicely and Armadita (2018),

they suggested that tourism leaders capitalize on the sympathetic responses of tourists and seek their understanding in the short term on the episodes, while actively seek to resolve the harassment practices. Tourism leaders should ensure proper communication strategies to tourists to massage their sympathetic responses to issues of harassment while finding sustainable plans to reduce small traders' engagement in negative selling practices.

Potential tourists seeking information on tourist destination through internet searches and advise from bloggers and vloggers may affect tourist destination loyalty. Qiao and Yan (2020) emphasized that false positives about destinations are perpetuated by subjective bloggers to maintain public followers however this is detrimental to the destination's image. The internet space has the platform for random minority persons to gather and disseminate information can falsely become the majority's opinion about a destination (Qiao &Yan, 2020). The researchers Qiao and Yan (2020) recommended that tourism leaders should engage in constructing quality information about a destination and implement strategies to prevent tourist harassment. In addition, Ragb et al. (2020) suggested that tourism leaders should aim to manage their destination image as tourists prefer locations that offer unique travel experiences and expand positive images, in an effort to mitigate negative perceptions such as tourist harassment. The researchers, Ragb et al. (2020) emphasized that cognitive dimensions such as archeological, cultural, natural attractions, general and tourism infrastructure, hospitality, security, value for money were critical elements for a destination's cognitive image. Tourism leaders should employ

countermeasures to tourist harassment that will meet the diverse needs, comfort, enhance the experience of the guests and the create a positive image (Qiao &Yan, 2020).

A destination image is dependent on resident and tourist positive interactions. Stylidis (2020) opined that tourists should have some level of cultural engagement with the locals at the destination because of the greater potential of tourists have a positive experience and encouraging the visitor's intention to return to the destination. According to Stylidis (2020), when residents and employees interact with guests, the engagement has a beneficial effect on the tourist's image of the destination and experience. Tourists increased interactions and understanding of the residents in the community and their way of life created a satisfying feeling for the guests and generated loyalty to the destination because to the cross-cultural events (Stylidis, 2020; Stylidis et al., 2017). Tourists' interactions with the residents of a destination should strengthen their intention to return and to recommend to friends and family (Stylidis, 2020).

Residents should be given all attention by tourism leaders because they affect and are affected by tourism development. A destination image is affected by how the residents view their community and how that is transmitted to tourists through interaction with the visitors. Residents are image makers of their destination and have become powerful translators on the social media platforms by adding value to tourists travel to the community (Stylidis, 2020). Therefore, the greater residents and tourism employees engage in quality interaction with tourists such as recommending activities and sites, the more positive the cognitive, affective, and conative images the visitors have of the destination (Stylidis, 2020). Furthermore, Stylidis (2020) stressed that residents as

information ambassadors to tourists and hospitable employees towards visitors positively affected the tourist's image of destination and future behavioral intentions including word of mouth recommendations.

A destination image can be affected by harmful information and unfriendly images of residents exacerbated since the onset of COVID-19 pandemic. According to Tung et al. (2021), a potential visitor to a destination may be negatively influenced by injurious stories of the residents of the destination from social media, thereby affecting the destination attractiveness and the guests' negative perception when they actually arrive. The researchers, Tung et al. (2021) suggested that tourism leaders could apply compensatory measures and impression management to mitigate negative stories about residents and provide overwhelming satisfaction in other areas of delivery of service. Tung et al. (2021) opined that the warm spirit of hospitality and exceeding expectation is essential in impression management to mitigate negative rumors about residents despite the engendered fears within the community caused by COVID-19 pandemic. The researchers recommended that tourists would apply an extra effort to justify a favorable image of their chosen destination because they were prepared to respond to impression estimators and develop an appetite for higher compensatory measures to impress family and friends about their destination such as stressing environmental advantages at the location (Tung et al., 2021).

Verbal harassment affects a destination image. According to Wijesundara and Gnanapala (2019), posited six kinds of tourist harassment; consumption, expression, community, vocal, sexuality and drugs in which verbal harassment was the most

significant behavior encountered by visitors. Wijesundara and Gnanapala (2019) reported

that guests who endured the harsh attacks from residents influenced their opinion on the

destination image after returning home. Tourist harassment is a threat to destination

competitiveness that causes an adverse impact on the planned behavior of the tourists in

terms of expenditure and image of the destination (Alrawadieh et al., 2019). According to

Wijesundara and Gnanapala (2019), verbal abuse changes the behavioral intention of the

tourist and swings the guest's perception of a destination. Tourism leaders should design

and implement knowledge-based strategies such as training and seminars to mitigate

verbal harassment persistent and obtrusive behavior of harassment because of the

potential drawback in eroding a destination's image (Alrawadieh et al., 2019). Long term

strategies of implementing the topic of tourist harassment in tertiary hospitality

curriculum, high school and primary education should open an avenue to the psych of

small vendors that there is an alternative to tourist harassment by making them feel safe

and secure (Alrawadieh et al., 2019).

Tourist Harassment-Safety and Security of Guests

Safety and security are one of the important factors in choosing a destination by

prospective tourists. According to Preko (2021), tourists view safety and security in five

categories (a) health and sanitation (b) visitor protection (c) tourist harassment (d) crime

and (e) terrorism attacks. Prospective tourists such as married couples, older tourists and

graduate visitors over 40 years and above form a large part of the socio-demographic

group that is concerned about safety and security at destinations. Preko (2021)

recommended tangible evidence of protection such as police presence, tourists' safety

desks, safety signs and adequate lighting systems that reduced the impact of begging of money, theft, or consistent harassment to purchase. Tourism leaders should develop a national policy on safety risk and prevention that would enhance tourism development in six areas of security such as transparency, authenticity, hygiene, accessibility, and synchronization of tourism products.

The threat of insecurity by potential visitors at a destination impacts the image of the location and diminishes growth in tourism. Poku and Boakye (2019) stated that the success or failure of tourism development depended on a safe and secure environment for its guests. Therefore, perceptions of safety and security have an impact on tourism demand for a destination. Chili (2018) and Cowell et al. (2012) stated that preconceived notions about crime and harassment at a destination due to prior misinformation or exaggerated reports presented overwhelming anxiety for the guests. However, the guests' experience at the destination coupled with the realization that the reports were over-inflated resulted in positive sentiment towards the destination (Cowell et al., 2012). Poku and Boakye (2019) reported that 52% of visitors to Kakum National Park in Ghana felt unsafe because of lack of CCTV cameras, paramedics, emergency personnel, first aid kits, safety net below the canopy, in addition to 57% of young people under the age of 29 felt insecure. In the case of Jamaica's all-inclusive hotel concept, the tourists were able to experience the cultural entertainment and interactions in a more controlled environment and guided tours away from the perceived crime and violence (Cowell, 2012; Hall, 2012). According to Hall (2012), investment in closed security systems and more physical security presence to reduce the direct contact of guests with residents have improved the

level of crime against tourists and diminish the sense of threat against the visitor. In addition, electronic doors that monitor the audit trail of all guests and staff have improved crime against tourists' property (Hall, 2012). Visitors who experience positive interactions with friendly tour guides, welcoming staff, neatness of bathroom facilities, episodes with the culture of the destination reassure and reflect Maslow's theory of basic needs of safety for tourist and encourage the willingness to share these with friends and family (Chili, 2018; Cowell et al., 2012; Poku & Boakye, 2019)). Furthermore, Hall (2012) reported that 40% of repeat visitors for Sandals Resorts in Jamaica stated that they felt safe, comfortable and were satisfied that no danger would come about to them. Poku and Boakye (2019) recommended that a comprehensive campaign that highlights low incidence of harassment and safety will transfer enjoyment, peace, and security for a destination. Tourism business leaders should understand that safety and security is one of fundamental considerations that influence tourists have in choosing a destination (Chili, 2018).

Tourists prefer to travel to destinations that they perceive to be safe and secure and similar to their home environment. Fourie et al (2020) opined that inbound tourists to a destination will reduce if visitors perceive that the destination is prone to terrorist attacks. In reverse, there are higher levels of safety experienced by inbound tourists from countries that have elevated levels of terrorism. These same visitors to inbound destinations are more tolerant of crime, corruption, and terrorism in the host community

Tourists are concerned about the safety and security of a destination and are rely on the destination image to decide to travel. Hsu et al (2017) noted that tourists are

influenced by a positive image of the destination and are motivated to return to the host location. Imbeah et al. (2020) concurred that when tourists' safety concerns are satisfactory, then loyalty to the destination will increase. Imbeah et al. (2020) and Njoloma and Kamanga (2019) stated that tourists are impressed with the physical presence of security, CCTV cameras, alarm systems and safety deposit boxes at destination sites which increases their level of satisfaction despite the evident threat of harassment. Residents will harass tourists especially in areas where locals are not allowed to enter and engage with the visitors, therefore any available contact becomes a threatened harassment (Imbeah et al., 2020). Furthermore Njoloma and Kamanga (2019) highlighted that tourist put themselves in danger due to lack of knowledge and engage locals with high levels of trust to create opportunities for crimes to be committed against them. Tourists at times create vulnerability due to negligence such as becoming drunk and out of control generating loopholes for crimes of petty thefts, break ins in accommodation premises and robbery. In response, tourists who sense threats of danger engage in precautionary safety measures such as travel and medical insurance, prescription medicine, emergency medical kits as well as consuming only bottled water and packaged cooked food highlights that destination image produces a heightened response to safety and security perception of the tourists (Hsu et al, 2017; Imbeah et al., 2020).

Tourists fall victims to crime, harassment and safety issues based on the false perception that they developed before arriving at an advertised destination. Khan et el. (2020) reported that African medical tourists that arrive at a destination to take advantage

of better health care options and comparative costs are severely victimized upon arrival in India for treatment. Khan et el. (2020) emphasized that a tourist's idealization of a destination image stemmed from the accumulation of ideas, impressions and beliefs about the destination values and the processing of various ad hoc information creating a favorable perception upon arrival at the destination. However, medical tourists were met with nonmedical issues of racist attacks, prejudice, crime from the residents and experienced harsh travel constraints in assistance with visas requirement, other travel documents, assistance with flight connectivity, companion assistance before and after surgery, and finances especially when trapped in the country for longer than expected medical reasons. Tourists experience harassment through lack of assistance for nonmedical considerations by the host destination which affects that negatively affects the perception of tourists and the sustainability of the medical tourism for India (Khan et el., 2020).

An effective feedback mechanism in response to episodes of tourist harassment will improve tourists experience at the destination, enhance the destination image in the visitors' reality and encourage the intention to return. Qiao and Yan (2020) recommended a mobile phone tour platform where tourists can register instances of harassment and are guaranteed that a reply and assistance is received within a 5-minute period as mirrored in Yunnan Province, China. The intention is to ensure that stringent rules, regulations, systems are in place at the destination to provide safety, receive complaints of harassment and deal with each episode efficiently and satisfactorily. Tourist satisfaction affects the

by destination image because it is fragile, sensitive to incidents and respond easily to external factors in the environment.

Response to Tourist Harassment—Coping Mechanisms and Resilience

Tourists have developed a coping mechanism to deal with visitor harassment. Badu-Baiden et al. (2016) reported that passive acceptance, resistance, acceptance, and passive resistance as vehicles to deal with various forms of tourist harassment. Acceptance suggests that the tourist accepts the acts of harassment and does not resist the demands of the perpetrator in an almost expectant manner. The visitor has experienced acts of harassment to be perturbed by the actions. Passive acceptance is described as the subtle acceptance of harassment and does not consider it serious enough to be emotionally bothered by its presence. Passive resistance is when the visitor is has a subtle annoyance of the harassment but will not use nonconfrontational means to avoid tourist harassment and harsh actions. Resistance to harassment occurs when visitors report incidents of harassment, repelling actions of aggression by harassers, and changing daily travel routines to avoid harassment. According to Badu-Baiden et al. (2016), coping mechanisms employed by tourists achieved one of the four outcomes that allowed for psychological assessment and survival of the acts of harassment. Married couples tend to resist harassment especially in the case of the male spouse defending the wife who is experiencing the unwanted activity. Badu-Baiden's (2016) research concluded that most tourists employ passive resistance in response to tourist harassment. Njoloma and Kamanga (2019) recommended that tourists who experience crime, harassment, petty theft and tend to handle these episodes at various psychological levels that do not deter

them from returning to the destination. Tourism leaders should recognize that opportunistic crimes are preventable with the assistance of public awareness campaigns aiming at tourists not to leave cash in hotels rooms or asking uniformed personnel for information on destination sites (Njoloma & Kamanga, 2019)

On the other hand, perpetrators of tourist harassment could adopt coping mechanism to alleviate the activities of tourist harassment. Ngo and Nicely (2020) proposed a forward-thinking strategy that tourist harassers can eliminate their activities by the implementation of control theory and strain theory. The researchers recommended that micro-traders and vendors who experienced strain and marginalization and act out harmful emotions of anger, fear and depression towards tourists can resort to a coping mechanism by analyzing the emotion harassment intensity displayed. Furthermore Nicely (2020) stated that if the trader harassment intensity can be predicted, it would impact the return of visitors to the destination.

Tourists coping mechanism depends on the intensity of the harassment received. Nicely (2020) identified that tourists having experienced harassment in Jamaica professed to return to the destination despite the negative experience and are likely to recommend to their family and friends. The researcher's results showed that visitors would return due to the love of the island food, lifestyle, culture, and music. Tourist would also return because of the unique qualities of the locals and the perception that the destination was value for money. The intensity of the tourist harassment experienced by the visitor was not at the level to deter a repeat visit and recommendation to friends and family based on the coping mechanism employed that did not override the overwhelming positive

experiences during the vacation. Nicely (2020) emphasized that the tourists' willingness to recommend the destination depended on the visitor's knowledge and confidence to handle episodes of harassment.

Cognitive appraisal theory is an appropriate framework to assess and comprehend multiple reactions from tourists who experienced tourist harassment and the subsequent psychological effects. Otoo et al. (2019) opined that aggressive harassment and passive harassment could be conceptualized in three categories of harm measured along the scale of severity, primary effect, and secondary effect. The secondary effect is the coping mechanism how a tourist evaluated and coped with the episode by developing a negative image of the destination and would not recommend the location to friends, families, and potential visitors. The researchers Otoo et al. (2019) explained that the severity of the incident is dependent on how much the destination is to be blamed for the harassment incident. Primary effect is the emotional response, or the self-impact assessment carried by the victim tourist resulting in anger, contempt, overwhelmed, fear and pressured. The secondary effect measured the future behavior towards the destination where the harassment incident took place.

