Reviving Tourism through Entrepreneurial Capabilities in Swat, Dir & Chitral Triangle in Post Operation Environment

Fiaz Qamar* & Qadar Baksh Baloch**

Abstract

The research study was focuses towards reviving tourism industry of Pakistan through entrepreneurial capabilities in Swat, Dir and Chitral cities of Khyber Pakhtunkhwa (KPK), Pakistan. The objectives of the study is to suggest models/ entrepreneurial strategies for tourism revival and to find out the suggested model effect i.e. entrepreneurial capabilities along with its vital facets i.e. (environmental sensing, change and renewal, technological flexibility, organizational flexibility, and market related) on revival of tourism performance. The targeted population of this study are inbound and outbound tourists of Chitral, Swat and Dir cities of KPK, Pakistan and recorded/documented with travel agencies, hotels and local administrators of KPK, Pakistan. Final sample was 548 inbound and outbound tourists of Chitral, Swat and Dir cities of KPK, Pakistan. The data was collected with the help of structured questionnaire. The researcher used analytical software i.e. SPSS latest version for data analysis. The researcher used probability sampling technique i.e. stratified sampling with proportionate allocation method. Structure equation modelling and factor analysis was utilized for measuring the construct validity of the measurement instrument. Seven fit indices i.e. (X^2/d.f, GFI, AGFI, NNFI, CFI, RMSR, RMSEA) were used for checking the goodness of fit for all alternative models. The result of CFA's analysis exhibits the uniqueness of variables. The result of all the alternative models depicted that all values have their own significant loadings and all alternative models are good fit. Recommendations are also incorporated in the study.

Keywords: Entrepreneurial capabilities, Tourism Revival, Swat, Dir, Chitral.

Introduction

Pakistan has a strategic location, topographical and geographical features, especially in the north. It`s mountains are covered with snow, pine, oaks and shrubs like Karakuram Range, the second highest peak

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(K-2) in the world has adorned this land. Nature has blessed this country with vast scope of further developing the beautiful mountainous terrain and panoramic views. Pakistan has enormous tourism potentials with a wide variety of landscapes, but the prevailing condition of tourism industry is bleak due to certain factors. The present wave of terrorism has further aggravated the situation in this field. Unfortunately terrorism has struck this industry the most.

The tourism industry which was expected to develop at much higher pace has deteriorated instead of growing due to militancy in most of the tourists attracting areas. Pakistan's tourism industry has been seriously hit by global security problems. But due to some of the most beautiful sceneries and rich cultural heritage tourists come to Pakistan even in present circumstances. However, due to the security problems and political uncertainties, the tourists' arrival has decreased to a great extent resulting decrease in the foreign exchange earnings from tourism industry. The industry of tourism plays an important role in creating job opportunities, reducing poverty and ensures equality in the society. This industry can help in economic, social and cultural growth and development of far flung regions of the country.

Tourism is one of the most rapidly growing industries in the world. It is an important component of the economy which has been unfortunately neglected, therefore it is necessary to promote Pakistan as tourist destination, especially the northern areas and KPK. The aim of this research is to unearth those factors causing the impediments in the revitalizing tourism in KPK against the war on terror moreover suggest measures for its restoration. The proposed study also aims to evaluate the present state of tourism in KPK and suggest measures to develop it further. The fundamental idea behind developing tourism in war torn area is to attract tourists and show them the soft image of Pakistan. Pakistan is full of natural beauty and KPK is at the top in this gift of nature. Somehow, after-effects of Afghan war have been witnessed the most in KPK because of its close proximity with the neighbouring country. Prior to the war in Afghanistan, and ongoing operations in KPK & tribal areas the tourism industry in KPK was at its peak but now gone to its lowest ebb.

After successful military operations in Malakand Division, peace prevailed and life seems back to normal. Markets are full of life and people are doing good business. The civilian and military authorities have held various festivals to promote Tourism. Most of the business centres and hotels which were shut, are re-opening. The bulk of the displaced people are back to their homes; they have reopened their shops and resumed jobs. All the stakeholders are now waiting for revitalization of tourism services. Successful military operations have provided the opportunity for the Government to take initiative and revive tourism.

