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Effect of Configuration, Collaboration, and Coordination on Tourism Supply Chain Performance: The Moderating Role of Government Policies

Do Minh PHUONG[1]

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Abstract

Purpose: This study examines the pivotal roles of configuration, collaboration, and coordination in enhancing supply chain performance within the tourism industry, which remains underexplored. These elements are crucial for optimizing operational efficiency; however, their combined impact, particularly under the moderating influence of governmental policies, requires further investigation. Grounded in supply chain management theory, this research elucidates how strategic configuration of supply chain networks, robust stakeholder collaboration, and effective operations coordination contribute to performance improvements. It also highlights the moderating role of governmental policies in amplifying these effects through a supportive regulatory framework.. **Research design, data and methodology:** Empirical data were gathered from 350 tourism industry managers and analyzed using SmartPLS 4.0 to assess the relationships among variables. **Results:** The results confirm that configuration, collaboration, and coordination significantly enhance supply chain performance. Governmental policies moderate these relationships, strengthening the effects of configuration and coordination on performance, while their influence on collaboration is minimal, thereby enhancing overall efficacy. **Conclusions:** These findings enrich the theoretical understanding of supply chain dynamics in tourism and offer practical guidance for tourism managers to optimize performance through strategic configurations, enhanced collaboration, and efficient coordination. Policymakers can support these efforts by implementing regulations that promote sustainable industry growth.

Keywords: Supply chain, Performance, Configuration, Collaboration, Coordination, Governmental policies

JEL Classification Code: Z00, Z30, Z32, Z38

1. Introduction

The current global competitive landscape has shifted from "firm versus firm" competition to "supply chain versus supply chain" competition. (Ketchen & Hult, 2007) Consequently, participation in supply chains, particularly in tourism, has become increasingly critical and essential. In recent years, supply chains, especially within the tourism industry, have garnered significant attention from both researchers and practitioners (Fantazy, Kumar, & Kumar, 2010; Font, Tapper, Schwartz, & Kornilaki, 2008; Guo, Jiang and Li., 2019; Mandal & Saravanan, 2019; Piboonrungroj & Disney, 2015; Song, 2012; Xu & Gursoy, 2015; Zhang, Song, & Huang., 2009). Existing studies have addressed specific aspects of this domain but have not provided a comprehensive examination. Specifically, (Yılmaz & Bititci, 2006; Zhang et al., 2009) emphasize that measuring supply chain performance is essential for

1 First Author. Minh Phuong Do, Lecturer, Thuongmai University, Hanoi, Vietnam, Email: phuong.dm@tmu.edu.vn, ORCID https://orcid.org/0009-0002-6152-8354

effective supply chain management and impacts the activities of all participating members, thereby evaluating the contributions of each stakeholder. According to Zhang et al. (2009), tourism supply chain performance should encompass diverse factors such as financial outcomes and customer satisfaction. Fantazy et al. (2010) argue that research efforts remain limited despite emphasizing customer satisfaction in the hospitality sector. Furthermore, Piboonrungroj (2012) developed a theoretical framework for the tourism supply chain, identifying key performance metrics, including financial performance, customer satisfaction, operational efficiency, and sustainability (Babu et al., 2018; Lee & Fernando, 2015; Rahiminezhad Galankashi & Mokhatab Rafiei, 2022).

Additionally, numerous studies have explored the impact of government policies on tourism supply chain performance. (Chiwaridzo, 2024; Estol Camilleri & Font, 2018; Piga, 2003; Rivera & Gutierrez, 2019; Rizal, 2021; Song, 2012; Zhang & Li, 2023). Concurrently, the effects of supply chain configuration, collaboration, and coordination have been extensively investigated. (Chiwaridzo, 2024; Chowdhury et al., 2024)