Tourist Harassment—Belief System

Understanding tourist harassment is linked to the belief system of the perpetrators. Nicely (2020) advocated those microtraders conducted aggressive harassment techniques against tourists based on five beliefs: (a) harassing visitors is necessary for survival (b) visitors are wealthy (c) harassment has little or no adverse effect on visitors (d) entitlement to the visitors' business and (e) harassment is regular and cultural. Nicely

(2020) opined those microtraders felt a greater reward if they harassed a visitor and a deep-seated satisfaction and justification by righting perceived wrongs in the pasts for example slavery and retribution for how these microtraders are treated with disrespect when the locals travel to these countries abroad.

Response to Tourist Harassment—Intelligence Building and Cognitive Restructuring

Tourist harassment can be reversed and nonaggressive selling tactics by microtraders can be sustainable for tourism development. Nicely (2015) purported that intelligence building strategies through group learning and interactive feedback were vehicles to switch the forceful behavior of microtraders. Nicely (2015) recommended that small traders needed to believe that they could change by ensuring that they possessed the competency to improve their scope of knowledge to make an effective knowledge transfer. This means that small traders should possess in-depth understanding of the micro trade business to pivot in a new direction that will sustain their livelihood away from tourist harassment activities. Harassers can achieve high level knowledge transfer through group and individual learning techniques through team tasks and observational training that will achieve maximum learning and nurture nonaggressive learning skills. According to Nicely (2015), intelligence building will show the microtraders that alternative strategies to tourist harassment is profitable such as giving itemized receipts after a sale, have fixed prices for sale and improve the quality of merchandise for sale to the visitor. Another element of intelligence building is each microtrader being

accountable to each other with proper design of selling spaces and the surrounding environment.

Cognitive restructuring is the process of unlearning the unwanted and aggressive behaviors of tourist harassment to a desired behavior. Nicely and Ghazali (2017) proposed 9 solutions that would assist tourism leaders to unlearn undesirable and aggressive selling behaviors by addressing the belief system of the microtraders. The researchers recommended that tourism leaders put additional effort into perpetuating the desired selling behavior rather than forcing traders to change their ways. Nicely and Ghazali (2017) proposed that to begin unlearning the behavior of vendors, tourism leaders must propose a vision to the traders to which the traders must own the vision and be active participants in its development. The idea articulated by the researchers dealt with the visual sense of nonaggressive trading behaviors and all stakeholders including the traders commit to this publicly. In addition, tourism leaders commit to sending out this message constantly. The second proposition to unlearning the behaviors of traders include the understanding of the belief why traders believe that tourist harassment is good while the alternative is not good. Tourism leaders are expected to address both sets of beliefs. According to Nicely and Ghazali (2017) traders belief that tourist harassment is acceptable from a historical, economic, cultural and local pride perspective which has been engendered the history of slavery, economically seen as the only way to make a decent living, culturally as the way how things are done and a false sense of pride as it is right to sell how, where and when without any objection from any authority. The third proposition for tourism leaders to embark on cognitive restructuring of microtraders

included communicating the effects of tourist harassment on visitor loyalty to the

destination. Tourism leaders should begin the process of unlearning harassment levels of

traders by communicating clearly to the perpetrators credible proof that (a) the selling

behavior is unacceptable (b) the adverse response of such behavior (c) the severity of the

negative effects (d) the vulnerability of negative effects of tourist harassment if they

continue to engage in the unwelcome behavior (e) communicate the desired the selling

behavior and (f) highlight the benefits that will arise from the desired selling behavior.

The fourth proposition for tourism leaders to unlearn the undesirable and aggressive

selling behavior is to communicate the gap to the traders in measurable terms of where

they are behaviorally in comparison to where they should be. Vendors often do not have

an in-depth comprehension of why tourists need to shop in a hassle-free environment

therefore measurable indicators must be communicated to the vendors and the

community for them to update their performance. The fifth proposition is based on

tourism leaders communicating the urgency of the changing the behavior of the selling

tactics by the microtraders. The researchers stated that group will come together to solve

the problem and prevent those behaviors that will compromise the group's livelihood.

The sixth proposition recommended that tourism leaders should demonstrate support for

nonaggressive selling behavior as part of the process of unlearning harassment levels. In

addition, Nicely and Ghazali (2019) stated that leaders commence open expression of the

support for nonaggressive behavior in tangible and intangible means to forcefully

demonstrate that the alternative from aggression is highly favored. The seventh

proposition is a natural follow up by recommending that tourism leaders should begin

calculated steps to make vendors engagement in aggressive behavior difficult to achieve.

Tourism leaders' quest to make the unlearning of harassment levels by small independent

traders should commence steps to make the engagement to the alternative nonaggressive

alternative behavior more accessible. The eighth proposition by the Nicely and Ghazali

(2017) recommended that the importance of the independent craft traders' role and how

their activities are of utmost contribution to the tourism sector success. The

meaningfulness of the role of the nonantagonistic behavior is vital to the survival of the

community. The final proposition advised tourism leaders to implement measures that

will assist vendors who perform various levels of harassment to reduce their dependency

on visitors for their livelihood. Nicely and Ghazali (2019) put forward suggestions that

are fundamental to the unlearning of the violent selling practices of the vendors in ways

that are tangible for both vendors and business leaders to achieve**.**

Cognitive Restructuring Measures

Nicely and Ghazali (2017) urged business leaders to adapt meaningful and

tangible actions to assist the process of unlearning harassment levels of microtraders such

as specialized training, support for marketing their trade and improved physical

environment to carry on business. However, Nicely and Ghazali (2017) and Nicely et al.

(2015) suggested that intangible measures that are critical to the cognitive restructuring

for microtraders to embrace nonaggressive selling behavior by identifying planned

behavior which consisted of normative belief, control belief and behavioral belief. The

researchers, Nicely et al. (2015) suggested that by applying the model of sustainable

reducing small traders' aggressive behavior selling behavior (SR-ST-ASB) individual

traders can expand their engagement in nonaggressive behavior. Behavioral beliefs engage the microtrader to believe that the aggressive selling behavior is deleterious and negatively affected the community's tourism activities. Business leaders should consistently demonstrate nonsupport for aggressive selling techniques of microtraders generating normative behavior from the group. In addition, Nicely et al. (2015) recommended that business leaders should make it nonbeneficial and less rewarding for aggressors pursing tourist harassment thereby creating behavioral control beliefs. Nicely and Ghazali (2017) and Nicely et al. (2015) recommended that microtraders should be persuaded by all means to change to the suggested behaviors and that business leaders should assess the level of support, financial and nonfinancial assistance required for their business. Business leaders should take careful note by using nonthreatening language when interacting with traders about their harassment levels with the tourist. Nicely et al. (2015) proposed that reinforcement of the desired selling behavior will produce sustainability for tourism development. Both positive and negative reinforcement by tourism leaders will generate praise, rewards, benefits from positive behavior while no acknowledgement, withdrawal of benefits and recompense when undesired actions and aggressive behavior in selling techniques are displayed. Furthermore, tourism leaders should be conscious that lapses in tourist harassment should be dealt with as an error in judgement rather than blaming the mico-trader followed by bring focus to the desired selling tactics required (Nicely & Ghazali, 2017). Nicely et al. (2015) noted that punitive and alternative actions to undesired behavior causing pain, discomfort and even erection of physical barriers that will prevent tourist harassment are negative reinforcement to

signal that unsought behavior will not be tolerated. Business leaders should learn to build trust among the microtraders because this is critical element in group or individual unlearning of levels of harassment by taking advantage of teaching and learning moments as interaction and observance of behavior continued. Nicely and Ghazali (2017) suggested that tourism leaders can build trust with the microtraders by providing a psychological safety net with the traders giving them that environment to express their concern confidentially. The tourism leaders trust is continually built by providing direct and indirect support by resolving issues in their business' best interest. Nicely and Ghazali (2017) implored that business leaders should deliver on their promises, remain impartial with harassment issues, be consistent with the delivery of the support that the microtraders require and be receptive to the discussion and ideas of the microtraders about tourism issues and access to opportunities. The researchers recommended that tourism leaders take responsibility of the harassment of tourists as a community issue and hold themselves accountable to the success and failures of the cognitive measures put in place to reduce the harassment levels perpetrated by microtraders. Stakeholder theory identifies the managers of tourism to take responsibility of microtraders to improve their input and participation for the greater wealth of the tourism sector and community. According to Freeman (1994), the stakeholder enabling principle of managers overseeing corporations in the best interest of the communities meant that responsibility for the success and failures of the tourism leaders to hold themselves accountable for the harassment phenomenon must hold themselves equally for the demonstrating the intangible cognitive restructures measures to reduce harassment. Nicely et al. (2015)

concluded that the burden of greatest change in behavior to mitigate tourist harassment rested with the residents and independent traders compared to the owners and operators of hotels. Business managers should be committed to the work in the community by encouraging consistent participation in personal development, training, and sustainable business development plans.

Undesired selling behaviors should be discouraged by tourism leaders, but it should exist concurrently with rewarding of the desired behavior to mitigate tourist harassment by microtraders. Nicely et al. (2015) recommended that in Jamaica's case to mitigate tourist harassment, tourism officials did not implement adequate initiatives to facilitate continuous and repetitive practices and training of the expected desired selling behavior. In addition, the initiatives to discourage the undesired selling behavior such as physical presence of security guards, intensity of police and army presence, barriers to enter hotel properties from the locals far outweighed the initiatives that encouraged desired selling behavior. Nicely et al. (2015) reported that industry stakeholders had a leniency towards enforcement, punitive fines and punishment but fell short in promoting the equivalent desired behavior actions and sustainable initiatives such as face-to-face community awareness, non-face-to-face media initiatives, trader training programs and a National Tourism Awards competition. Limited exposure to the desired selling techniques for independent traders hindered the unlearning process required to sustain the preferred trading practice culminating partial mitigation tourist harassment (Nicely et al. 2015).

The relearning process of desired behavior must be continuous and sustainable by allowing microtraders to redeem themselves through the acquired and acceptable behavior practices which must be repetitive for knowledge retention. According to Nicely et al. (2015), tourism leaders should make available to microtraders' continuous rewards and benefits for consistent demonstration of desired selling techniques such as special privileges like access to the hotel properties, vacation and monetary prizes that facilitate the maintenance of desired actions.

Music is believed to be part of the antithesis for tourist harassment and both visitor and microtrader express positive emotion to music in the environment of negotiating a purchase between the parties. Nicely and Ghazali (2019) proposed that visitors shopping behavior can be emotionally linked to music and have significant effect on the individual traders' unlearning behavior of undesired selling practices. Microtraders who carry beliefs rooted in interrelated factors of history, economic, cultural pride, and local pride towards visiting guests can be counteracted with psychological actions such as music. In the case of Jamaica, the genres used in the experiment included reggae, rocksteady, folk, instrumental, gospel, and mixed music. Microtraders responded significantly positive to Jamaican songs and music with upbeat, happy, and humorous lyrics especially to old nostalgic songs released in their lifetime by evoking emotions of confidence, encouragement, happiness, forgiveness, and calm (Nicely & Ghazali, 2019). The researchers concluded that music would create positive emotions and build the desired selling behavior towards tourists provide an avenue to avoid distressing the guests

and putting aside old historical and cultural beliefs, though temporarily, while music will encourage guests to spend more in these harassment free spaces.

Tourism leaders should be aware of the 38 unwanted and undesired selling behaviors to implement restructuring of desired behaviors in microtraders and implement initiatives to change the behavior. Nicely et al. (2020) stated that tourism leaders can only take corrective action if the undesired behaviors are recognized such as trailing guests in groups or single micro-trader and participating ingroup manipulation tactics, insisting that visitors pay for items which was originally given to guests as gifts upon greeting , approaching a single visitor multiple times, taking hold of tourist's personal bags and directing to a specific stall, requesting that tourists purchase overpriced goods , assaulting visitors after refusing to purchase , requesting a donation, requesting tips after denial of a sale, shortcutting the product or service during a sale, pushing the visitor to make additional sale even after a purchase has been completed , haggling with the tourists , physically harming or hurling abusive language to harm the tourists after a price negotiation has been lost to the vendor and duping the tourist into overpayment for goods. The list in Appendix A is exhaustive which covers 38 undesirable behavior set that can be reconstructed to desirable behavior patterns and remain sustainable thorough tourism leaders' input .

Innovative Strategies to Combat Tourist Harassment

Innovative strategies are necessary to mitigate the phenomenon of tourist harassment. According to Rodriquez-Sanchez et al. (2017), tourism leaders should desist from pursuing linear strategies and engage in innovation processes. Tourism leaders

should begin firstly the idea generation, secondly coalition building, thirdly idea realization and innovation and fourthly, transfer and diffusion. The researchers Rodriquez-Sanchez et al. (2017) emphasized that business leaders facing issues in the tourism industry should possess cognitive capabilities, access to networking, have experience to take full advantage of the innovation creativity process to resolve issues. The researchers cited the Ice Hotel in Iceland is an example of a nonlinear innovative tourism plan that benefited the local economy and its residents hence the same creative approach can be applied in sensing an opportunity (idea generation), gathering the resources and support for the solution (coalition building), implementing the idea to tangible solutions (idea realization) and then the commercialization or spreading of the solution (transfer and diffusion), (Rodriquez-Sanchez et al., 2017).

Innovation presents a strong relationship with small, medium-size enterprises (SMEs) performance that is enhanced by increased turnover from tourists' visits. Verryenne et al. (2019) reported in longitudinal research that SMEs which included microtraders could see increased business opportunities and sales when they innovate as an alternative option to tourist harassment. Tourist harassment behaviors produce uncertainty which impedes performance by SMEs, therefore Verryenne et al. (2019) opined that innovation diversity is the mechanism required to survive and thrive under negative conditions and overcome barriers related to access to capital, new technologies and new markets.

Innovation activity and tourism are interdependent on each other . Gorachnaya et al. (2021) opined that innovation is relevant to tourism activities and states that

digitalization has become a key element in tourism bookings from online to mobile apps. Gorachnaya et al. (2021) emphasized that regions that lacked innovation in tourism had low tourism performance indicators compared to those regions that concentrated more on implementing innovative strategies for tourism. Innovation activities are not limited to tourism activities but are facilitated by the expansion to related subsectors and firms outside of the tourism sector (Verryenne et al., 2019). According to Gorachnaya et al. (2021) stated that there is a moderate interdependence between innovation activity and tourism and the co-development of both can be identified external to the tourism sector to the general economy.