Tourism is an important multidimensional business activity worldwide. It contributes in country's economics, employment opportunities and services. Valleys of Swat, Dir and Chitral have been selected for realistic evidence and focused analysis because the said valleys have tremendous tourism potentials. However, it is worth mentioning that the tourism of these areas was worst affected because of militancy. The restoration of peace in these areas, due to successful military operations, has now once again turned the areas favourable for promotion of tourism activities. The envisioned findings of the research study will focus on regular and sustainable tourism policy and peaceful atmosphere, with development of infrastructure and employment opportunities. Foregoing in view there is dire need for a research study that intends to evaluate the present state of affairs and suggest measures to develop it. In this research study an effort will be made to identify the effects of terrorism on Pakistan's tourism growth with a view to suggest a suitable and viable course of action for revival of the industry. In Pakistan the state of tourism affairs is miserable, in spite of its promising potential due to unstable law and order situation and terrorism. Due to inappropriate entrepreneurial capabilities and prevailing law and order situation of Pakistan the growth of tourism industry in Pakistan has been declined, consequently the tourists are unable to attract from any existing and new segments of hotel industry. This research is important to the tourism department of Pakistan, marketing managers, entrepreneurs and businessmen as well because this study gave in depth analysis of dynamics of entrepreneurial capabilities and revival of tourists specifically in Pakistan. The research study will be significant for the stake holders of management sciences. The objectives of the study is to suggest models/ entrepreneurial strategies for tourism revival and to find out the suggested model effect i.e. entrepreneurial capabilities along with its vital facets i.e. (environmental sensing, change and renewal, technological flexibility, organizational flexibility, and market related) on revival of tourism performance of district SWAT, Dir and Chitral, Khyber Pakhtunkhwa province of Pakistan.

Literature Review

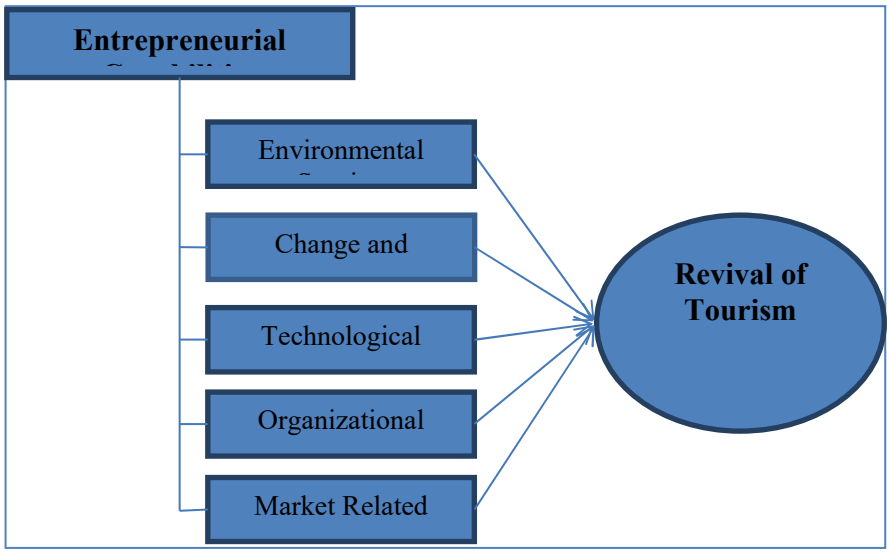
Entrepreneurial capability is define as 'the firm's ability to integrate, build, and reconfigure internal (organizational learning capability) and external competences (environmental sensing capability) to address rapidly changing environments' (Zollo and Winter's, 2002). Moreover, Nielsen (2006) defines entrepreneurial capabilities as 'learned and stable pattern of collective activity through which the organization systematically generates and modifies its operating routines in pursuit of improved effectiveness'. Zollo and Winter's (2002) found five vital the entrepreneurial capabilities i.e. (environmental sensing, organizational

learning, technological advancement, market related, change and renewal and customer relationship). Organizational Learning Capability (OLC) is the ability of an organization to apply the precise and suitable management practices, its structures, as well as the procedures which enhance, facilitate and encourage learning (Shoid, Kassim & Salleh, 2011). Environmental Sensing Capability (ESC) that seeks to protect, analyze or monitor the environment against misuse or degradation from human forces. In this sense the environment may refer to the biophysical environment, the natural environment or the built environment (Timmons, 2007). Environmental sensing capability is the ability to reconfigure functional competencies to address turbulent, changing or dynamic environments (Teece et al., 1997). The environmental sensing capability perspective argues for the constant state of modification have directly influence the revival of tourism (Yalcinkaya et al., 2007). In a rapidly changing environment, firm should develop new technologies and change its resource structure to adapt to new environmental opportunities because existing organizational practices and routines may reduce firm's flexibility to adapt to new changes. So environmental sensing capability has direct influence towards product innovation and is central to continued corporate survival (Yalcinkaya et al., 2007). Moreover, Yungching et al. (2006) suggested environmental sensing capability positively relates to revival of tourism industries.