The tourism industry, characterized by a complex network of stakeholders, increasingly relies on effective supply chain management to enhance competitiveness and deliver superior customer experiences. Supply chain management theory provides a robust analytical framework for evaluating configuration, collaboration, and coordination within the tourism supply chain—critical elements for optimizing operational efficiency and sustainability (Lu, 2011). Configuration refers to the structural design of the supply chain, collaboration emphasizes strategic partnerships among stakeholders, and coordination ensures seamless integration of activities (Chiwaridzo, 2024; Lee & Fernando, 2015; Zhang et al., 2009). These elements become particularly significant as global competition shifts from firm-versus-firm to supply chain-versus-supply chain models (Buhalis & Leung, 2018). This study, therefore, elucidates the relationships among configuration, collaboration, coordination, and tourism supply chain performance based on supply chain management theory. Collaboration within the tourism supply chain is essential and positively impacts supply chain performance, including within innovative hospitality ecosystems (Buhalis & Leung, 2018; Piboonrungroj & Disney, 2015). Flexible configuration and effective coordination enhance supply chain performance amid environmental volatility (Jayaram et al., 2011; Lee & Fernando, 2015) and support sustainable supply chain practices (Font et al., 2008). However, the mechanisms through which configuration, collaboration, and coordination influence supply chain performance have been examined in isolation. Moreover, the moderating role of government policies in the relationship between configuration, collaboration, coordination, and supply chain performance requires further investigation, particularly in the context of Vietnam's tourism industry, where government policies significantly influence the tourism supply chain.

To address these gaps, this study applies supply chain management theory to examine the impact of configuration, collaboration, and coordination on supply chain performance. It explores the moderating role of government policies in the tourism and hospitality sector. This study is structured as follows: the research approach is presented after reviewing previous research and developing hypotheses. Section 3 is about Materials and Methods. The study results are presented in Section 4, which is about Results and Discussion. Their limitations and recommendations for further research are discussed in Section 5, the Conclusion.

2. Literature Review

2.1. Supply Chain Management Theory

Supply Chain Management (SCM) theory, which has its roots in the 1980s, emerged as a discipline derived from logistics and operations management to fulfill the necessity for cohesive processes across various organizations (Cooper & Springett, 1997). Initially concentrating on aspects of physical distribution and inventory oversight, SCM has matured into a strategic paradigm that underscores the significance of inter-organizational coordination and the optimization of resources (Mentzer et al., 2001). The theory attained considerable recognition through the contributions of researchers such as Houlihan (1985), who underscored the critical role of managing flows among supply chain entities to enhance operational efficiency. SCM offers a conceptual framework for elucidating how interconnected processes and stakeholders collectively optimize performance within intricate networks, such as those in the tourism sector. The discipline accentuates the necessity of integrating configuration, collaboration, and coordination to augment efficiency and responsiveness (Mentzer et al., 2001; Lu, 2011). Within tourism, supply chain configuration pertains to structuring networks involving stakeholders, such as hotels, tour operators, and transportation providers, to facilitate streamlined operations (Zhang et al., 2009). An effective configuration aligns resources to satisfy tourist requirements, enhancing service delivery and cost-effectiveness (Song, 2012). Collaboration, regarded as a fundamental pillar of SCM, promotes establishing partnerships among supply chain participants to facilitate sharing resources, information, and risks. Collaborative

initiatives within the tourism sector enhance service quality and innovation, as stakeholders collectively create value for tourists (Sigala, 2018). Empirical studies indicate that collaboration enhances supply chain agility, enabling swift responses to fluctuations in market dynamics (Cao & Zhang, 2011). Nonetheless, the efficacy of collaboration is contingent upon trust and the alignment of objectives among partner entities (Lambert & Enz, 2017). Coordination is imperative for ensuring seamless interactions among supply chain participants, synchronizing activities to minimize delays and improve customer satisfaction. In the tourism domain, coordination encompasses integrating booking systems, transportation, and hospitality services to provide cohesive experiences for consumers. Research indicates effective coordination alleviates disruptions and enhances operational performance (Chen et al., 2010a). Government policies serve a moderating function in influencing the outcomes associated with SCM. Policies about tourism infrastructure, visa regulations, and sustainability standards significantly affect supply chain configuration and collaboration (Hall & Williams, 2019). For example, supportive governmental policies can bolster stakeholder coordination by incentivizing adopting sustainable practices (Scott et al., 2012). Conversely, restrictive regulations can impede collaboration and elevate operational costs (Song, 2012). This study builds upon SCM theory to investigate how configuration, collaboration, and coordination influence the performance of tourism supply chains, with governmental policies acting as a moderating variable.