The role of organizational innovation is important to the growth of small and medium size tourism enterprises. Mashingaidze et al.(2022) recommended that innovation is essential to the survival of small and medium size enterprises in times of economic challenges such as during the COVID-19 pandemic. The researchers opined that a strong relationship exists among dynamic capabilities , organizational innovation and the firm's growth. Mashingaidze et al.(2022) stressed that small and medium size tourism enterprises can create and maintain competitive advantage and develop dynamic capabilities that can deliver value to the market and the tourism sector.

Transition

Section 1 included the Foundation for this study, the Problem Statement, the Purpose Statement, and Conceptual Framework. In addition, I presented some operational definitions and identified assumptions, limitations, and delimitations for this research study. Section 1 presented the research questions and interview questions that sought to

identify what strategies tourism leaders employ to reduce tourist harassment to which I outlined the significance of this study, expected contribution to business practice and implications for social change. In section 1, I presented the literature review that defined tourist harassment, tourists' scams and crimes, marginalization of residents, gender inequality of tourist harassment, inadequate legislation, tourist harassment affecting repeat visit and destination loyalty, tourists' safety and security, response to tourist harassment through coping mechanism and resilience and cognitive restructuring and belief systems.

Section 2 identifies the research instrument, tools and research techniques that will be used to collect the data for analysis of the problem of tourist harassment. My role as researcher as well as the role of the participants will be succinctly outlined to remove any bias from the process or any skewing from a personal lens. In addition, Section 2 identifies the region, target population and sampling environment in which the data will be collected as well as to establish the reliability and validity of the research data collected. Subsequently in Section 3, I will present the findings, discuss the application to professional practice, suggests implications for social change, provide recommendation for action, set forth my reflections and close with a conclusion.

Section 2: The Project

Section 2 addresses components of the research project, including research method and design, the role of the researcher, and participants. Furthermore, the ethical standards applied to this study are outlined, along with the population and sampling methods necessary for the integrity of this research. Additionally, I detail the data collection instruments, data collection techniques, data organization, and data analysis. In this section, reliability and validity of the qualitative research are presented.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies that tourism managers and small and medium-sized business owners use to reduce tourism harassment. The targeted case population comprised six hotel tourism managers and small and medium-sized business owners of tourist attractions in Jamaica offering activities such as waterfall climbing, dolphin encounters, and zip line expeditions who had successfully implemented strategies to reduce tourist harassment. The results of this study may contribute to social change through residents in the community benefiting from increased local sales in craft markets, sales of artisan products, and homegrown restaurant sales.

Role of the Researcher

In this study, I was the data collection instrument. According to Yin (2018), a well-trained and experienced professional should conduct a quality case study. The researcher should be able to avoid bias by asking good questions and provide transparency during the data collection process (Yin, 2018). I upheld the expected high

ethical standards in dealing with the participants and exercised depth of knowledge of the research subject by applying an inquiring mind to the interviews. Yin emphasized five components in qualitative case study research, which include asking relevant questions that follow a protocol that eliminates bias. Clarke and Veale (2018) confirmed that the researcher's bias might influence the outcome of the research; hence, the researcher must remain objective yet participatory in the interviewee's environment. The next component was to be a good listener with the ability to draw on meaningful information to apply to the research study question. I had the ability to comprehend the body of information surrounding the subject to detect any deviation and recognize early that it was a departure from the subject.

Yin's further component provided the necessary ethical procedures to protect the participants who were providing the information for the data collection. All ethical standards concerning the participants in the research study were adopted by me as outlined in the Belmont Report protocol (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research [NCPHSBBR], 1979). Clarke and Veale (2018) noted that the data collected must reflect the research question. Interpretive thinking applied to the relevant data must be devoid of subjective beliefs and opinions in order to make a true representation of the research topic. Clarke and Veale emphasized that the role of the researcher should minimize any bias, subjective assumptions, and personal beliefs while collecting data from the participants as well as during the coding process to derive an accurate and truthful representation of the phenomenon under research.

I administered the data collection instrument within a semistructured interview process using open-ended questions with the participants, recording the interviews using the Zoom Meeting platform as well as my Samsung Galaxy phone. The participants were sensitized to the purpose of the study, privacy, and confidentiality of the interviews from the informed consent. As the researcher, I informed the participants that they could withdraw at any time and that I would protect their identity and mitigate any potential harm to them. I was guided by the Belmont Report (NCPHSBBR, 1979), which contains guidelines and an ethical framework for performing research on human subjects. The Belmont Report (NCPHSBBR, 1979) recommends that the informed consent is only valid if it is voluntarily given, and I ensured that the potential participants did not undergo any form of coercion or undue influence to participate. In addition, I observed keenly during the interviews to detect nonverbal cues such as pauses, coughing, and facial expressions as well as listen keenly for corroboration with other interviews through carefully worded responses without introducing bias in the interview (Saunders et al., 2016; Yin, 2018). The opportunity to probe those nonverbal cues as the interviewees expressed their perceptions and lived experiences brought rich meaning and significance to the data collection for data analysis and interpretation of the phenomenon (Saunders et al., 2016).

I have worked in the tourism industry from 2006 to the present; hence, I am closely involved with the sector in the position of a senior manager. The participants selected for this were seasoned veterans in the business of managing hotels and attractions and were familiar with the phenomenon of tourist harassment. These

participants were not working colleagues of mine but were stalwarts in the industry for the successful management of their tourism enterprises. These participants' information was treated with the highest ethical standards of confidentiality as recommended in the Belmont report (NCPHSBBR, 1979). Clarke and Veale (2018) emphasized the stringency in engaging conscientiously in another's person's experience and remaining objective and free from bias. This prevented me from creating any subjective hunches that might have developed from my own experience in tourism.

My role as the researcher involved careful management of the research study by exercising an unbiased perspective and recognizing that some level of adaptiveness is required in data collection. The fifth component of adaptiveness was relevant in this research study because situations shift, and the initial research design had the possibility of changing course because of new and interesting information that was worth pursuing. However, Yin (2018) recommended that a case study should have a formal protocol that eliminates bias, though an enquiring mind of the researcher must question each time whether the data collection is answering the research question(s) or whether there is a need for expanding evidence. I followed an interview protocol (see Appendix B) that maximized all relevant, verbal, and nonverbal cues from the participants conducted in a transparent and neutral environment (Yin, 2018). The interviews were conducted in a manner that will promote an uninhibited and uninterrupted flow of information to garner any new insights on the topic of tourist harassment. Based on the interview protocol (see Appendix B), I believe that I mitigated any personal beliefs by constructing the questions in a dispassionate manner and allowing the participants to express their considered

opinions on the phenomenon of tourist harassment and mitigating strategies. My personal beliefs for this study were as follows: (a) environmental issues as a result of tourist harassment are not mentioned, (b) financial performance of enterprises that engage in mitigating tourist harassment strategies will see improvement in profits, and (c) the tourist harassment phenomenon can be resolved by tourism leaders collaborating with another stakeholder.

Participants

Participants in this study were four hotel tourism managers and small and medium-sized business owners of tourist attractions in Jamaica offering activities such as waterfall climbing, dolphin encounters, and zip line expeditions who had successfully implemented strategies to reduce tourist harassment. According to Yin (2018), participants selected for case study interviews may take part in open-ended and conversational discussions. Furthermore, Saunders et al. (2016) stated that semistructured interviews with participants allow for their understanding and explanation of the research. The interviews followed an established interview protocol, which is set out in Appendix B.

After receiving IRB approval, I sent introductory emails to all participants to set up the interview, followed by telephone calls to the executive offices and secretaries to clarify any query in the electronic message. The formal consent form was signed by the participant at the beginning of the interview by verbal consent and email consent. According to the protocol established for the interviews (see Appendix B), I obtained names of the hotel managers, titles, and telephone numbers through the directory of the

Jamaica Hotel and Tourist Attractions (JHTA), St. Ann Chapter, Jamaica and sent

introductory emails. I sent introductory emails to the executive secretaries, executive

assistants, and general managers of the hotels and attractions. I made several follow-up

telephone calls. Interviews were scheduled with all participants who agreed to participate

in the study. A working relationship with the participants was established by telephone

and email prior to the interview. The tourism hotel managers and small business owners

of tourist attractions aligned directly with the research question because of their use of

strategies to reduce tourism harassment. I emphasized the importance of the

confidentiality of the information received from the interviews by the protection of their

identity and the organization.

Research Method and Design

Research Method

This research study used qualitative methodology. Qualitative methodology is an

interpretative approach used to explore a phenomenon. Clarke and Veale (2018) opined

that qualitative research is used to record data in the form of opinion, experiences, and

feelings and not numerical data. Qualitative methodology was appropriate because

qualitative research is based on an interpretive approach to gain a deep understanding and

rich explanation of a research problem (Saunders et al., 2016). Quantitative research

would have been inappropriate for this phenomenon because I was not seeking to

understand a correlation between the variables of stakeholders involved in the tourism

sector (Bougie & Sekaran, 2019). Quantitative methodology is used to test hypotheses

and examine variables' characteristics and relationships (Bougie & Sekaran, 2019).

Therefore, the quantitative methodology was not appropriate for this study because the detailed and interpretative approach was taken to understand why the phenomenon being explored occurs and not assess any variables' characteristics or correlations among the variables affecting the problem.

A mixed-method approach may have been a suitable path for this multiple case study; however, the quantification may not have been significantly relevant to the qualitative strategies employed by tourism leaders to reduce tourist harassment. Saunders et al. (2016) posited that the mixed-method approach blending qualitative and quantitative elements could be used for analytical procedures and data collection techniques to better understand a phenomenon. A mixed methodology was not appropriate for this research because there was no quantitative element required for addressing the study's purpose through the deductive approach in testing a theory.

This research study required a qualitative methodology in that an interpretive approach was required to analyze the data collection about the phenomenon and did not require an assessment of variable characteristics or evaluation of correlation among variables. Clake and Veal (2018) opined that qualitative research is used to record data in the form of opinion, experiences, and feelings and not numerical data. Qualitative methodology was appropriate because qualitative research is based on an interpretative approach to gain a deep understanding and rich explanation of a research problem (Saunders et al., 2016). Yin (2018) stated that when a researcher seeks to comprehend complex social phenomena, qualitative research allows for an in-depth grasp of a problem. The research study in question did not have a quantitative attribute to address

the phenomenon of tourist harassment through a deductive theory; hence, a mixed method approach was inappropriate. I focused on a qualitative methodology for this study.

Research Design

The three qualitative research designs considered for this study were (a) case study, (b) phenomenology, and (c) ethnography. According to Yin (2018), a multiple case study is more robust and strengthens the findings of a study. Saunders et al. (2016) described a case study as the vehicle to gain insight and understanding of a phenomenon in a real-life context. The purpose of a multiple case study was to determine the replicability of findings compared to a single case study (Saunders et al., 2016).

Saunders et al. (2016) emphasized that phenomenology research involves recording the accounts of participants' personal lived experiences and their interpretations. Ethnography research is studying culture and recording the written statements of a group of people or an ethnic group (Saunders et al., 2016). Ethnography and phenomenology research designs were therefore not appropriate for this study because the focus of this study was not on lived experiences or the culture of a group of people with shared encounters. This research was suitable as a qualitative study because I intended for this study to have replicability and robustness.

I facilitated the process of semistructured interviews as the main procedure to gather data until data saturation utilizing the purposive sample technique. According to Moser and Korstjens (2018), data saturation is achieved when no new analytical information is forthcoming from the data collection and a sense of repetitive and

redundant information is generated. Moser and Korstjens explained that the sampling size

for qualitative research is dependent on the rich texture of the data collection, the depth of

the participants, the latitude of the research question, the phenomenon itself, and the type

of sampling technique. Tourism managers were interviewed, and the analytical data

process revealed saturation when the managers' conversations revealed no new

information and the solutions employed to reduce tourist harassment had become

repetitive.

Population and Sampling

Four tourism managers were chosen as a sample from the target population of

tourism leaders in the north coast region of Jamaica. Yin (2018) recommended that to

achieve a higher level of certainty in a multiple-case research study, there should be four

to six replications. This replication approach provides the direction that each individual

case provides to the wholistic case study, contributing convergent evidence, findings, and

conclusions about the phenomenon (Yin, 2018). Compelling evidence from the sample of

six managers concerning the strategies that they employed to reduce tourist harassment

will bring rich and meaningful contributions to the existing literature. The chosen sample

of six tourism managers demonstrated and aligned with a relationship with the research

topic of tourist harassment. According to Yin, to add more robustness to a research study,

two or more individual case studies that prove theoretical replications will bring greater

support for the proposition in the chosen sample.

Purposive sampling was used based on my deliberate sampling of the participants.

Moser and Korstjens (2018) emphasized that sampling is the process of selecting and

searching for participants or situations that will provide rich descriptive data about a phenomenon and will avoid random selection. Four tourism managers who were experienced within their field beyond 10 years who were willing to share insights and valuable chunks of information regarding seeking solutions to the phenomenon were selected for this study. The managers were experts who brought diverse information to the research study and were chosen purposively to contribute to strategies to mitigate tourist harassment. Furthermore, Saunders et al. (2016) opined that researchers use judgmental sampling or purposive sampling to meet the objectives of research studies. I sent each manager a formal invitation to participate in this research study (see Appendix B) and requested that they review the interview questions on the consent form. Following this, I requested a meeting date by email and followed up with their executive secretaries and executive assistants to confirm the date and time for Zoom meetings.

According to Moser and Korstjens (2018) and Saunders et al. (2016), data saturation will be achieved when the new data collected yield redundant information that has been already recorded. A sense of repetitiveness in the information from the data forces closure of the analysis. Conversely, if new information continues, additional individual cases should be added to the sample until data saturation is achieved (Moser & Korstjens, 2018). Data saturation from the homogenous group of tourism leaders can be attained through an in-depth and exhaustive interview process until the researcher deems that sample size is sufficient and confirmatory in repetitiveness (Bougie & Sekaran, 2016; Moser & Korstjens, 2018). If necessary, snowballing could be used to expand a small sample size to initiate appropriate data saturation (Moser & Korstjens, 2018).

Saturation was measured when the four tourism managers' interviews revealed the same measures employed to reduce tourist harassment and no new information could be extracted from the analytical information provided by the tourism participants. I knew that saturation was achieved when the interview sessions and information recorded and analyzed became repetitive and monotonous, with no additional insight into solutions to the phenomenon.