An organizational learning capability is the learning process for each of the organization who practices it (Fang et al., 2011). Therefore, any changes resulted from the learning process may drive to the recovery, or maintenance of organizational function (Alegre & Chiva, 2008). Organizational learning capabilities has become as important element to enhance the growth and innovation of an organization. Besides, a collection of resources of tangible and intangible skills are necessary to use competitive advantages. Organizational learning capabilities are also known as a formation of capacity and combination of ideas in an efficient way in contact with an assortment of organizational borders and through special managerial methods and innovations (Rashid et al., 2010). Moreover, (Rashid et al., 2010) reported that organizational learning capability has positive effect on tourism performance.

Conceptual Framework

Following is the conceptual framework of the study.



Hypotheses

H1: Environmental sensing capability has significant effect on tourism revival

H2: Change and renewal capability has significant effect on tourism revival

H3: Technological flexibility capability has significant effect on tourism revival

H4: Organizational learning capability has significant effect on tourism revival

H5: Market related capability has significant effect on tourism revival

Research Methodology

This research study was based on quantitative research technique. The data was collected from inbound and outbound tourists of three cities i.e. Chitral, Swat and Dir of Khyber Pakhtunkhwa (KPK) province of Pakistan. The researcher used analytical software i.e. SPSS latest version for data analysis.

Population of the Study

The targeted population of this study are inbound and outbound tourists of Chitral, Swat and Dir cities of KPK, Pakistan and recorded/documented with travel agencies, hotels and local administrators of KPK, Pakistan. Total population of inbound and outbound tourists with tourist operators, in Peshawar, SWAT, Chitral and Dir cities of Khyber Pakhtunkhwa (KPK), Pakistan are 1035. Population of inbound and outbound tourists in hotels of Peshawar, SWAT, Chitral

and Dir are 608. Population of inbound and outbound tourists with Administrators of Chitral, Swat and Dir are 94.

Sample Size Determination

The sample size was determination by utilizing the formula of (Yamane, 1967) for finite population. Final sample was 548 inbound and outbound tourists of Chitral, Swat and Dir cities of KPK, Pakistan.

Sampling Design

Sampling design gives data about the quantity of units to be taken from a given population and how it would be chosen. Determination of suitable sample size relies on upon the experimenter mastery and accessibility of time and budgetary assets. The researcher used probability sampling technique i.e. stratified sampling with proportionate allocation method.

Questionnaire

The questionnaire was based on five point Likert Scale (1=strongly disagree to 5= strongly agree).

Independent Variables

Environmental Sensing Capabilities

The questionnaire items for environmental sensing capabilities were taken from the study of (Chiva and Alegre, 2009).

Change and Renewal Capabilities

The questionnaire items for change and renewal capabilities were taken from the study of (Vincente, 2008).

Technological Capabilities

The questionnaire items for technological capabilities were taken from the study of (Vincente, 2008).

Organizational Capabilities

The questionnaire items for organizational capabilities were taken from the study of (Alegre, 2011).

Market Development Capabilities

The questionnaire items for market development capabilities were taken from the study of (Lisboa, Skarmeas and Lages, 2010).

Customer Relationship Management

The questionnaire items for customer relation management were taken from the study of (Kattara, Weheba and Ahmed, 2015; Delen, 1995).

Revival of Tourism

The questionnaire items for tourist revival were taken from the study of (De Luca and Atuahene-Gima 2007; Judge and Douglas, 1998).

Data Analysis

Descriptive statistics (means, standard deviations and frequency distributions) was calculated to analyze the data. Structure equation modelling and factor analysis was utilized through Liseral software for measuring the construct and convergent/divergent validity of the measurement instrument.

Data Analysis

Demographic Variables of Respondents

Table 1: Detail of the sample

Gender	Frequency	Percent
Male	186	71.2
Female	55	22.8
Total	241	100.0
Age	Frequency	Percent
25-35 years	128	53.1
36-45 years	37	15.4
46 and above	76	31.5
Total	241	100.0
Tourist	Frequency	Percent
Out-Bound	33	13.7
In-Bound	208	86.3
Total	241	100.0

Table 1 represents the cumulative percentage and exact number of male and female respondents who actively took part in the study survey. Total strength of Male respondents was 186 out of 241 members that represent 71.2% of the total whereas; female represents were 55 out of 241 participants that depict 22.8% of the total sample. Participants with the ages of 25-35 years represent 128 out of 241 members that depict 53.1% of the total sample. From 36-45 years of ages group members represents 37 out of 241 members that portray 15.4% of the total sample. From 46 and above years of ages group members represents 76 out of 241 members that portray 31.5% of the total sample. Inbound and outbound tourists were found 33 and 208 out of 241 members. Furthermore, it represents the percentage of 13.7% and 86.3% respectively.