2.2. Hypothesis Development

2.2.1. Tourism Supply Chain Performance

As Page and Page (2007) tourism differs from other sectors because it engages with a transient demographic that frequents specific locales to consume various products, services, or experiences. Conversely, the supply components are predominantly anchored in fixed geographical locations. Chan and Chan (2009) define a supply chain as a network of organizations interconnected from initial suppliers to final consumers. SCM represents an essential methodology that consolidates all stakeholders within the supply chain to ensure the timely provision of goods and services to their respective clientele. This has given rise to tourism supply chain management as a cohesive framework for orchestrating pertinent activities (Chen, 2009). The efficacy of supply chain management is paramount for enhancing the tourism sector's industrial efficiency, profitability, and sustainability (Piboonrungroj & Disney, 2009). The network is categorized into upstream and downstream segments, encompassing commercial and non-commercial entities (Zhang et al., 2009). According to Peng et al. (2011), the tourism supply chain is constituted by an array of organizations, including attraction providers, transportation and hospitality vendors, souvenir retailers, travel agencies, and public sector entities, which collectively facilitate the supply of goods and services to tourists. Chen (2009) further notes that the tourism supply chain is unstable due to clients' diverse and ever-changing demands, making the industry unique. Suppliers across various sectors must furnish the essential products and services. Consequently, a substantial proportion of research on supply chains emphasizes and scrutinizes the financial determinants influencing the efficacy of supply chain operations.

Per the principles of performance measurement, applying pertinent financial metrics is instrumental in assessing the operational efficiency of the supply chain (Rafiei & Galankashi, 2021). Zhang et al. (2009) formulated a theoretical framework for evaluating supply chain performance, encompassing criteria such as total cost, distribution expenses, product design expenditures, inventory costs, and profit margins. The investigation conducted by Fantazy et al. (2010) also introduced two pivotal financial metrics for appraising the performance of the tourism supply chain: profit and return on investment. Furthermore, the research by Cao and Zhang (2011) posits that supply chain performance is quantified through sales growth, profit margin on sales, return on investment, and escalation in return on investment. In this analysis, the performance outcomes of the tourism service supply chain are evaluated utilizing financial metrics adapted from the study of Lee and Fernando (2015).

2.2.2. Configuration and Tourism Supply Chain Performance

A supply chain configuration is defined as the strategic selection of suppliers, components, processes, and operational methodologies at each phase of the supply chain (Nepal et al., 2011, 2012). As Lu (2011) noted, an efficacious supply chain configuration necessitates the identification and assessment of structures congruent with the specific demands of the supply chain. An optimally designed configuration augments supply chain operations' reliability, responsiveness, flexibility, and cost-efficiency. Simchi-Levi et al. (2005) advocate adopting a network perspective in supply chain management, whereby the supply chain is perceived as an interconnected system comprising multiple entities. This network paradigm underscores the interrelationships of configuration, collaboration, and coordination to enhance performance outcomes (Zhang et al., 2009). Moreover, Simchi-Levi et al. (2005) propose that evaluating supply chain performance requires metrics assessing configuration, interrelationships, and coordination. Within tourism supply chains, an appropriate configuration is imperative due to the intricate interplay of services and goods, which necessitates seamless

integration among diverse stakeholders. Consequently, a suitably configured tourism supply chain will bolster overall performance through operational efficiency and customer satisfaction enhancements. In light of these findings, the subsequent hypothesis is articulated:

H1: Configuration positively impacts the financial tourism supply chain performance

2.2.3. Collaboration and Tourism Supply Chain Performance

Collaboration within supply chains is characterized as establishing business linkages among firms to pursue shared objectives while ensuring reciprocal benefits for all participants (Mentzer et al., 2001). Simatupang and Sridharan (2002) contend that collaboration facilitates two or more independent firms in achieving superior success through joint planning and execution instead of functioning in isolation. Strategic collaboration generates mutually beneficial outcomes by leveraging supply chain relationships. Cao and Zhang (2011) emphasize the importance of understanding the nature of collaboration, particularly concerning the roles of information sharing, process integration, communication, and co-creation of knowledge with supply chain partners. In the context of tourism supply chains, collaboration is paramount due to the complexity of networks involving multiple stakeholders, such as hotels, airlines, and travel agencies. Myhr and Spekman (2005) assert that collaborative supply chain partnerships enhance organizational competitiveness. Similarly, Barratt (2004) supply chain collaboration markedly enhances overall performance, benefiting all chain members. In light of the interconnected nature of tourism supply chains, effective collaboration is anticipated to improve performance by fostering trust, mitigating inefficiencies, and aligning objectives across stakeholders (Lee & Fernando, 2015). In light of these findings, the following hypothesis is proposed.:

H2: Collaboration positively impacts the financial tourism supply chain performance

2.2.4. Coordination and Tourism Supply Chain Performance

Coordination within supply chains necessitates harmonizing decision-making through collaborative efforts among autonomous entities to optimize aggregate performance. In the contemporary global marketplace, effectively coordinated supply chains are imperative for sustaining competitive advantage and responding adeptly to the exigencies of consumer demands (Singh, 2011; Singh Srai & Gregory, 2008). The tourism sector, distinguished by a confluence of services and products alongside the engagement of closely interconnected stakeholders, necessitates substantial coordination within its supply chains (Piboonrungroj & Disney, 2009). Coordination is viewed as the paramount factor influencing the management of tourism supply chains regarding their performance, as it is fundamentally dependent on synchronized decision-making among the supply chain members to foster sustainable competitive advantages. Heung et al. (2011) emphasize the significance of strategic coordination between the healthcare and tourism sectors, particularly in nascent areas such as medical tourism. Simatupang and Sridharan (2002) assert that the efficacy of coordination enhances operational and financial performance only when the processes of information collection, processing, and dissemination are bolstered by the preparedness of supply chain members to leverage such information. Within tourism supply chains, effective coordination is anticipated to optimize operational efficiency, augment responsiveness, and elevate customer satisfaction, consequently enhancing overall performance (Lee & Fernando, 2015). In light of these empirical findings, the subsequent hypothesis is posited.:

H3: Coordination positively impacts the financial tourism supply chain performance

2.2.5. Moderating Effect of Government Policies

Government policies are critical in shaping TSC dynamics by establishing regulatory frameworks, providing incentives, and promoting stakeholder collaboration (Chiwaridzo, 2024). Well-designed government policies enhance clarity, consistency, and effectiveness in policy implementation, strengthening stakeholder interactions and supporting sustainable outcomes (Chiwaridzo, 2024).

The moderating effect of government policies suggests that the strength of the relationships between tourism supply chain components (configuration, collaboration, and coordination) and TSC performance is contingent on the quality and enforcement of these policies (Rizal, 2021). Effective policies can amplify the positive impact of configuration, collaboration, and coordination on tourism supply chain performance by creating an enabling environment, fostering trust, streamlining operations, and encouraging innovation (Rizal, 2021). For instance, policies that provide clear guidelines and incentives can enhance the efficiency of resource allocation configuration, strengthen partnerships among stakeholders (collaboration), and improve information sharing (coordination) (Gretzel et al., 2016; Song, 2012). Conversely, poorly designed or inconsistently enforced policies may undermine these relationships by creating regulatory uncertainty or barriers to collaboration, ultimately hindering tourism supply chain performance (Chiwaridzo, 2024; Rizal, 2021). Therefore, government policies are expected to moderate the relationships between TSC components and performance, with stronger and more effective policies enhancing the

positive effects of configuration, collaboration, and coordination.

H4: Government policies moderate the relationship between configuration and financial tourism supply chain performance.

H5: Government policies moderate the relationship between collaboration and financial tourism supply chain performance.

H6: Government policies moderate the relationship between coordination and financial tourism supply chain performance.

We provide a proposed research model from the hypotheses above in Figure 1.