Ethical Research

According to the Belmont Report (HHS, 1979), this qualitative research study was conducted using strict ethical standards in regard to the wellbeing of the participants. The Belmont Report (HSS, 1979) recommended that human subjects that are part of research should be treated with the basic principles of respect, beneficence, and justice. Walden University's IRB have provided guidelines to uphold the ethical principles of participants rights to voluntarily participate in this research and have full knowledge of what this research study entails. Yin (2018) advised that a high-quality multiple case study should have attributes of ethical standards in the data collection process even when the evidence seems contradictory but maintaining professional competence in striving for accuracy, ensuring credibility and reducing bias in my research study. Avoiding bias in a critical to ethical research and an important tenet to the robustness to my research. Bougie and Sekaran (2020) insisted that ethical behavior by the researcher should pervade through all the stages of the data collection and data analysis by exercising careful attention to the interview process, exercise good faith towards the participant's views and surrendering bias when contradictory evidence is presented.

It was my responsibility to gain an informed consent from the human subjects, which I sent to each participant via email formally soliciting their participation in the research study (Yin, 2018). The consent form highlighted the confidentiality of their personal information and they will not come to any harm by volunteering in this research study. Yin (2018) emphasized that the consent form should reassure potential interviewees that they are obligated to opt out of the research study anytime and can decline to answer any of the interview questions with no penalty by simply contacting me by phone or email. The Belmont Report (HHS, 1979) recommended that potential human subjects should be able to illicit full disclosure, comprehend the purpose of the research study and volunteer to participate. The participants were required to volunteer willingly without undue influence from other tourism managers. I informed the interviewees that the process would take approximately 30 minutes and would be recorded on the zoom platform as well as my Samsung Galaxy A70 phone. Participants also had the responsibility to be truthful with honest responses and fully co-operate with the interview process and avoid any misrepresentation to which the researcher's professional competence will guide the process to disallow further untruth with sensitivity and tact (Bougie & Sekaran, 2020). The participants did not require incentives before or after the interview sessions based on the interview protocol in place to eliminate any undue inducement to participate in the semiformal interviews (Resnik & Ness, 2012).

All interviews, recordings, notes, transcripts, and other documentation were secured on an external drive and stored in a filing cabinet for the next five years. This information will be destroyed after five years by erasing the data from the external drive

as well as physical destruction of the device. Walden University's IRB reviewed and approved the objectives and design of this research by issuing an approval number 04-12-23-1017004. The names of the tourism managers were coded with an identifier which will protect the confidentiality of the participants and the organization they represent.

<div align="center">**Data Collection Instruments**</div>

I served as the primary data collection instrument in this study. Yin (2018) stated that documentation is an important role in data collection in qualitative case study research because it corroborates and supplements evidence from other sources. Semistructured interviews, transcriptions of video recordings, archival records such as financial statements, physical artifacts, news articles, people's experiences documented on the Internet are collective data instruments necessary to aid a qualitative research study (Yin, 2018; Bougie & Sekaran, 2020). I inquired if there were physical artifacts such as anti-harassment signs throughout the property and whatever tangible items such as monthly statistics, training materials, company policies and communication to guests that form part of the anti-harassment sentiment throughout the entity. I conducted four semistructured interviews with managers of hotels and tourist attractions and perform a document review to collect data such as training materials, anti-harassment signs, printed company policies and procedures and guests' information. The process of semistructured interviews required a skilled approach to the line of inquiry while posing questions in an unbiased manner and nonthreatening is key to a good interview to generate data that is meaningful to the research in tourist harassment (Yin, 2018). Clarke and Veale (2018) emphasized that because the researcher is the primary instrument of data collection, focus

and interpretive thinking is critical to qualitative research. I collected data from semistructured interviews and other organizational documents retrieved from the participants.

Data collection technique such as semistructured interviews, company records such as financial statements, inhouse satisfaction surveys, training documents used for anti-harassment seminars and train the trainer for continuous education on anti-harassment allow for the critical and correct interpretation of the evidence necessary for a research study (Yin, 2018). In addition, Yin (2018) recommended that relevant documentation for a topic of interest, then the participants and chosen organization should be related to the subject. I was able to review two company policies but I did not make copies of these company's records as the second instrument for this study. At the end of the interviews, I provided a summary of the interview to the participants for validation.

Data Collection Technique

Yin (2018) furthered the advantages of interviews arguing that they provide the interviewer a chance to interpret the opinions about people or the insights provided by interviewees. Each qualifying participant received an informed consent form before the interview process begins. I coordinated the interview times using the zoom meeting platform on the internet and confirmed through emails and telephone calls with each participant. These prior arrangements about time kept participants informed of the requirements expected of them. I recorded the interviews upon obtaining the permission from the participants.

Virtual semistructured interviews were conducted in this study which gave me

the opportunity to establish rapport with the participants and gain an in depth

understanding of the complex issues (see Bougie & Sekaran, 2020). Face to face

interviews have the potential for interview bias; however, I avoided this by careful

discussion of the zoom meeting setting and established a professional level of trust and

rapport with the interviewees to elicit frank and honest answers. Bougie and Sekaran

(2020) recommended a consistent mode of questioning for all the open-ended questions

and not to influence the responses of the participants. I used six open-ended questions in

my face-to-face recorded interactions with the participants. According to Bougie and

Sekaran (2020), open ended questions allow the participants to reply in any way

preferable to them. I avoided double barreled and ambiguous questions which gave the

participant the opportunity to address the issue directly without any apprehensions.

After collecting data from participants using semistructured interviews and company

documents review, I engaged participants' feedback using member checking procedures

that will enhance the thoroughness of the participants' responses. Member checking

enhanced the reliability and validity of the conclusion of my study. Member checking

allowed participants to review the transcripts I made from their responses. To ensure I

accurately captured their responses, I sent an email to participants with my transcript of

each participant's response to verify that my transcription of the conversation reflected

their experiences, events, and what they meant. I interacted with each participant by

telephone, emails and gained their full trust in allowing me to grasp their responses and to

reveal to me further in-depth analysis of their responses. I completed a thorough review

of their responses and feedback until all parties were satisfied that there was full understanding of the interview answers. I then used the member-checked responses as my data for the study. According to Candela (2019), member checking will allow the participants' and myself a reflective experience in delving in the interpreted responses and confirming the accuracy of the data and adding credibility. In addition, the member checking allowed for additional disclosures as I conversed with each participant to unearth a deep understanding of the phenomenon and the strategies employed (Candela, 2019).

Data Organization Technique

The gathering and organization of accumulated data increases in value as the research progresses (Yin, 2018). My technique to manage data included maintaining data in a protected log in my home computer. I used an electronic database to organize the data of this study. Electronic databases and analysis tools are available to researchers to conduct field studies. I used electronic databases to efficiently organize data, access information, simplify data, extract themes, and coding. Bougie and Sekaran (2020) recommended that a coding scheme should have focus, objectivity, and ease of use and mutually exclusive without any actions overlapping. Yin (2018) stated that databases bond together related data and can be a central gateway to query, integrate, and interpret data. The research data log of my study in the home computer included document or interview data, a good naming convention for documents or interviewee number, the location and date of collection, and my research notes. The research notes, data log, and the electronic database were the systems for keeping track of data, emerging

understandings, such as research logs, reflective journals, and cataloging/labeling systems.

Note taking is an essential case study practice that ensured that I captured the inherent meaning of the documents in the review and before, during, and after the interviews and in other methods of collection of data in the field (Yin, 2018).). During the interviews, I listened, took notes, record, and observed the participants. I ensured that there will be no leading questions, loaded questions and social desirability questions that will obfuscate the objective answers of the participants (Bougie & Sekaran, 2020). In addition, the body language of participants. inflections and facial expressions are indication to delve deeper to unfold the richer meaning of the answers (Bougie & Sekaran, 2020).

All the information from this study is secured at my home and accessible only by me. I will lock all other paper documents and materials in a cabinet and then destroy all the research documents after 5 years. I used an external hard drive and a flash drive storage device as a backup with copies of the study materials. I will permanently delete all the data stored in the flash drive after four years and physically shred all documents as required by Walden University policy.

Data Analysis

A compelling case study data analysis comprises rigorous application of the evidence collected using classification, themes, and thorough analytic prowess to draw a compelling conclusion (Yin, 2018). Clarke and Veale (2018) emphasized that the researcher in a qualitative research study is the primary instrument for data collection and

data analysis which require interpretative thinking and reflective analysis of the data

collection process. Yin (2018) recommended five analytic techniques for data analysis

and for this case study pattern matching will be used to examine, identify, and record

important themes appropriately within data. Saunders et al. (2018) recommended that a

case study approach should involve more than one way to confirm the validity, credibility

and authenticity of research data and its interpretation. Triangulation in a case study

approach provides rich data potentially revealing numerous themes and patterns across

data collection (Saunders et al., 2018). In this study, I employed methodological

triangulation in data analysis to enhance rigor. I used triangulation to permit me going

beyond the boundaries of the case study and develop converging lines of inquiry to

intersect at the reference point of the analysis that synthesizes the construct validity my

research study (see Yin, 2018). Case study research involves a variety and combination

of sources as evidence to support an in-depth review of a real-world phenomenon (Yin,

2018). To triangulate the study, I used multiple data collection strategies including

analyses of company documents to support the findings from my interviews.

The analysis of data included data acquisition, extraction, gleaning, grouping data

into themes, analyzing, interpreting, and concluding. Yin (2018) suggested that such a

logical and sequential data analysis process enhances a good, reliable, and valid

interpretation. Furthermore, the type and level of data is collected if based on the

theoretical framework of stakeholder theory hence data analysis will reflect the

propositions in a structured way (Yin, 2018). The acquisition of data encompassed

engaging participants in a recorded semistructured interview (see Appendix C).

Correspondingly, I acquired additional data by reviewing of company policies. Yin (2018) stated that the use of multiple sources of data adds transparency and confidence in the findings with construct validity and reliability. I analyzed the data by first transcribing the recorded interviews using an app from the internet such as www.otter.ai and www.cockatoo.com that transcribed audio recordings to text to reflect on participants' responses to see themes that are developing. To retrieve accurate company data, I narrowed my search for information related to strategies adopted to mitigate tourist harassment in their organization. I sought participant's guidance on where to find the information I needed. I requested to make copies of the documents I reviewed with one participant but due to confidentiality and sensitivity, I reviewed the documents.

Following this phase, I classified the relevant data into current themes for useful data analysis and conclude by interpreting the findings to ensure the conclusions will be accurate. Yin's (2018) five phase cycle will be adopted for this data analysis which comprises (a) compiling, (b) disassembling, (c) reassembling, (d) interpreting, and (e) concluding. I conducted rigorous analysis with the data collection and the evidence before me to begin to draw a conclusion based on my synthesized assessment of the sources before me. In the first phase, the compiling will entail the process of the semistructured interviews with the participants with a view to answer the research question. The second phase entails disassembling the data for themes. Thematic analysis helps to examine, identify, and record meaningful pattern that emerge that answers the "how" and "why" of my research study (Yin, 2018). Yin argued that researchers use thematic analysis to describe how the themes combine into a broader conceptualization.

In this study, a thematic analysis helped to focus on insights and patterns that emerge that correspond with the academic literature and the stakeholder theory producing a rich and comprehensive description of the research study.

I employed both NVivo software and thematic analysis to identify themes that relate to the research question and categorize data to create meaningful themes. The third phase of resembling is critical to the themes identified which will need to be coded I will use NVivo to assist in the data analysis. NVivo is a computer-assisted qualitative data software that has a coding option, multimedia functions, and rich text capabilities. Yin (2018) suggested that NVivo can benefit researchers with the data analysis process by detecting themes by defining a set of codes from the textual data and count the occurrence of the phrases by conducting Boolean searches to identify combinations and patterns. Clarke and Veal (2018) defined code as a word, phrase or sentences that captures the essence or features of the code. Yin (2018) explained that coding is the transitional process between data collection and data analysis, The NVivo software may increase the effectiveness and efficiency of learning and exploration of multiple meanings in data however, the painstaking analysis of the tool's output must be determined by the researcher in going beyond technology-assisted directions (Yin, 2018). Hence, for this study, NVivo software was appropriate in assisting with the organization and analysis of data to enhance the identification of present themes. The fourth phase involves the interpretation of the data that has been collected, disassembled, and resembled. Decoding of the data represents when the passage of data is interpreted to decipher its core meaning while encoding occurs when the passage is labeled with an

appropriate code as part of the pattern of analysis. (Clarke & Veale, 2018). Critical thinking and rigor was applied to the wealth of information to generate an expansive discussion and rich meaning to the research (Ehrim & Pierce, 2021). Fifth, Yin (2018) described the final phase as the conclusion which is the crux of the research question. The conclusion answers the research question from a rigorous data analysis. In (2018) recommended that as the researcher, the aim is to press for high quality analysis that will ground my conclusion of the research. The conclusion phase of the research ensured that I considered all the evidence that was available. Secondly, high quality analysis ensured that all plausible rival interpretations have been investigated to remove any doubt of dual interpretation from the data collected. Thirdly, the data analysis conducted must address the research question without any diversions or wanderings from the main issue. Fourthly, the conclusion reflected a depth of knowledge of the prevailing ideas surrounding tourist harassment, therefore a sound analysis must answer the research question.

Stakeholder theory was applicable to this research study whereby tourism leaders are responsible to the collective group of stakeholders that will mitigate tourist harassment by employing strategies that are participatory and inclusive of the community. Freeman (1994) opined that manager should act in stakeholders' interests which includes employees, communities, customers, and creditors. I interviewed four tourism leaders to ascertain the strategies they employed to reduce tourist harassment aligns with conceptual framework of stakeholder theory. Wondirad and Ewnetu (2019) opined that tourism entities' critical stakeholders are the residents, and the tourists are

impacted by tourism activities carried out by locals. Furthermore, Wondirad and Ewnetu (2019) recommended that tourism managers should develop effective and sustainable local community participation. Freeman (1994) emphasized that tourism leaders should seek ways to interact and influence stakeholder groups that affect the firm's business. I expected that the analysis of the data collection through thematic process of collecting data from the participants, the patterns and themes emerging will align with stakeholder theory.