Exploratory Factor Analysis

KMO and Bartlett's Test

The Kaiser-Meyer-Olkin (KMO) test helps in finding enough items predicting for the particular factor and tests whether the partial correlations among variable are small (Leech et al, 2005). KMO Measure of Sampling Adequacy (MSA) be greater than 0.50 for each individual variable as well as the set of variables. Below table show the result of KMO and Bartlett's test of sphericity

Test of Assumptions and Summary of Exploratory Factor Analysis

Table 2: Kaiser-Meyer-Olkin (KMO) and Bartlett's Coefficients

Environmental Sensing Capability	KMO	Bartlett's Test of Sphericity		
1. Deeply understand the operational rule of tourism industry		Chi ^{2}	df	Sig.
2. Sufficiently understand the changing trends and establish plans	.627	140.93	3	.000
3. Frequently communicate information with stakeholders				
Changing Capability	KMO	Bartlett's Test of Sphericity		
		Chi ^{2}	df	Sig.
1. Sufficiently support tourists for innovation activities.	.556	9.24	3	.026
2. Encourage for innovative culture in tourism industry				
3.Provide adventuring and spirits of innovation amid tourists				
Technological Capability	KMO	Bartlett's Test of Sphericity		
		Chi ^{2}	df	Sig.
1. Provide technology for enhancing services	.627	10.24	3	.000
2. need technology in many kinds of services				
3. Has enough technology for tourists				
Organizational Learning Capability	KMO	Bartlett's Test of Sphericity		
		Chi ^{2}	df	Sig.
1. Allow formal tour procedures so as to maintain tour flexible.	.660	492.51	6	.000
2. Make proper policies for the tourist				

from time to time				
3. Has smooth internal communication channels and mechanism.				
4. Always faster than competitors in realizing opportunities.				
Market Related Capability	KMO	Bartlett's Test of Sphericity		
		Chi ^{2}	df	Sig.
1. Oftenly captures the important existing market information.	.560	19.27	6	.000
2. Offering competitive products in current markets				
3. Enhance the understanding of existing customer requirements				
4. Oftenly reinforces the relationship with current market tourists.				
Revival Tourist Performance	KMO	Bartlett's Test of Sphericity		
		Chi ^{2}	df	Sig.
1.Tourist agency has achieved market share relative	.703	20.63	6	.000
2.Tourist agency has achieved sales relative to stated objectives				
3 Tourist agency has achieved return on assets relative to objective				
4.Tourist agency has achieved profitability relative to objective				

Table 2 presents Measure of Sampling Adequacy (MSA) based on Kaiser-Meyer-Olkin (KMO) coefficients. The results show that the $0.50 \leq KMO \geq 0.60$ in factors, $0.61 \leq KMO \geq 0.70$ in three factors and $0.70 \leq KMO \geq 0.80$ in 1 factor revealing sampling adequacy measures as middling respectively. Aforementioned table also depicts that the probability of the Bartlett's statistic for all 3 factors is $p < 0.01$ i.e. less than or equal to the level of significance of 0.05. Results reveal that the assumption of Sphericity is satisfied and all data sets are suitable for factor analysis.

Communalities

Communalities represent the proportion of the variance in the original variables that is accounted for by the factor solution. The factor solution should explain at least half of each original variable's variance, so the communality value for each variable should be 0.50 or higher (Leech et al., 2005).