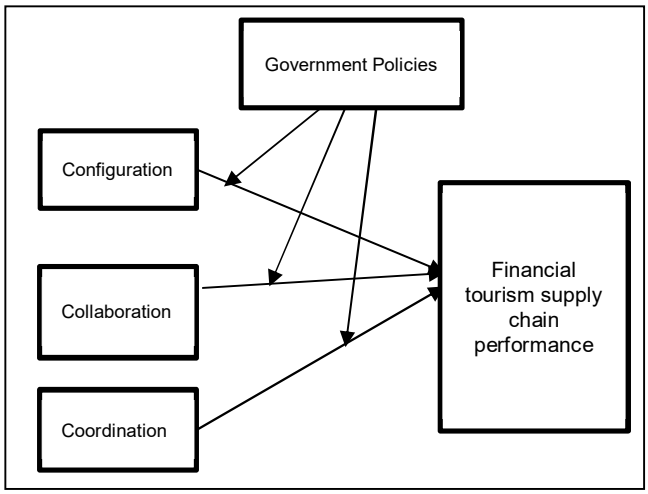

Figure 1: The Proposed Research Model

3. Research Methods and Materials

3.1. Sample and Data Collection

The survey participants were managers in Hanoi, Vietnam's tourism and hospitality sectors. This investigation concentrated on local tourism providers, including hotels, restaurants, tour operators, and transport service entities. To guarantee accurate and pertinent responses, online questionnaires were disseminated to managers identified as key decision-makers within their organizations, and an invitation to participate in the survey was extended to 400 managers from tourism enterprises. The collaboration of the research team with alumni who facilitated the distribution of the surveys significantly streamlined the distribution process. The efficiency of this process was enhanced due to the involvement of numerous former students from the Faculty of Hospitality and Tourism at the University of Commerce, who are currently employed within the tourism sector. Three months were designated for data collection, specifically from January 1 to March 31, 2025. Throughout this timeframe, alumni persistently supported the initiative by providing reminders and follow-ups to ensure the accuracy and completion of the questionnaires. Ultimately, 350 completed surveys were successfully obtained, resulting in a substantial dataset for analytical purposes and a commendable response rate.

3.2. Instrument Development

The measurement scales were meticulously adapted from extant literature to evaluate the constructs pertinent to the study, thereby ensuring both relevance and reliability. In particular, the Configuration construct was quantified through the adaptation of three items derived from the research of Lu (2011), Nepal et al. (2010), and Zhang et al. (2009). The Collaboration construct was evaluated utilizing six items, while the Coordination construct was assessed with five items, which were adapted from the investigations conducted by Lee and Fernando (2015), Cao and Zhang (2011). The financial tourism supply chain performance construct was similarly measured with five items sourced from the studies of Lee and Fernando (2015) and Fantazy et al. (2010). Furthermore, five items were adapted from Chiwaridzo's research (2024) for the construct relating to government policies. All items were evaluated on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The scales were judiciously adapted to correspond with the tourism context, thereby ensuring clarity and applicability within the scope of this study.

3.3. Data Analysis

The data analysis was executed in two distinct stages to guarantee the robustness of the research model. Initially, the measurement model was scrutinized to ascertain the reliability and validity of the constructs. Internal consistency reliability was evaluated by applying Cronbach's alpha and Composite Reliability (CR), with anticipated values surpassing the accepted threshold of 0.7 (Hair et al., 2019). Convergent validity was assessed via the Average Variance Extracted (AVE), necessitating values greater than 0.5 and factor loadings exceeding 0.6. Discriminant validity was corroborated through the Heterotrait-Monotrait (HTMT) ratio, with values below 0.85 (Henseler et al., 2015). Following the validation of the measurement model, the structural model analysis was conducted to test the research hypotheses empirically. The path coefficient analysis assessed the strength and statistical significance of the relationships among the constructs. To ensure methodological rigor, the bootstrapping technique, involving 5,000 resamples, was employed to evaluate the statistical significance of the hypothesized paths. The

SmartPLS 4.0 software facilitated the entire analysis process, ensuring precision and transparency in the resultant findings.

4. Results and Discussion

4.1. Results

Table 1: Descriptive statistics of the research sample

N = 350

Variables		Frequency	Percent (%)
Gender			
	Male	145	41.4
	Female	205	58.6
Position			
	Director	79	22.6
	Vice Director	94	26.8
	Department Heads	177	50.6
Experiences			
	Less than 5 years	78	22.3
	5 - less than 10 years	92	26.3
	10 - less than 15 years	83	23.7
	15 and above	97	27.7
Time of business establishment			
	Before the year 2000	55	15.7
	From 2000 to 2010	118	33.7
	After the year 2010	177	50.6

Table 1 presents the demographic characteristics of the participants. The dataset offers a comprehensive descriptive statistical analysis of a cohort comprising 350 individuals, segmented by gender, occupational role, professional experience, and the temporal context of business inception. Females represent the predominant demographic, constituting 58.6% (205 individuals), whereas males account for 41.4% (145). In the context of occupational roles, Department Heads prevail at 50.6% (177 individuals), followed by Vice Directors at 26.8% (94 individuals) and Directors at 22.6% (79 individuals). Concerning professional experience, individuals possessing 15 or more years of experience represent the largest cohort at 27.7% (97 individuals), closely trailed by those with 5 to less than 10 years (26.3%, 92 individuals), 10 to less than 15 years (23.7%, 83 individuals), and those with less than 5 years (22.3%, 78 individuals). Furthermore, enterprises established post-2010 comprise a significant majority at 50.6% (177 businesses), while those founded between 2000 and 2010 constitute 33.7% (118 businesses), and those established prior to 2000 account for 15.7% (55 businesses). These findings underscore a predominance of female representation, alongside a notable concentration of individuals in senior roles and a wide spectrum of professional experience, particularly among individuals exceeding 15 years, in addition to a discernible trend favoring the establishment of businesses in the post-2010 era, indicative of recent entrepreneurial advancement.