Reliability and Validity

Reliability in qualitative research refers to replicability of the processes and the and the exact results anticipated, therefore the underlying principle of consistency makes research reliable (Leung, 2015). Yin (2018) agreed that reliability of a qualitative research study ensures that the same findings and conclusions are repeated consistently. Leung (2015) and Spears et al. (2018) opined that the validity of a qualitative research means the appropriateness of the processes, tools and data collected for the study that will provide an accurate account of the interviewees within and beyond the physical context. The root of qualitative research study is to make sense and recognize patterns among words and phrases that will construct a meaningful analysis of the phenomenon without compromising the rich texture and dimensions (Leung, 2015).

Reliability

Yin (2018) recommended that a researchers should explicitly document each procedure during the qualitative research which minimizes the issue of errors or prejudice to the study. In addition, Leung (2015) and Yin (2018) stated that the qualitative research

process must undergo constant comparison of its procedures in form and context to enable the next researcher to produce the same conclusions repeatedly through a consistent and precise audit trail documented by the original researcher. Quality is at the heart of the qualitative research study because of the integral role that it plays in documenting at all stages the study from the incubation of the research question to the data collection, data analysis and presentation of findings (Ali & Yusof, 2011). Spears et al. (2018) agreed that a researcher must undergo continues checking and verification of the research process and apply consistent rigor to the study. The researcher has the sole responsibility for rigor and reliability of the research study. I will apply a consistent interview protocol (see Appendix A) to the research study to support the dependability of this study. Saunders et al (2016) suggested that any threat to the reliability of a qualitative research could be participants error, participant bias, researcher error and researcher bias which can be mitigated by member checking.

I conducted both member checking and transcript review as one of the verification strategies recommended by Spiers et al. (2018) to ensure that interviewee verified the accuracy of the interview transcript that was emailed to each participant. Saunders et al. (2020) emphasized that the transcripts should be sent back to the participants to confirm its contents as member validation. I sent an email to the participants requesting verification and confirmation of the transcripts (see Appendix D). In addition, member checking involve discussion with the participants orally by telephone or face to face meeting dissecting an understanding of what the participant meant in the responses. The member checking process brought into focus any new information that was not

understood previously in the interview process (Candela, 2019). Saunders et al. (2016) confirmed that member checking is one of the independent sources used to corroborate the data collection process. Triangulation is the application of using more than one source of data and methods of data collection that confirms the validity, credibility, and authenticity of the research data, analysis, and interpretation of its findings (Bougie & Sekaran, 2020; Saunders et al., 2016).

Validity

Validity of the qualitative research study identifies whether the desired results are valid for the research question or whether the samplings and data collection process is appropriate for the research design and whether the conclusions derived are appropriate for that sample in that population (Leung, 2015). Ali and Yusof (2011) opined that validity referred to the trustworthiness, credibility, confirmability, plausibility, and relevance for qualitative research study. The researcher must explain the methodical framework, range of strategies, population size, sampling plan and participants, data collection and data analysis are part of the detailed documentation research process to ensure that the next researcher achieves the exact results (Ali & Yusof, 2018).

The choice of methodology of this qualitative research the use of a multiple-case study design. The target population in this multi-case study are tourism leaders in the north coast region of Jamaica with a sample plan of purposive sampling of 6 tourism leaders. I engaged them in semistructured interviews with the view of achieving a rich and meaningful comprehension of the phenomenon of tourist harassment and the strategies employed to reduce the problem.

Credibility

Bougie and Sekaran (2020) stated that qualitative research study will have credibility when the results accurately reflect the data collected. Research with credibility will emerge when it is established that the right data collection method was used, the right data analysis was applied, and the appropriate data analysis had convincing interpretation (Haven & Grootel, 2019). Trustworthiness of the entire process of the qualitative research study will establish credibility with other researchers when the process of collection of data is sound and firm and the clearly documented audit trail of each process is dependable (Haven & Grootel, 2019). Yin (2018) recommended a range of techniques to justify credibility of my qualitative research by building trust and rapport with participants and ensuring that data saturation is achieved. In addition, Yin (2018) outlined that constant checking of the data, member checking and seeking correct interpretation from the participants reflect a thoroughness and robustness required from the data. Credibility includes a removal of any researcher bias as I interpreted the interviewees responses in detail as well as facing and investigating contrary evidence from participants and recognizing outliers for the research study.

Transferability

Bougie and Sekaran (2020) determined that qualitative research study should possess attributes of transferability to other populations. External validity is essential for qualitative research because the researcher should capture an adequate representation of cases including deviant cases that are contradictory that are transferable to other geographic regions (Bougie & Sekaran, 2020). It is the researcher's responsibility to

ensure painstaking description of research question, research design, context, findings, and interpretation of the research study to establish validity for other researchers to achieve the same results in another context.

Confirmability

According to Haven and Grootel (2019), confirmability of the qualitative research study is when the analysis of the data is coherent, and the interpretation is synchronous with the results presented. I will follow a strict interview process (Appendix A) to ensure due process is consistently followed ensure that the findings are confirmable due to the process and the use of the NVivo software will give me consistent results in coding, encoding and interpretation of the results. Confirmability of a qualitative research is searching for explicit and detailed documentation of the methods and processes applied at each stage of the study (Haven & Grootel, 2019).

Data Saturation

Whenever maximum information has been attained from the data collection procedures, then data saturation is complete. According to Moser and Korstjens (2018), redundant information becomes repetitive, and closure is necessary for the data collection to terminate. Ali and Yusof (2018) recommended member checking procedures with the participants and return visits or emails to the interviewees to verify or seek further clarification, meanings and building rapport to garner every deep meaning to attain rigor in the qualitative research. Data saturation or thematic saturation is attained when no new coding, decoding, and encoding of words and phrases is derived from the data collection process (Ali & Yusef, 2018; Clark & Veale, 2018; Hagman & Wutich, 2017). As the

researcher, I was satisfied that thematic saturation was reached when I was confident that no more themes were identifiable in the data collected.

Transition and Summary

I discussed the project in this Section 2 that outlined the research method, research design, role of the researcher and interviewees. I defined the population and sampling process, ethical considerations, data collection instrument, data collection techniques and data analysis. I further outlined the validity and reliability attributes of this qualitative research study. The research plan will include semistructured interview process comprising of open-ended questions. In Section 3, I conducted a comprehensive discussion on application to professional practice, implications for social change and the findings of the qualitative study. Finally, I have presented suggestions for further actions, research reflections, conclusion, references, and appendices.

Section 3: Application to Professional Practice and Implications for Change

Introduction

Through this qualitative multicase study, I aimed to explore strategies that tourism leaders adopted to reduce tourist harassment. Tourism leaders were chosen in this qualitative study using purposive sampling from my targeted population. I was the primary data collection instrument and conducted semistructured interviews with four participants. I utilized the audio recording feature of the Zoom Meeting platform as part of my data collection technique along with the interviews. In addition, I utilized my audio recording feature on my Samsung phone as a means of backup to the Zoom Meeting platform. The four participants were provided with consent forms, and the semistructured interviews were guided by the interview protocol (see Appendix B). This section consists of a presentation of the findings, application to professional practice, implications for social change, recommendations for action and future research, reflections, and a conclusion.

To aid in the process of clustering and coding the responses from participants, I used NVivo version 14 software to identify codes and subthemes. I used the software to determine patterns from the review of collected data by producing a hierarchy of charts and a pie chart for presentation.

Presentation of Findings

Four major themes were identified in the research study through the semistructured interviews with industry leaders. The research question was the following: What strategies are employed by tourism leaders to reduce tourist harassment? The four

tourism leaders highlighted major themes among the interviews, which included

(a) sexual harassment policy, (b) monitoring of microtraders training, (c) engage and

forge partnerships with microtraders, and (d) continuous assessment of the strategies

employed.

My approach to the data analysis was rigorous as I applied Yin's (2018) five-

phase cycle of (a) compiling, (b) disassembling, (c) reassembling, (d) interpreting, and (e)

concluding. In the first phase, I invited four participants to respond to the six

semistructured interview questions. I ensured that they signed the informed consent form.

In addition, the participants were able to prepare mentally for the semistructured

interviews held through Zoom meetings, which were recorded. In the second phase, I was

able to transcribe the audio recordings of interviews using two software applications

called otter.ai and cookatoo.com. I printed the transcripts and manually highlighted major

themes and patterns leading to the answers to my research questions concerning what

strategies tourism leaders employ to reduce tourist harassment. Yin's third phase of

reassembling data allowed me to input the transcripts into NVivo software to analyze for

themes and patterns. I was able to create codes, define a set of codes from the textual

data, create a hierarchical chart, and produce a pie chart (Appendix F) of the major

themes and subthemes. I began to interpret the major themes according to Yin's

interpreting phase where multiple themes emerged, but I focused on four major patterns

that emerged. Through the painstaking process of interpreting the data, I was able to

understand the core meaning of the reassembled data to identify four themes: (a) sexual

harassment policy, (b) monitoring of microtraders training, (c) engage and forge

partnerships with microtraders, and (d) continuous assessment of the strategies employed.

My presentation of the findings and interpretation of the reassembled data revealed the

following themes.

Theme 1: Sexual Harassment Policy

Sexual harassment policy emerged as a significant strategy that tourism leaders

use to reduce tourist harassment. Tourism leaders insisted that knowledge of this policy

should be held by employees and microtraders who interact with guests within the hotel

or attraction environment and outside the physical boundaries. Tourism leaders were

concerned about guests' experiences when on excursions and shopping trips. Tourism

leaders are cognizant that visitors do not seek the physical surroundings of sand, sea, and

sun but an interactive experience with the culture of the people. However, this experience

has been plagued by with tourist harassment from microtraders and employees within the

tourism industry. In his stakeholder theory, Freeman' (1994) opined that managers should

act in the interest of stakeholders comprised of employees, communities, customers, and

creditors; therefore, tourism leaders implemented and enforced sexual harassment policy

to be adhered to by employees and microtraders through training and recruitment.

Participant 1's (P1's) organization, which was charged with the task of reducing

harassment in resort areas and in the tourism industry, accepted the complexity of human

behavior and the problematic phenomenon of tourist harassment, which required various

strategies. Hoteliers and business owners who deal with visitors on a daily basis at their

properties have seen the need to morph tourist harassment activities into sexual

harassment actions, recognizing that there is a spectrum along which this phenomenon exists.

Participant 3 (P3) stated, "Well for employees, we do have a sexual policy across all resorts and that policy is also taught during the orientation process of new employees." In addition, P3 said, "so, you know, it's everything is really tailored around the sexual harassment policy that we have implemented for staff, in general." Furthermore, P3 insisted,"the drivers, the contracted drivers are also a part of that." Tourism leaders are expected to seek ways to interact with and influence stakeholder groups that affect the firm's business (Freeman, 1994). All of the participants insisted that a sexual harassment policy and training for employees, microtraders, and contractors were effective against tourist harassment. P3 commented, "yes, we do take sexual harassment very serious. And we do not only take sexual harassment against the guests serious, we do take sexual harassment against staff by a guest very seriously." Ram (2015) recommended that managers implement immediate remedies to prevent sexual harassment, such as changing female employee uniform dresses to shirts and pants as well as staff working in pairs. Furthermore, proactive actions such as hanging posters or warnings against sexual harassment in public spaces indicate the seriousness of management's intention to reduce sexual harassment between both parties. P3 commented that in order to demonstrate proactiveness on the hotel's part, "I try to integrate that (sexual harassment policy) in the guest orientation process while they're off boarding at the hotel." Furthermore, P3 continued, "so the base of treating it (sexual harassment) with integrity, confidentiality and being proactive in actions."

Participant 1 (P1) was responsible for the ongoing assessment of entities that had implemented a formal or informal sexual harassment policy to ensure continuing education for individuals who operate in the tourism space. P1 noted, "I must say the research is ongoing, but we have discovered that the vast majority of entities do." Furthermore, P1 said, "and if the entity doesn't have the capacity to formulate such a policy themselves, so we would take it on to formulate directly, we guide them, we will hold their hands per se." Wondirad and Ewnetu (2019) recommended that tourism leaders develop sustainable and effective local community participation. Participant 4 (P4) rated the certification program and the assistance in getting the small and medium-size owners to adopt a sexual harassment policy as successful. P4 noted,

> this is where the quasi-government comes in as well. TPDCo. (Tourism Product
> Development Company Limited), they have to inspect and they have to ensure
> that people are up to a certain standard before they enter the industry. They
> actually have a robust sexual harassment course.
>
> According to Freeman (1994), "it is common sense to spend time worrying about

those groups or individuals who can affect you or whom you can affect." Participant 2 (P2) confirmed this opinion put forward by Freeman by ensuring that all contractual vendors, suppliers, contract carriers, and microtraders that do business with the organization are aware of the sexual harassment policy in place. According to Freeman, stakeholder theory purports that the corporation must serve the interest of all stakeholders and is responsible for resolving conflicts within the boundaries of other members of the community.

Cultural sensitivity emerged as part of the awareness of sexual harassment policy. An important part of training certification is the understanding of the various cultures among the different categories of visitors. Participant 1, in explaining the Team Jamaica certification, commented, "and also how you interact with visitors and understanding the different cultures of the visitors who come here." In addition, P1 explained,

> But Team Jamaica is so diversified, where, while it doesn't go in depth, there is a section of it, that also focuses on sexual harassment policy and best practices to curtail any form of sexual harassment that these individuals may not be offae with. So, that they don't go and, which is why I mentioned before that one part of the training is also cultural sensitivity.

All the participants recognized that mixed messages occur between visitors and employees and visitors and microtraders caused by cultural misunderstanding; therefore, it was necessary to highlight this aspect in training or orientation of employees and contract carriers. P2 stated,

> So part of the harassment, simple we as Jamaicans use our hands a lot, so even patting someone or you know, we pat someone but maybe a female is uncomfortable with the way you pat her or we like to hug without even asking.

P1 said, "there are some visitors who like their own personal space and are not hands on and very physically interactive, and so it touches on that as well, where sexual harassment is concerned." P3 commented,

you have to tell the guests about the local culture as well, in that Jamaicans are

touchy feely people, and they may perceive harassment to because somebody

comes up in their face and you know touches them on the shoulder or whatever.

According to Kozak (2007) , tourist harassment arose out of cultural difference between

tourist and host communities because of dissimilarities in communication style,

expression of feelings, and creating relationships. Kozak (2007) opined that the dilemma

that tourism leaders face is that guests prefer service as it is in their own culture while

other visitors seek a different experience when they visit the host.