Table 3: Rotated Component Matrix and Communalities

Environmental Sensing Capabilities	Factor Loading			Communalities
	1	2	3	
1. Deeply understand the operational rule of tourism industry	.790	.590	.473	.667
2. Sufficiently understand the changing trends and plans	.915	.568	.438	.879
3. Frequently communicate information with stakeholders	.663	.598	.450	.641
Rotation converged in 3 Iteration				
Changing Capabilities	Factor Loading			Communalities
	1	2	3	
1. Sufficiently support tourists for innovation activities.	.879	.523	.548	.825
2. Encourage for innovative culture in tourism industry	.581	.770	.399	.831
3.Provide adventuring and spirits of innovation amid tourists	.743	.569	.720	.843
Rotation converged in 5 Iteration	.655	.222	.050	.659
Technological Capabilities	Factor Loading			Communalities
	1	2	3	
1. Provide technology for enhancing services	.673	.706	.347	.680
2. need technology in many kinds of services	.612	.578	.345	.652
3. Has enough technology for tourists	.761	.612	.321	.681
Rotation converged in 4 Iteration	.879	.456	.412	.779
Organizational Learning Capabilities	Factor Loading			Communalities
	1	2	3	
1. Allow formal tour procedures so as to maintain tour flexible.	.665	.546	.621	.839
2. Make proper policies for the tourist from time to time	.581	.770	.399	.879
3. Has smooth internal communication channels.	.663	.598	.550	.641
4. Always faster than competitors in realizing opportunities.	.790	.590	.573	.690
Rotation converged in 4 Iteration				

Market Related Capabilities	Factor Loading			Communalities
	1	2	3	
1. Oftenly captures the important existing market information.	.620	.634	.514	.603
2. Offering competitive products in current markets	.908	.608	.523	.859
3. Enhance the understanding of existing customer requirements	.705	.526	.623	.536
4. Oftenly reinforces the relationship with tourists.	.856	713	.789	.779
Rotation converged in 3 Iteration				
Revival Tourism Performance	Factor Loading			Communalities
	1	2	3	
1.Tourist agency has achieved market share relative	.689	.654	.450	.690
2.Tourist agency has achieved sales relative to stated objectives	.888	.883	.548	.882
3 Tourist agency has achieved return on assets relative to object	.685	.689	.399	.596
4.Tourist agency has achieved profitability relative to objective	.858	.544	.720	.841
Rotation converged in 4 Iteration				
Extraction Method: Principal Axis Factor Rotation Method: Varimax with Kaiser Normalization				

Aforementioned table tells a summary of components for each of the variables along with number of iterations performed on communalities and rotated component matrix. Thus, for 21 items of 6 variables i.e. (environmental sensing capabilities, changing capabilities, technological capabilities, organizational learning capabilities, market related capabilities and revival tourism performance) a total of 23 iterations were performed for communalities and rotated components matrix (3, 5, 4, 4, 3 and 4 respectively). As a result, none of the item is eliminated because all the computed value of communalities are greater than .50 and statistical result of rotated component matrix also reveals that most of items had strong loading from the second and third factor. Therefore, further statistical analysis reveals that all the items with higher factor loadings.

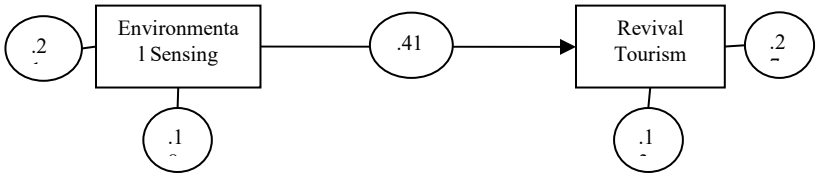
Confirmatory Factor Analysis and Structure Equation Modelling

The content and face validity of measurement instrument i.e. (questionnaire) was checked by veteran research scholars. The scholars in this regard validated the questionnaire and gave the permission for data collection. For convergent/construct validity the particular model of

the research study was examine through structural equation Model (SEM) and confirmatory factor analysis (CFA). The CFA is performed on the data because some of the questionnaire items were constructed. For constructed measurements items the CFA is performed (Usluel et al., 2008). For examining model fitness study used seven fit indices namely (X^2/df, GFI, AGFI, NNFI, CFI, RMSR, RMSEA).

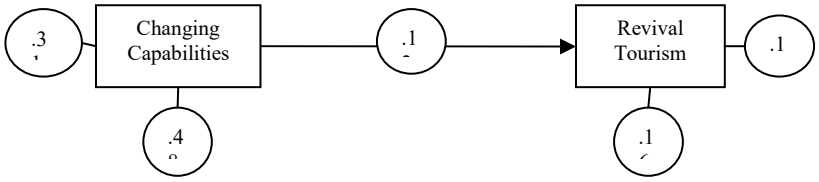
Structural Analysis for Entrepreneurial Dynamic Capabilities and Revival Tourism

Confirmatory Factor Analysis for Model 1
Result of 2 factor model i.e. (environmental sensing) and revival tourism is as follows.