Measurement model

In order to assess the measurement model, the researcher rigorously adheres to the methodological guidelines proposed by Sabol, Hair, Cepeda, Roldán, and Chong. (2023), utilizing metrics such as outer loadings, Cronbach's Alpha, Composite Reliability (CR), and Average Extracted Value (AVE) as delineated in Table 2. Table 2 illustrates that the outer loading of all items exceeds the threshold of 0.5. Additionally, Cronbach's Alpha (exceeding 0.7) and CR (exceeding 0.7) are within acceptable parameters. Collectively, these outcomes suggest that the measurement model demonstrates robust convergent validity.

Table 2: Reliability, Convergence

Items	Outer loading	Cronbach Alpha	CR	AVE
CD		0.859	0.898	0.639
CD1	0.792			
CD2	0.792			
CD3	0.786			
CD4	0.814			
CD5	0.812			
CF		0.858	0.914	0.779
CF1	0.894			
CF2	0.872			
CF3	0.882			
CL		0.870	0.903	0.608
CL1	0.806			
CL2	0.814			
CL3	0.703			
CL4	0.769			
CL5	0.802			
CL6	0.777			
FP		0.878	0.911	0.673
FP1	0.834			
FP2	0.861			
FP3	0.805			
FP4	0.824			
FP5	0.775			
GP		0.890	0.917	0.689
GP1	0.705			
GP2	0.839			
GP3	0.832			
GP4	0.915			
GP5	0.845			

From Table 3, we used HTMT to measure the scales' discriminant validity. According to Henseler et al. (2015), all HTMT values are less than 0.9, thus ensuring discriminant validity.

Table 3: Discriminant Validity

	CD	CF	CL	FP	GP
CD					
CF	0.485				
CL	0.391	0.484			
FP	0.731	0.828	0.638		
GP	0.118	0.288	0.187	0.137	

Table 4 illustrates all the hypothesized relationships in this study. It shows that Coordination, Configuration, and Collaboration have significantly impacted Financial tourism Supply chain performance, as the t-test p-values are less than 0.05 (β = 0.318, p < 0.001, β = 0.44, p < 0.001, β = 0.219, p < 0.001). So, the hypotheses H1, H2, and H3 are accepted. Moreover, the moderate impact of Government Policies of Coordination and Configurationon on Financial tourism Supply chain performance are significant, as the t-test p-values are less than 0.05 (β = 0.118, p < 0.001, β = 0.107, p < 0.001), indicating that Government Policies moderates the impact of Coordination and Configuration on Financial tourism Supply chain performance. The moderation coefficients for both relationships are greater than 0 (positive), meaning that as Government Policies increase, the impact of Coordination and Configuration on Financial tourism Supply chain performance becomes stronger. Therefore, the hypotheses H4 and H6 are accepted. Besides, the impact of Government Policies on Collaboration to Financial tourism Supply chain performance is insignificant, as the t-test p-value is 0.747 > 0.05, β = -0.013, indicating that Government Policies do not moderate the impact of Collaboration on Financial tourism Supply chain performance. Therefore, the hypothesis H5 is rejected.

Table 4: Hypothesis Testing

Relationships	Adjusted β	p value	$f2$	Decisions
CD -> FP	0.318	0.000	0.268	Acepted
CF -> FP	0.440	0.000	0.450	Acepted
CL -> FP	0.219	0.000	0.136	Acepted
GP x CD -> FP	0.118	0.003	-	Acepted
GP x CF -> FP	0.107	0.005	-	Acepted
GP x CL -> FP	-0.013	0.747	-	Rejected.