Employees are an integral part of managing the culture between tourists and the

organization. Tourism leaders are charged with managing the relationship between the

stakeholders and the visitors (Freeman, 1994). Organizational culture forms the main

predictor for sexual harassment, which is further exacerbated by prolonged and close

contact with guests, which blurs the lines between public and private spaces (Winter &

Papathanassis, 2020). P1 confirmed this cultural sensitivity and lack of appreciation of

the visitors' space by stating, " they mainly look at the visitor as just another tourism

dollar. This is just another occasion to earn that US dollar so they don't treat it with level

of sensitivity and care." This was in reference to the microtraders being insensitive to the

industry, hence the sensitization module set out by P1 establishes who is the visitor, how

to be hospitable in dealing with a tourist, and most importantly, to desist from being

aggressive towards the customer.

Winter and Papathanassis (2020) emphasized that leaders should promote

institutional awareness and legitimization of reporting procedures to tackle the issues of

sexual harassment in the workplace. Winter and Papathanassis reported that it was imperative that managers extend their efforts beyond superficial and general policies to more concrete evidence by professionally training managers to equip them to handle such matters with delicacy and alacrity. P2 commented, "so customer training, harassment training having these policies, not just policies on paper, we hold our employees accountable for these policies that they sign." Furthermore, P2 confirmed, "you go against this policy, it is a suspension or termination."

The responses from the participants linked with stakeholder theory, which was the conceptual framework of this study. The participants indicated that sexual harassment policy signed by the employees and microtraders contributed the reduction of tourist harassment. The participants implemented sexual harassment training for both internal and external stakeholders and effectively reduced tourist harassment. This was in alignment with Freeman's (1994) stakeholder theory, where the responsibility of leaders in a corporation is to manage the interests of stakeholders, defined as employees, financiers, customers, and communities. In alignment with the literature review, the participants' actions to reduce sexual harassment experienced by tourists aligned with Brown and Osmon's (2017) findings that male-dominated tourism entities were more likely to carry out uninvited stares and unwanted comments on female visitors. The literature confirmed the participants' responses that female visitors undergo sexual harassment in public spaces from male taxi drivers, hotel workers, and other tourist workers such as microtraders (Seow & Brown, 2018). In addition, findings were in alignment with the literature review indicating that sexual harassment involving verbal

and nonverbal behavior such as catcalls, wolf whistling, gazing, leers, and winks to female guests and visitors was experienced by women and recommended the use of social media to post Metoo# photos of harassers and share stories to warn other visitors (Su & Woo, 2020). The participants' actions linked to stakeholder theory in that Freeman opined that the corporation must serve the interests of all stakeholders by applying the agency principle by ensuring that a sexual harassment policy was in place to protect the tourists, the employees, and the microtraders.

Theme 2: Monitoring of Microtraders' and Employees' Training

Tourism leaders monitor the progress of microtraders' training by embarking on impromptu visits and spot checks. This practice includes mystery shoppers; P1 emphasized,

> We do a lot of spot visits, what we also do, we do a lot of impromptu, or pop up spot visits, so we don't announce that we're coming. And when we do come you don't see us. So that is why, yes, that's that's a way that we do to determine the effectiveness of this training and to see how best whatever was learned and taught. If they are being not just implemented but actually carried out in the physical environment.

Freeman (1994) stated that managers of the corporation shall have a duty of care to use reasonable judgment to direct the affairs the corporation in accordance with the interests of its stakeholders. P1 further explained, "So which is why I was going to transition from the statement I made that when we do come you don't see us, because we

do a lot of mystery shopping as well." Based on the results of the impromptu visits, spot

checks, and mystery shopping, corrective action is implemented. P1 explained,

> So we do a lot of mystery shopping, what we will do is to act as visitors when we
>
> do come. So you will think, that we are here to, to actually do the activity that you
>
> offer, you know, gain access to the service that you're offering, as a part of the
>
> mystery shopping, and then when we find behaviors that are not in tune with the
>
> standards that we would have outlined, and not in keeping with the best practices,
>
> you know, taught in that specific training, then we work with management, and to
>
> get those staff upgraded. So, you know, we put them through a different training,
>
> or, you know, we recommend actions to be taken, so that person can improve on
>
> themselves or just be taken out of the industry totally.

Dutt et al. (2019) opined that mystery shopping is a method of quality management used

by managers to advance customer service procedures, motivate and develop employees,

and benchmark the competition. P2 also employed mystery shoppers as part of

monitoring their guides. P2 shared, "we have had secret shoppers. This is something that

we do, also we have secret shoppers doing tours at times which provides those

experiences." Tourism leaders take the same approach to using mystery shoppers to

analyze and assess the performance of employees, microtraders, and contractors towards

tourists who visit the destination. Mystery shopping is considered an objective and more

accurate means of assessment of a particular situation (Dutt et al., 2019).

Tourism leaders manage tourist harassment on their property and external tours

by creating specific positions and personnel to deal with incidents, reporting, and swift

resolutions. P1 confirmed that when formal complaints were made by visitors to their

offices (TPDCo.), the reports are forwarded to the Jamaica Tourist Board (JTB), which

handles communication with the guests, whether they are still at the destination or have

returned home. P1 explained,

> so JTB can communicate with the visitor, especially if they have island, directly
>
> keeps in contact with that visitor to work through the issue. And if it is that they
>
> have to offer a complimentary stay on their next return or they'll invite them
>
> back.

P2 also confirmed that a specialized personnel in the position of guest service agent deals

with guest complaints on issues of harassment or any other complaints and resolve on the

best form of compensation. P2 states" we try to compensate the guests before leaving the

property. So therefore we do compensation in the form of care package or in the form of

maybe an upgrade of activities." P3 concurred through the position of Loss Prevention

manager; all incidents of tourist harassment are managed immediately with

confidentiality and integrity. P3 explained" So we offer them a room as well as with the

integrity, the high confidentiality that the case is treaded with , nobody else would know

that this guest had an incident." P3 further commented "Plus relocating them does give

them a sense of security, as well as promptness on the investigations by management."

Tourism managers exercise proactiveness in dealing with tourist harassment issues. P3

commented that "We try not to be too much reactive. We try to act on it instantly." P4

concurred with the other participants by stating" We address it straight away, we don't

wait at all. If it's serious and it needs to get to the police, we assist them in getting the

police, we assist them working through everything." Based on the data analysis, tourism

leaders have created mid-level management positions in organizations to deal with

harassment and episodes of harassment to improve the chances of guests giving a

favorable report to family and friends after leaving the property. P4 reported that a guest

services department to deal with minor harassment complaints and other issues. P4 stated

that " compensation can range from anything like , dinner on the beach, champagne, a

free night or two , we want to ensure that the guest is happy leaving ."This department

offers compensation to visitors P3 reported "No two incidents are the same. So the base

of treating it with integrity, confidentiality and being proactive in actions. You know, so

you would really cover all the bases in terms of going up or building up that pyramid of

actions." According to Nicely and Armadita (2018), they suggested that tourism leaders

capitalize on the sympathetic responses of tourists and seek their understanding in the

short term on the episodes, while actively seek to resolve the harassment practices.

Tourism leaders will engage in resolution of tourist harassment episodes so that the

guests will remain loyal to the destination by recommending the location to friends and

family and the likelihood to support the microtrader that caused the incident (Nicely &

Armadita, 2018). Tourism leaders should massage the sympathetic responses to issues of

harassment and commit to full co-operation with the visitor.

Surveillance cameras are utilized to assist tourism managers in monitoring

employees, guests and microtraders. P4 emphasized that "the hotel has about 150

cameras, so if the guests go on a floor, we have probably two or three cameras on the

floor, one by the elevator, two or three channels." In addition, P4 reported that "I have a

licensed plate recognition." Imbeah et al. (2020) and Njoloma and Kamanga (2019)

concurred that tourists are impressed with the presence of CCTV cameras, alarm systems,

safety deposit boxes at destination and the physical presence of security personnel. This

agrees with the academic literature that visitors considered safety and security as

important factor is choosing destination (Preko, 2021). Visitors prefer to see tangible

evidence of protection such as police presence, tourist's safety desks , safety signs, and

adequate lighting sytems throughout the property and street environs (Preko, 2021). P2

also confirmed the acute necessity of the surveillance cameras to reduce tourist

harassment and their safety. Poku and Boakye (2019) confirmed that 52% of visitors will

feel unsafe because of lack of CCTV cameras, paramedics and safety net below the

canopy. P2 reported that "Recently, we have, the company has invested in surveillance

cameras all around the property, even on our zip line. Even on the high, high towers."

The tourism manager explained that training guides on the zip line how to physically

touch the tourists when managing the harnesses as well as for lifeguards who have to

assist visitors in the sea or on the pool with life jackets.

Based on the responses from the participants, stakeholder theory was evident

which was based on the conceptual framework of this research study. According to

Freeman (1994), the participants, like managers of the corporation is responsible for

governance with its stakeholders. The tourism leaders imparted effective monitoring

measures to reduce tourist harassment on their premises as well as external excursions to

other public properties. As managers, the participants conducted spot checks, surprise

visits, mystery shoppers, created guest relations positions and incorporated CCTV

cameras to monitor and manage interactions between guests, employees and

microtraders. In alignment with the literature review, the participants responses aligned

with Freeman's (1994) agency principle where the manager must serve the interest of all

stakeholders and adjudicate conflicts. The participants' responses reflected the measures

employed to reduce tourist harassment such as CCTV cameras to make visitors' feel safe.

In alignment to the academic literature, the participants' responses aligned their findings

to Njoloma and Kamanga (2019),Poku and Boakye (2019) and Imbeah et al. (2020)

research which revealed that without CCTV cameras guests felt insecure and conscious

of tourist harassments episodes. The responses by the participants corroborate the

academic litertature findings that tourists are impressed and feel safe by the physical

presence of security, CCTV cameras and alarm systems

Theme 3: Engage and Forge Partnerships

Tourism leaders engaged in partnerships with the government agencies and

microtraders to reduce tourist harassment. P1 recognized that the tourism industry is

people centred and stated " we try to first engage the critical stakeholders in the space."

Nicely et al.(2020) recommended 12 broad strategies to mitigate tourist

harassment which included education and training programs that comprised structured

learning objectives. P1 said " we engage them and forge partnerships." In addition, P1

explained" we then set about the criteria for what is acceptable at their establishments.

According to P1, engaging microtraders involve various customer service training that is

tailored to fit the microtraders business. P1 emphasized that " we will try to do is to

establish certain boundaries of operations. P2 concurred that employees receive

continuous customer service training through HEART TRUST (Human Education and Resort Training) because "customer service training also help, it correlates with good customer service.

Nicely et al. (2020) recommended that microtraders should be engaged so that they know how to operate in the tourism arena and obtaining the appropriate license and training. P1 clarified " we try to manage spaces that are not regularized, or what we call unmanaged spaces. Se we emphasize to the locals and to the persons who just want to come into the industry, that you can't just come and set up operation." Nicely et al. (2020)

Tourism leaders forge partnerships with the government agencies such as the Jamaica Constabulary Force and other government agencies such as the Jamaica Tourist Board and Port Authority security surveillance project called Jamaica Eye to join in the efforts to reduce tourist harassment. P1 noted that " our sister agency , the Jamaica Tourist Board , that is the agency that is tasked with collating, collecting reports from visitors if they were either harassed or harmed or if the service was poor." In order to aid the efficiency of reporting incidents, there is an office desk with experienced personnel of the Jamaica Tourist Board that sits in the offices of the Participant 1 where all issues are escalated to a Visitor Relations Manager. Another partnership is with the Jamaica Constabulary Force (JCF) that also has a division within the offices of Participant 1 which is called Resorts Area Division. P1 explained that this division facilitates processing of the harassment incidents and any other incidents or accidents relating to the visitors are acted upon with alacrity. This JCF division also mans the public space and the

cruise ship ports. P1 emphasized "so we have a unit in the JCF directly responsible for tourism related activities and so that helps to curtail harassment, and any form of activity that could harm the visitor and ultimately Brand Jamaica. Nicely et al. (2020) policing programs and legislative solutions to microtraders and any other perpetrator in the space to suffer sanctions and rules and regulations established for orderly delivery of customer service to tourists. P4 recognized the importance partnership with the JCF by stating" we work with the municipalities to make sure that when they go outside, they feel comfortable, to make sure that there are no harassers at my gate, so when they go out, they're afraid to go back." This explains the collaboration with the hotels, attractions to make the tourists feel safe. Furthermore, P4 explained that property's camera surveillance which has the vehicle recognition system is to be linked to the Jamaica Eye which is manned by the JCF along with other private properties. P4 reported that "so the government is now trying to link private cameras into Jamaica Eye so that they too can watch and see what's going on."

Tourism leaders who engage and forge partnerships concurred with Wondirad and Ewentu (2019) that community participation is the catalyst to induce sustainable tourism development. Tourism strategies such as training and licensing to operate within the tourism space usher the citizens in to the tourism development process and embrace them as critical stakeholders to tourism sustainability. P1 reported that "so we recently developed what we call an anti-harassment sensitization module." This is a very effective creative graphics PowerPoint presentation that is shown to the community. P1 further explained that "a lot of the persons coming in the space , in tourism industry now , is a

lot of young people, unattached youth, and persons from , you know inner city communities." P1 continued to emphasize that it was important to reach these young people to sensitize them to the correct way of delivering customer service without being aggressive. Tourism leaders have found it necessary to forge relationships with mircotraders as part of the strategy to ensure that guests experience a customer service that exceed expectation. P3 ensured that "once the tours were booked through us, we try to ensure that its always going to an area or location or entity that has been certified by TDPCo. TDPCo would have their standards and they would also have trained the craft vendors in getting and how to treat the guests." P4 confirmed that the partnership with microtraders was a necessary part of sharing the culture with guests by allowing licensed craft vendors to set up stalls on hotel properties to give visitors a feel of the culture. P4 confirmed "we do have about 40 vendors who come on property and they ply their wares three times or so per week and again, we educate the vendors." P4 underscored the fact that the partnership to take place, the craft vendors have to be willing to undergo further training.

Further partnership with contract carriers included training in sexual harassment and customer service. Participant 4 (P4) supported the other participants by noting that" What us and a few other hotels will do, is to incorporate some of the core drivers for JTL (Jamaica Tours Limited) in our internal training as well." Participant 3 confirmed that partnership is engaged with their contract carriers, "we do have a policy which we roll out during orientation for all new employees , as well as for the drivers who we would contract. They also would be sensitized." The success of the partnership between the

tourism entity and the contract carriers can be summed up when P3 reported "I've had guests coming back to compliment us saying that our drivers actually protect them while they're out there."