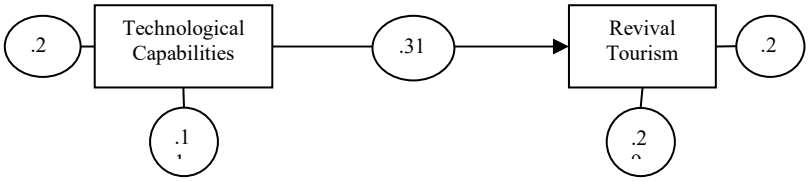
Chi-Square=2.46, df =1, P-value=.00, RMSEA=0.07

Confirmatory Factor Analysis for Model 2
Result of 2 factor model i.e. (changing capabilities) and revival tourism is as follows.



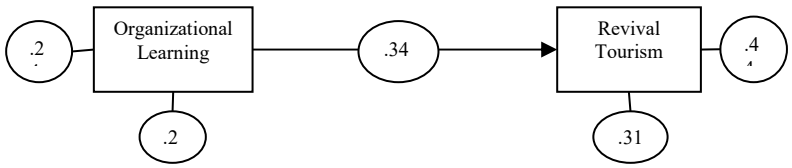
Chi-Square=2.1, df = 1, P-value=.006, RMSEA=0.06

Confirmatory Factor Analysis for Model 3
Result of 2 factor model i.e. (Technological capabilities) and revival tourism is as follows.



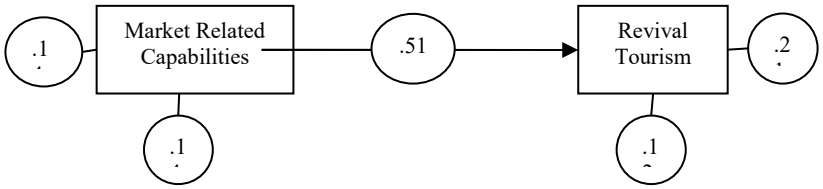
Chi-Square= 2.8, df =1, P-value=.000, RMSEA=0.07

Confirmatory Factor Analysis for Model 4
Result of 2 factor model (Organizational learning capabilities) and revival tourism i.e. (Associations) is as follows.



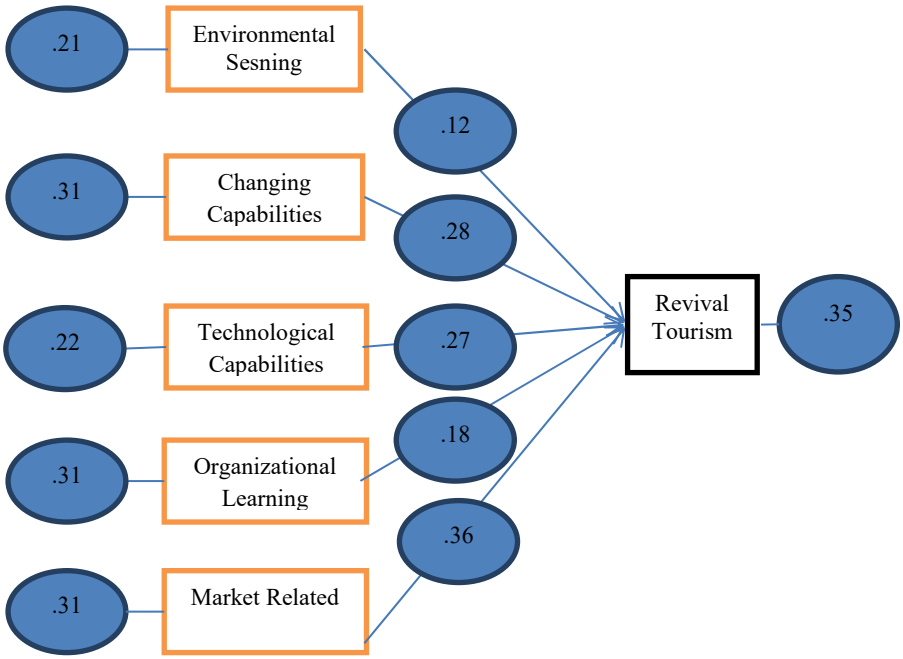
Chi-Square= 2.4, df =1, P-value=.000, RMSEA=0.06

Confirmatory Factor Analysis for Model 1
Result of 2 factor model i.e. market related capabilities and revival tourism is as follows.



Chi-Square=2.36, df =1, P-value=.00, RMSEA=0.06

CFA for Model 6
Result of 6 factor model dynamic entrepreneurial capabilities and revival tourism is as follows.



Chi-Square=14.23, df =5, P-value=.018, RMSEA=0.074

Goodness of fit for overall Models

Table 4

Models	NFI	AGFI	RMSEA	GFI	RMR	CFI	X^2/df
Standard Value (Usluel etal., 2008)	>.9	>.8	<.08	>.9	<.1	>.9	<.3
Entrepreneurial Capabilities and Revival Tourism							
Model 1 (Environmental Sensing – Revival Tourism)	.98	.96	.07	1.0	.04	.99	2.4
Model 2 (Changing Capabilities – Revival Tourism)	1.0	1.0	.06	1.0	.01	1.0	2.1
Model 3 (Technological Capabilities – Revival Tourism)	1.0	1.0	.07	1.0	.01	.99	2.8
Model 4 (Organizational Capabilities – Revival Tourism)	.92	.97	.06	.94	.01	.96	2.4
Model 5 (Market Related Capabilities – Revival Tourism)	.93	.87	.06	1.0	.03	.96	2.3
Model 6 (Entrepreneurial Capabilities – Revival Tourism)	.91	.97	.07	.91	.03	.93	2.9

X^2= chi-sqr, df = degree of freedom, GFI = goodness of fit index AGFI = RMR = root mean error of residuals RMSEA = root means sqr error of approximation, CFI = comparative fit index, NFI = normed fit index

Seven fit aforementioned indices i.e. (X^2/d.f, GFI, AGFI, NNFI, CFI, RMSR, RMSEA) were used for checking the goodness of fit for all alternative models. The result of CFA's analysis exhibits the uniqueness of variables. The result of all the alternative models depicted that all values have their own significant loadings and all alternative models are good fit.

Discussion and Conclusion

Discussion

This research study was based on quantitative research technique. The researcher used analytical software i.e. SPSS and Liseral latest version for data analysis. The targeted population of this study are inbound and

outbound tourists of Chitral, Swat and Dir cities of KPK, Pakistan and recorded/documented with travel agencies, hotels and local administrators of KPK, Pakistan. Total population of inbound and outbound tourists with tourist operators, in Peshawar, SWAT, Chitral and Dir cities of Khyber Pakhtunkhwa (KPK), Pakistan are 1035. Population of inbound and outbound tourists in hotels of Peshawar, SWAT, Chitral and Dir are 608. Population of inbound and outbound tourists with Administrators of Chitral, Swat and Dir are 94. The sample size was determination by utilizing the formula of (Yamane, 1967) for finite population. Final sample will be 548 inbound and outbound tourists of Chitral, Swat and Dir cities of KPK, Pakistan. For data collection the researcher used probability sampling technique i.e. stratified sampling with proportionate allocation method. Structure equation modelling and factor analysis was utilized through Liseral software for measuring the construct and divergent validity of the measurement instrument. Total strength of Male respondents was 186 out of 241 members that represent 71.2% of the total whereas; female represents were 55 out of 241 participants that depict 22.8% of the total sample. Participants with the ages of 25-35 years represent 128 out of 241 members that depict 53.1% of the total sample. From 36-45 years of age's group members represents 37 out of 241 members that portray 15.4% of the total sample. From 46 and above years of ages group members represents 76 out of 241 members that portray 31.5% of the total sample. Inbound and outbound tourists were found 33 and 208 out of 241 members. Furthermore, it represents the percentage of 13.7% and 86.3% respectively. Result of MSA based on Kaiser-Meyer-Olkin (KMO) coefficients show that the $0.50 \leq KMO \geq 0.60$ in one factors, $0.61 \leq KMO \geq 0.70$ in three factors and $0.70 \leq KMO \geq 0.80$ in 1 factor revealing sampling adequacy measures as middling respectively. Aforementioned table also depicts that the probability of the Bartlett's statistic for all 3 factors is $p < 0.01$ i.e. less than or equal to the level of significance of 0.05. Results reveal that the assumption of Sphericity is satisfied and all data sets are suitable for factor analysis. The result of the study was consistent with the previous study of (Zollo and Winter's, 2002). Communalities of components for each of the variables shows for 21 items of 6 variables i.e. (environmental sensing capabilities, changing capabilities, technological capabilities, organizational learning capabilities, market related capabilities and revival tourism performance) a total of 23 iterations were performed for communalities and rotated components matrix (3, 5, 4, 4, 3 and 4 respectively). As a result, none of the item is eliminated because all the computed value of communalities are greater than .50 and statistical result of rotated component matrix also reveals that most of items had strong loading from the second and third factor. Therefore, further statistical analysis reveals that all the items with

higher factor loadings. The result is consistent with the previous study of (Zollo and Winter's, 2002).