The responses from the participants linked to the stakeholder theory which was put forward as the conceptual framework of this research study. The respondents indicated that engagement of employees and microtraders contributed to the reduction in tourist harassment. The participants indicated that forming partnerships with the microtraders contributed to the reduction of tourist harassment. The participants similar to the leaders in stakeholder theory forged partnerships and relationships with microtraders and external contractors to improve on decreasing the incidents of tourist harassment. In alignment with the literature review, the participants responses aligned with Nicely and Ghazali (2017) that micotraders behavior can be unlearned by forging partnerships and engagement with them. The participants responses align to the academic literature in that Nicely and Ghazali (2017) opined that leaders should openly demonstrate the desired behavior and support for change in desired behavior through training of employees and the incorporation of microtraders training in the hotel's procedures aimed at the reduction in tourist harassment. The tourism leaders responses in the research study aligned with the literature review that leaders should engage the microtraders that undesired selling behavior will have negative effects on their economic activities and the severity of the negative effects will affect the continuity of their business. Therefore business leaders engage and forge partnerships to communicate that the undesired selling behavior can be unlearned and conformed to desired selling

behavior (Nicely & Ghazali,2017). In addition, the participants responses aligned to the academic literature where leaders were encouraged to identify behaviors that exists in communities and forge initiatives and other steps to deter behaviors (Nicely et al, 2020).

Theme 4: Continuous Assessment of Strategies Employed

The constant assessment of strategies employed by tourism leaders has to be evaluated on an ongoing basis for the measures to remain useful and relevant. P4 ensured that responses from guests at each step of interaction on the property is assessed, measured and responded to. P 4 reported that surveys were a critical measurement tool to assess the effective ness of training and customer service by sending out surveys to guests within 48 hours of arrival electronically. Another survey is sent the day before departure, as well as a post travel survey after vacating from the hotel. The first two surveys are important for the tourism management team because the responses from the guests are copied to the department heads, the general manager of the hotel and the owners of the hotel for immediate resolution before the guests leave the property. According to Kansakar et al., (2019), the use of an effective technological platform improves the service and manage the interaction between the guests and the service provider. P4 confirmed that the first electronic survey covers the drive from the airport, interaction with staff upon check in. The use of the digitalized platform assisted tourism managers in the assessment of the contract driver's role and desired behavior is in accordance with the training received.

Tourism managers are cognizant that 90% of modern day technophile travelers are influenced by online reviews and make decisions to spend their money at a particular

destination. Digitalized surveys and reviews are powerful in conveying perceptions both

negative and positive hence tourism leaders monitor online portals and conduct their own

surveys to remain current with the guests experience (Kansakar et al., 2019). P3

commented that in the 12 month period of conducting this interview, there was only one

reported incident, "'we've had only one instance, where we've had a report about sexual

harassment and it wasn't by our staff, it was but by a guest. So I would say it is very

much effective in terms of giving the knowledge and proper training. Yes, it does work. It

is effective."

The responses from the tourism leaders lined to stakeholder theory which was the

conceptual framework of this research. The participants indicated that continuous

assessment of the strategies employed contributed to the reduction in tourist harassment.

The participants shared that technology improved their strategies in the tourist complaints

through the use of real time surveys to get resolutions to guests' issues. The tourism

leaders, like owners of the corporation who are responsible for their stakeholders such as

customers, employees, microtraders and contract carriers implemented processes that

provided continuous assessment and monitoring of stakeholders. In alignment with the

literature review, the participants' responses aligned with Badu-Baiden et al. (2016) that

guests display coping mechanism and resilience to tourist harassment, by reporting

incidents of harassment through digital survey platforms and guests relations desks to

which resolutions are handled immediately. According to the participants responses, they

are aligned to Njoloma and Kamanga (2019) who suggested that visitors who experience

tourist harassment will handle these episodes at various psychological levels which will

not deter them from returning to the destination. The participants' continuous monitoring and assessment of guests experiences contributes to the guests recommending the destination to friends and families. According to the participants' responses, they are aligned to Nicely et al. (2020), that tourists have positive loyalty intentions after a tourist harassment episode by displaying behavioral, normative , and control beliefs all with the intention to return to the destination and tell friends and family on the premise of how resolutions are handled with integrity and fairness

Application to Professional Practice

This research study identifies the strategies that tourism leaders engage to reduce tourist harassment by focusing on sexual harassment policy, engage and forge partnerships with microtraders, monitoring of microtraders and employees training, and continuous assessment of strategies employed.

The imp\harassment policy was consistent among all four participants. The tourism leaders highlighted the gravity of the policy be ensuring that all workers, third parties including contract carriers and microtraders that come in contact with visitors have an awareness of the policy. Aggressive selling behavior and suggestive sexual innuendos towards visitors by microtraders, sexual advances towards guests by employees and undesirable behavior by contract carriers are integrated in the sexual harassment policy employed by tourism leaders.

The researcher found that Theme 1 was essential to address tourist harassment and tourism managers ensured adequate orientation and signing of the document to assure full compliance and comprehension by all parties. According to the participants, the

sexual harassment policy includes all forms of verbal, nonverbal slurs, suggestive body language comprehensively wrapped up in the contact or noncontact sexual harassment. Frost et al., (2022) opined that sustainable tourism will remain a challenge if sexual harassment is not systematically dealt with, in the tourism industry. Actions such as debriefing at orientation of employees of the sexual harassment policy are a fundamental procedure that both employee and guests should be aware of. Frost et al., (2022) reported that employees should now of sanctions and punishment in the event of disregard of the sexual harassment policy. Widespread implementation of the sexual harassment policy will improve professional practice.

Sexual harassment awareness is incumbent on tourism leaders to stem incidents and cauterize increase in visitor complaints. Communication technologies and surveillance cameras are used more extensively by tourism managers to provide real time solutions and objectivity in the event of complaints. Immediate resolution of guest complaints before they leave the destination is the way forward for guest retention and the likelihood of the guests returning and telling friends and family. The use of surveillance cameras especially those with vehicle recognition features will catapult professional practice in moving towards embedded technologies.

The modern day tourist is part of the technological wave of customers who seek information online and favor destinations that offer digitalized services. The new wave of technophile travelers are influenced by online reviews and are more susceptible to participate in online surveys and ratings. Kansaktar et al., (2019) reported that 90% of potential visitors base their decisions from online reviews. In addition, visitors who are

offered the opportunity to pre-plan their activities through guest services profiles utilizing destinations in-room & on-property smart systems are more likely to give positive reviews.

This research study highlights the importance of theme 2 which involved monitoring microtraders and employees training. Tourism leaders will improve their business practice by having more impromptu visits and spot checks on microtraders to prevent faulty interpretation and improper selling practices. Tourism leaders could increase the use of mystery shoppers as a practical tool to oversee implementation of training of both microtraders and employees. Dutt et al. (2019) opined that the use of mystery shoppers is an objective means of assessment.

Theme 3 highlights that to engage and forge partnerships in the community is an effective way to reduce tourist harassment. Tourism leaders should improve their business practice by forging partnerships with stakeholders such as the craft traders associations, destination drivers and other government entities such as the Jamaica Constabulary Force, Jamaica Tourist Board and the Tourism Product Development Company. The research highlights that tourism leaders business practices can be improved when linkages are formed through partnerships with the community.

This research study highlights the reduction in tourist harassment by employing Theme 4 which is the continuous assessment of strategies employed. Real time surveys and ratings are a critical part of assessment using a digitalized platform. The results are for immediate action for resolution by tourism managers. Tourism leaders continuous

assessment of visitors experience through real time surveys and feedback ensured the tourist will recommend the destination to family and friends

Implications for Social Change

Sexual harassment has become a topical area of discussion in the public arena for several years. This research study highlights the significant contributions for social change when microtraders and employees are trained on sexual harassment policy, which has the strength to change the culture of an organization or a group of individuals within the community. Tourism leaders responsibilities are to bring awareness and implementation of the advantages with zero tolerance. The study found that when a sexual harassment policy was implemented, there was a reduction in tourist harassment. One participant in the semistructured interview could report that there were no incidents in a period of 12 months. This finding is significant because it is an indicator to other tourism leaders that the implementation of the sexual harassment policy is effective.

Another major finding from the research study , that the utilization of mystery shoppers and spot checks were effective tools in monitoring the training given to microtraders, employees and ground transportation contract carriers. This finding in significant because tourism leaders have an objective method to assess whether the training is effective in reducing the harassment of tourists. Tourism leaders should focus and invest in engagement of mystery shoppers and spot checks.

The research study has implications for the tourism industry because the mitigation strategies employed by the use of policing represents 63% of methods employed to mitigate trader harassment (Nicely et al. 2021). The study findings indicated

that tourism leaders should engage and forge partnerships with the community including relevant government agencies to assist in the policing of microtraders legitimate or illegitmate to reduce tourist harassment. Tourism leaders could influence the social landscape if they engage and forge partnerships with the stakeholders such as the government agencies.

Another implication for social change is the use of technology in media and communication representing 48% of strategies used by tourism leaders to mitigate tourist harassment (Nicely et al. 2021). Organizational leaders employ electronic surveys to get feedback from visitors and resolve them as soon as possible. Tourism leaders utilize surveys and guest services stations to give access to tourists and immediate resolution to harassment issues. In addition, tourism leaders could invest in CCTV cameras and license recognition software that assist tremendously in the resolution of harassment incidents. Visitors will develop positive loyalty intentions to return to the destination and make recommendations to friends and family after a harassment episode influenced by a satisfactory outcome from reported incidents of harassment (Nicely et al, 2020).

Recommendation for Action

Based on the finding of this research study, tourism leaders could consider several recommendations for actions. These recommendations are based on the contributing factors that contribute to the reduction in tourist harassment such as implementation of sexual harassment policy, monitoring of training of microtraders and employees, engage and forge partnerships, and continuous assessment of strategies employed.

Firstly, I recommend that tourism leaders prioritize sexual harassment policy in their organization as a channel of reducing tourist harassment. Prioritizing sexual harassment policy ensures that both tourist, visitors and employees are aware of the ramifications of noncompliance of the sexual harassment policy. The sexual harassment policy should be introduced at the beginning of recruitment and the policy signed that it is understood. In addition, microtraders and ground transportation drivers should be introduced to sexual harassment training as part of the contract in working with the hotel or attraction. The stakeholders must sign the policy to indicate comprehension and intention to abide by the policy. It is incumbent on tourism leaders to acknowledge sexual harassment as a white elephant in the room and introduce it in the orientation of the visitors as they onboard to commence vacation at the hotel or at the beginning of tours at the attraction. The mention of a sexual orientation policy sends the message to tourists and visitors that the management of the organization is serious about the experience that visitors have on the property and that their well-being is foremost in the during the vacation. Tourism leaders will realize that these actions will encourage the visitors to share experience with friends and family

Secondly, tourism leaders should implement the monitoring of training of microtraders and employees. Monitoring of key aspect of comprehension of the material taught, therefore, it is incumbent on tourism leaders to conduct more mystery shopping techniques to correct behaviors that were not in accordance with the training. Tourism leaders should be able to access a pool of mystery shoppers to regularly conduct mystery shopping and having the opportunity to target critical areas of practice that demonstrates

a satisfied guest. Tourism leaders should take a more proactive measure and collaborative approach in building a pool if mystery shoppers and determining the quality personel in hiring, highlighting clear expectation and standards when carrying out a mystery shopping assignment. In addition, tourism leaders should establish at properties, attractions, craft markets guest services desk or boothe that serves as a confidential station to facilitate complaints and resolutions as best as possible. Based on the participants responses, whilst guest services are mainly in hotels, I recommend that public areas, craft markets and attractions implement guest services booths and offices or upgrade the information booths, not only for general information and lost & found items but to extend to guest services that deals with incidents and complaints which can be addressed with alacrity.

The investment in surveillance cameras by tourism leaders is critical implementation plan for action. It is highly recommended as a tool to assist in the monitoring of employees, guests and microtraders. From the participants responses, CCTV cameras and physical presence of security personnel instill safety in tourists and visitors. The recommended capital injection for CCTV cameras should include vehicle license plate recognition. Artificial intelligence in surveillance provides modern intelligent technology to assist tourism leaders in facial recognition and other forms of electronic mediation in which Stark et al. (2020) concluded that more than 50% of employed respondents confirmed that it was acceptable to use camera surveillance systems in the work place.

Thirdly, tourism managers must engage and forge partnerships with stakeholders within the community. Tourism leaders are recommended to actively seek, find perpetrators of illegal selling, tourist harassment and ignorance of the law by microtraders and destination drivers by ensuring that they are trained and license and are cognizant how to operate in the tourism space. Tourism leaders are recommended to find foot soldiers such as community leaders that will seek out those that are conducting activities that are not licensed and redirect them to training and licensing entities. Tourism managers must forge partnership with the relevant law enforcement government agencies such as the Jamaica Constabulary Force to deepen collaboration to fight tourist harassment in the public space.

Fourthly, the management of online surveys and guest services to respond real time to visitors complaints and issues have proven to be effective. Tourism leaders shoule understand that visitors have loyalty intentions towards the destination by their ability to cope with harassment episodes and are still willing to tell friends and family.

Finally, the results of the study can be shared through the training programs and workshops held microtraders and employees. The findings can be shared on social media platform such as LinkedIn and published in tourism journals. Tourism leaders ensure that all employees are aware and conversant of the sexual harassment policy by having repetitive training such as bi-monthly sessions to establish the mantra of their daily work life. In addition, the engagement of mystery shoppers and surveillance camera systems is a guaranteed method in monitoring microtraders and employees behaviors after training.

Recommendations for Further Research

Recommendation for future research could include the conducting the study in another region of Jamaica or in another Caribbean island with multiple cultural and socioeconomic backgrounds to see if the strategies identified are transferable to other countries. Future studies could explore the impact of sexual harassment by gender to see strategies employed should be differently according to sexes. In addition, further studies could include a longitudinal study that will reflect the increase earnings by tourism operators as they implement each strategy to reduce tourist harassment.

Future research could include participants that are involved other areas in the tourism sector such as destination managers and leaders of some microtraders associations to address the limitation of transferability in order to determine the generalizability of the findings. The external validity of this research is adequate to transfer to other populations and regions by including more participants that are leaders in the tourism space. The transferability of the research will allow other researchers to achieve the same results in another context

To address the limitation of confirmability, whilst there was a strict interview protocol and the analysis of the data collected coherent and interpreted by one software Nivo, other coding softwares incorporating artificial intelligence could be used to give consistent elevated results in coding, encoding and interpretation.

To address the issue of limitation of limited data and company documents, future research could employ mixed method designs that will incorporate quantitative and qualitative data collection techniques. Future research study could employ a quantitative

approach to establish the relationship between implementing strategies to reduce tourist harassment and increase in revenue or satisfaction surveys.

The limitation of participant bias could be eliminated by interviewing other parties in the tourism space through anonymous interviews by a third party to reduce the potential for anticipated responses. This method will allow for the use of triangulation methods by comparing data from multiple sources to aid in the assessment of validity of the research design. Member checking will be used to follow up on these anonymous interviews to ensure data collection is in sync with the other methods of triangulation, thereby strengthening validity of the research study so that the next researchers achieve the same results.

Future research could involve further specialization in tourist harassment that will put forward a theory that will mitigate the phenomenon. The results of this study does not cover all the strategies adopted by tourism leaders hence further specialization is needed to address the behavior of tourist harassment.

I intend to publish the results of the research study in academic journals, and training sessions for tourism managers through the Jamaica Hotel and Tourist Association. I intend to submit my research study to the Walden University Proquest library.

Reflection on the DBA Journey

My reflections on the DBA journey has been with anticipation that the journey would be tedious and required perseverance. However, the teacher of all things is time and the priority that time management takes to achieve one's goals. The journey of

understanding the phenomenon of tourist harassment is multifaceted. At first, I had to confront my personal biases and preconceived opinions about the subject. However, having worked in the hospitality industry for over 13 years, my initial assumptions and opinions about tourist harassment were presumptuous. I quickly realized that this bias could affect the research study and had to approach this research study with an open mind and unprejudiced interview questions to achieve the most objective outcome and put my own beliefs on the back bench.

I conducted interviews with 4 participants who are industry leaders with the tourism sector. These for leaders were experts in their organization and they invited me to share insights in their organizations operations and divulged the inner operations and processes within their entities to reduce tourist harassment. These participants' responses allowed me to see the window of their intuitive approaches and experiences in applying the strategies to reducing tourist harassment within their organizations. I was made privy to their documentation and their unique style in problem resolutions.

My research journey as hampered by my personal and family challenges and time management became a serious issue in the completion of this research study. The latter half of this journey clashed with the timelines that I had set with my family and slowly learnt that priorities and family commitments had to shift to the disappointment of family. However, the journey had to be completed despite the unexpected length of time in field work stage of this research stage in finalizing interviews. I have come to appreciate that time management and perseverance are true tests of character and it was important not to introduce preconceived biases in the long awaited interviews. The diverse perspectives

and uniqueness of the participants responses have given me such a vast insight in the work that needs to done to reduce tourist harassment.

Conclusion

I am happy to be a part of this journey in the management of reducing tourist harassment in this tourism industry. I have gained valuable knowledge and insight in the strategies adopted by tourism leaders and I wish to be a part of the solution to eliminate this phenomenon. The implications for business practices are practicable and achievable.

The study identified four key themes that contributed to the reduction in tourist harassment. The findings suggest sexual orientation policy, monitoring of microtraders and employee training, engage and forge partnerships with stakeholders and continuous assessment of strategies employed. The use of a qualitative and multiple case research method contributed to identifying the themes. The implications for business practice are advantageous in that increased awareness of sexual harassment policy and monitoring of microtraders and employees training lead to the reduction of tourist harassment which should result in customer loyalty and retention.

The limitations of this should be considered in future research. The transferability of the study findings to other regions in the island or Caribbean regions is limited with other diverse cultures. The use of qualitative research method and small sample size may limit the generalization of the findings of this research study. Future study could address this limitation by conducting a larger scale study in other Caribbean regions using a mixed method approach. Future study for research on a larger scale will provide a more

comprehensive insight in how tourism leaders employ strategies to reduce tourist harassment.

I harbored preconceived biases about tourist harassment episodes as the reason that guests would never return to the destination. However, this research study has revealed that visitors are willing to tell friends and family about their experience and return to the destination. The research study was able to highlight that surveys on guests experience can facilitate resolutions real time so that the visitor leaves the property satisfied with the likely chance of sharing and recommending the destination to friends and family. My personal bias of working in the tourism industry over 13 years made me approach the research study that I was aware of most strategies employed by tourism leaders to reduce tourist harassment. Based on the participants responses, my knowledge was widen and greater appreciation of the investment involved to execute the strategies that are put in place to keep tourists returning to the north coast region of Jamaica. . The execution of a sexual orientation policy in tourism entities is a key criteria to combat tourist harassment embodies the expected behavior of host and visitor.

Overall, this research study has highlighted the need for a longitudinal study that will measure specific key performance indicators such as increase in revenue and increased percentage in satisfaction rating. Monitoring of training received by microtraders and employees will ensure that the desired behavior of microtraders and employees are consistently maintained. I have learnt that business must engage and forge partnerships with its stakeholders because the success belongs to all who are involved in the community, therefore the benefits will outweigh the need to harass tourists. The

culture of co-operation and partnerships with the community led by tourism leaders will

fuel the reduction of tourist harassment.

I believe that business practice will benefit from this research study

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Appendix A: Types of Microtrader Harassment Behaviors

Table 2. Types of visitor (trader) harassment behaviors.

SOLICITATION PHASE	Approaching One After the Other* A group of itinerant micro-traders approaches the visitor one after the other, often after witnessing the visitor making a purchase from a member of their community.	Group Circling* A group of micro-traders approaches the visitor at once, sometimes putting their products close to the visitor's face and/or simultaneously requesting that the visitor make a purchase.	Group Calling/Beckoning* A group of micro-traders cries out and/or signals to the visitor from a distance, sometimes using charm and/or while pleading to the visitor to take look at the products and services they have for sale.	Group Trailing* A group of itinerant micro-traders follows the visitor with the hope that he or she would make a purchase from one or more members of their community.	Using Group Manipulation Tactics* A group of individuals works together, often in an elaborate scheme, to lure the visitor into making a purchase from a micro-trader.
	Giving False Information A micro-trader gives the visitor false information, usually to get him or her to make a purchase.	Giving Product/Service & Requesting Money or Other Purchase A micro-trader gives, places, or even throws a product to the visitor but then requests (or demands) a donation, tip, or purchase – often indicating the product or service was free before his or her request for money. Micro-traders sometimes get physical during the request for money after delivering "free" products or services.	Insisting Purchase of Item/Service of Little Value A micro-trader asks the visitor to purchase a product or service the visitor does not want and/or thinks is poor quality.	Requesting Purchase of Illegal/ Immoral Item/Service A micro-trader asks the visitor to purchase an item or service which the visitor thinks is illegal and/or immoral.	Requesting Purchase of Overpriced Product/ Service A micro-trader asks the visitor to purchase a product or service that the visitor believes is not worth the price quoted.
	Trailing An itinerant micro-trader follows, walks beside, or chases the visitor, often engaging the visitor in conversation while doing so. Some will even give the visitor a card or a flyer while engaging in this particular behavior.	Shoving A micro-trader pushes or pulls the visitor in an attempt to get the visitor to support his or her business.	Telling a Sad Story A micro-trader shares with the visitor an unfortunate personal story with the hope that this would induce visitor to make a purchase or a donation.	Interrupting & Forcibly Showing Products/Services for Sale A micro-trader interjects, sometimes putting his or her product close to the visitor's face or sitting next to the visitor before displaying the goods and services he or she has for sale.	Using Fear/Intimidation A micro-trader uses threatening or abusive language and/or actions to scare the visitor into making a purchase.
	Tapping A micro-trader touches the visitor, sometimes repeatedly, often with the goal of getting the visitor's attention.	Calling/Beckoning A micro-trader cries out and/or signals to the visitor, sometimes using charm and/or pleading to the visitor to look at the products he or she has for sale. Some micro-traders even call visitors away from other micro-traders in their community.	Blocking A non-itinerant micro-trader blocks the exit of his or her selling area, making it difficult for the visitor to leave the trading area without making a purchase.	Taking Hold of Belongings A micro-trader picks up or takes possession of the visitor's personal property as a way to compel the visitor to make a purchase.	Shadowing A non-itinerant micro-trader follows the visitor as he or she moves around his or her product display area.

(Continued)

Table 2. (Continued).

Phase					
	Approaching Multiple Times — A single itinerant micro-trader approaches the visitor repeatedly, each time requesting the visitor make a purchase.	Insisting Payment for Items Later Claimed — A visitor accesses or uses an item thinking it is free, only to be told the item was the property of the micro-trader and as a result the visitor should pay the micro-trader for it.	Restraining — A micro-trader restricts the visitor's movement by holding onto the visitor for an extended time while making a request for purchase (such as by holding unto the visitor's hand and leg).	Standing Close While Speaking — Micro-trader positions him or herself close to the visitor as he or she makes the request for purchase.	Personalizing Product & Requesting Money — A micro-trader carves the visitor's name into the product first and then asks the visitor to purchase the item or give a tip.
SALE REFUSAL PHASE	Refusing to Take "No" for an Answer After Sale Refusal ^ — A micro-trader persists when the visitor says "no" to his or her purchase request..	Directing Negative Language, Gestures &/or Facial Expressions After Sale Refusal — A micro-trader uses abusive, rude/intimidating language or body movements or negative facial expressions when the visitor refuses to make a purchase.	Assaulting After Sale Refusal — A micro-trader physically attacks the visitor when he or she refuses to make a purchase.	Requesting Money After Sale Refusal — A micro-trader asks the visitor for money after the visitor refuses to make a purchase.	
DURING THE SALE PHASE	Duping Into Overpaying — A micro-trader tricks the visitor into paying more than he or she should for the particular product or service.	Inflating Prices Charged — A micro-trader charges the visitor more than the expected or normal selling price for his or her product or service.	Shortcutting Product/Service Rendered — A micro-trader delivers a product or service below expectation with no adjustment in price.	Haggling~ — A micro-trader constantly and/or significantly reduces the price for his or her product or service to induce the visitor to make a purchase.	Extorting — A micro-trader uses fear and intimidation to get the visitor to pay more than the expected price for his or her services.
AFTER THE SALE PHASE	Engaging in Multi-Level Marketing — While the visitor is procuring the micro-trader's products and/or services, the micro-trader is asking the visitor to procure other products and/or services.	Requesting Tip/More Money After the Sale — A micro-trader asks for a tip or additional money after the visitor purchases his or her goods and/ or services.	Emotionally &/or Physically Harming After Price Challenge — A micro-trader directs abusive, rude, or intimidating language and behaviors toward the visitor after the visitor challenges the price quoted.	Pushing to Purchase More After Initial Purchase — A micro-trader presses the visitor to buy more after a purchase.	

NOTE:

A *micro-trader* can be a craft trader, tour guide, taxi operator, hair dresser (or hair braider), beach attendant, street performer, and street-side chef to name a few.

^ Solicitation and sale refusal behavior

~ Sometimes takes place during the sale but also occurs during solicitation

*Group behaviors

Appendix B: Interview Protocol

1. Contact manager directors from the targeted organizations.

2. Email an invitation letter and the informed consent form to each of the participants to invite them to participate in my research study.

3. After the participants reply to the email with the words "I consent," I will establish interview times directly with each of the participants.

4. Create a file folder for each of the participants before the interview.

5. Conduct semistructured interview via Teams or phone interview.

6. Share with each participant the purpose of the research and assure the participants about confidentiality and have participants' approval for recording the interview.

7. Share interview questions with participants, and ensure that the interview place is quiet and comfortable before starting the interview.

8. After obtaining responses to all the interview questions, I will conclude the interview by thanking the participant and stopping the recording. I will remind the participant of my responsibility to protect their identity and the identity of the organization they represent, and that I will be keeping all data for a period of 4 years in a safe for which only I have the key or combination.

9. Inform participants that the date will go through a transcription review and member checking process and the transcribed data will be shared to check accuracy and validated.

Appendix C: Email Invitation Letter to Managing Director

Dear Managing Director

My name is Shawn Scarlett, and I am a student pursuing a Doctor of Business Administration degree from Walden University. I request your permission to invite a of you to participate in a study titled, Strategies Adopted by Tourism Leaders to Reduce Tourist Harassment. The purpose of this study is to explore the strategies used by tourism managers to reduce the level of tourist harassment experienced in the north coast region of Jamaica. I intend to conduct an interview with you (see attached Consent Form).

All data that I collect during the research process will be safeguarded both electronically and physically. Specific documents and data include signed consent forms, interview recording audio files, and printed transcripts. Files will be labeled alphabetical order by colleges name to include the interviewee name. All recorded data will be guarded and stored in an encrypted password-protected external driver and guarantee that it remains in my biometric safety deposit box for four years.

If possible, I would like to interview you at an available time or a virtual meeting can be organized. Your participation in this study is voluntary, and you are free to accept or decline the invitation. Kindly designate another senior manager such as the human resources manager or deputy managing director for participation in this interview if you are unavailable.

Please contact me via telephone at 876-381-0951 or by email at shawn.scarlett@waldenu.edu.

Sincerely,

Shawn Scarlett, DBA Candidate Walden University

Appendix D: Interview Questions

1. What approaches have you implemented to reduce the harassment of tourists in local shopping areas for craft and local art?

2. What, if any, training have you implemented to reduce the harassment of tourists in ground transportation for drivers?

3. What, if any, training measures have you put in place to prevent sexual harassment by small craft vendors and ground transportation drivers?

4. How have you assessed the effectiveness of the strategies for reducing tourist harassment?

5. What strategies have you put in place for guests after a harassment episode to ensure that the guest is likely to return or recommend the destination to friends and family members?

6. What else can you share with me about your organization's strategies for reducing tourist harassment?

Appendix E: Follow-Up Email to Participants

Dear Mr./Ms. Managing Director,

Thank you for taking the time to interview with me [state when the interview took place], it was a pleasure speaking with you about the strategies implemented to reduce the tourist harassment in your organization and learning how impactful the stakeholders have been towards resolutions for aggression against tourists. I was very interested to learn about [mention an insight or something you learned about the organization or findings].

This follow-up email is to review the interview transcripts and confirm findings for data saturation. Please review the attached interview transcript and email me back if everything looks to your standing. I look forward to a follow up email from you.

Best regards,

Shawn Scarlett
shawn.scarlett@waldenu.edu

Appendix F: Pie Chart of Major Themes