The content and face validity of measurement instrument i.e. (questionnaire) was checked by veteran research scholars. The scholars in this regard validated the questionnaire and gave the permission for data collection. For construct validity the particular model of the research study was examine through structural equation Model (SEM) and confirmatory factor analysis (CFA). The CFA is performed on the data because some of the questionnaire items were constructed. For constructed measurements items the CFA is performed (Usluel etal., 2008). Seven fit indices i.e. (X^2/d.f, GFI, AGFI, NNFI, CFI, RMSR, RMSEA) were used for checking the goodness of fit for all alternative models. The result of CFA's analysis exhibits the uniqueness of variables. The result of all the alternative models depicted that all values have their own significant loadings and all alternative models are good fit. The result is consistent with the previous study of (Zollo and Winter's, 2002; Shoaid, Qasim and Saleh, 2011).

Summary of Hypotheses

H1: Environmental sensing capability has significant effect on tourism revival (Accept)

H2: Change and renewal capability has significant effect on tourism revival (Accept)

H3: Technological flexibility capability has significant effect on tourism revival (Accept)

H4: Organizational learning capability has significant effect on tourism revival (Accept)

H5: Market related capability has significant effect on tourism revival (Accept)

Recommendations

Recommendations offered under "Chitral, Swat and Dir Specific" can also be applied in other parts of the country as well. These recommendations are more pertinent to policymaking level /decisions channels at federal or provincial levels

- To promote tourism wide ranging awareness campaign at national level is needed.
- In cooperation with the International Hotel and Restaurant Association (IH&RA), Pakistan Ministry of Tourism should convene a world conference on the latest developments in the hotel industry. The conference should invite the public and private sector representatives, hoteliers, and tour operators to Managing Tourism in Pakistan

- A National Committee on Tourism Ethics should be formulated to draw Code of Ethics for Tourism in Pakistan. The Code should also be in line with our socio- cultural responsibilities towards local, regional, national and international communities. The National Code of Ethics should be addressed to all the stakeholders likely to be involved in the process of tourism development.
- Pakistan's potential for religious sites, especially related to Sikhism, and Buddhism has very high chance of growth and needs further efforts. The area now constituting Pakistan has been the meeting place of various religions of the past, but unfortunately this aspect has never been exploited by our Tourism Ministry. Therefore, the federal government should plan to exploit country's potential of religious tourism and chalk out a strategy to conserve the religious sites and provide facilities to the tourists coming here for visiting the sacred sites. Proper hospitality to religious devotees would also help improve the soft image of the country besides generating revenue.
- Pakistan is amongst few countries of the world which have been witnessing twin deficits almost throughout its life. Development of tourism needs heavy investment something beyond the scope and capability of the public sector alone. This is only possible, once the investment is reinforced from private Managing Tourism in Pakistan
- Aggressive promotional campaigns should be launched to persuade foreign tourist to come to Pakistan. Special counters should be opened at Pakistan mission and PIA offices abroad to disseminate promotional literature. Display of documentation and exhibitions should also be arranged in foreign countries.
- Upgrading the staff of all tourism training institutes and setting up new institutes in different provinces and major tourist resorts areas.

Conclusion

Tourism is a vastly under-rated industry in Pakistan. The role of government in tourism development has never been a pushing one. Over centralization and lacking coordination between center, province and local level and intra-departmental levels have been the hall mark of mismanagement of the industry. The entrepreneurial capabilities along with its vital facets i.e. (environmental sensing, change and renewal, technological flexibility, organizational flexibility and market related) have significant effect on revival of tourism industry. Management needs to realize that the availability of quality products, originality of the environments, making of

tourist friendly environment through well-coordinated private- public sector efforts and a stable socio- political situation, are essential prerequisites for tourism development. To ensure all of it takes place in befitting manner, a well thought out efficient management system is needed on ground. The system must focus on well-coordinated integration of all available resources to widen the tourism base and Managing Tourism in Pakistan switching over from bureaucratic culture to corporate one. It must formulate a tourism strategy, which is flexible to meet the shifting demands of the market, without involving much of organizational restructuring and wastage of time. It must encompass a radicalization of approach towards the development of tourism from supply based to demand oriented. Given due attention it can grow into a major economic generator and a labor intensifying industry.

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