Note: CF: Configuration, CL: Collaboration, CD: Coordination, GP: Government Policies, FP: Financial tourism Supply chain performance

To evaluate the strength of the relationships, the authors followed Cohen's (2013) guidelines, utilizing $f2$ coefficients for analysis. According to(Cohen, 2013), $f2$ values below 0.02 indicate extremely small or negligible effects; values between 0.02 and 0.15 reflect minor effects; those ranging from 0.15 to 0.35 suggest moderate effects; and values above 0.35 represent large effects. Table 4 shows the effectiveness of the impact on FP: the variable CF has a strong influence ($f2$ = 0.450), the variable CD has a moderate influence ($f2$ = 0.268), and the variable CL has a weak influence ($f2$ = 0.136).

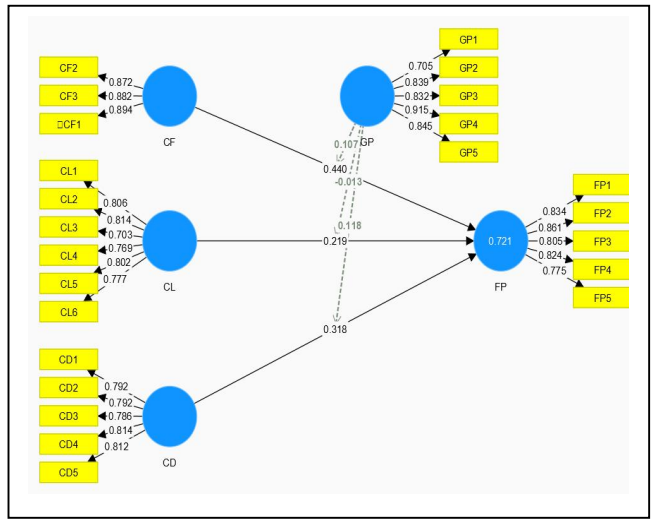

Figure 2: Path Analysis

4.2. Discussion

This research examines the influence of configuration, collaboration, and coordination on the performance of tourism supply chains, with a particular emphasis on the moderating influence of governmental policies. The results substantiate that these elements considerably enhance organizational performance within tourism supply chains. Strategic configuration fortifies supply chain resilience by effectively aligning resources with market requirements, as elucidated by Singh Srai and Gregory (2008). Collaboration enhances service quality and customer satisfaction through trust-based partnerships and the sharing of information, aligning with the perspectives put forth by Myhr and Spekman (2005). Coordination mitigates operational inefficiencies by promoting synchronized processes, according to the findings of Simatupang and Sridharan (2002). These outcomes support existing literature and extend it by demonstrating the synergistic effect of these variables within the intricate and fluctuating tourism industry.

The moderating influence of governmental policies further elucidates these interrelations. Supportive policies, including regulatory clarity and infrastructure assistance, magnify the beneficial impacts of configuration and coordination on supply chain results, as Hosseini-Motlagh et al. (2021) noted. For example, policies that advocate for standardized processes can diminish implementation expenses, thereby enhancing the scalability of configured supply chains. Likewise, streamlined licensing or regional

tourism planning enhances partner coordination (Zhang et al., 2009). Nonetheless, governmental policies do not exert a significant moderating influence on the collaboration-performance dynamic, as collaboration fundamentally depends on trust and shared objectives, which are comparatively less affected by external frameworks. This observation is consistent with Zhang et al. (2009), who underscored that effective collaboration is driven by internal relational dynamics. In rapidly changing tourism markets such as Vietnam, enterprises frequently circumvent policy impacts due to bureaucratic delays, instead relying on strategic orientations and collaborative methodologies.

These findings present significant practical implications for managers within tourism supply chains and policymakers. Managers are encouraged to invest in strategic configuration to ensure resource alignment, cultivate collaboration through trust and effective communication, and improve coordination via integrated processes, including digital platforms. Policymakers should prioritize establishing clear, consistent policies that mitigate regulatory obstacles and promote sustainable practices to reinforce configuration and coordination. The limited influence of policy on collaboration indicates that governments should concentrate on creating enabling frameworks rather than engaging in direct interventions in relational dynamics, thereby fostering a resilient and competitive tourism environment in the tourism sector.

5. Conclusions

5.1. Theoretical Implications

This study significantly advances supply chain management literature by integrating government policies as a critical determinant of tourism supply chain performance, addressing a gap identified by Mambo (2022). While prior research has focused mainly on internal practices such as coordination and collaboration (Simatupang & Sridharan, 2002), this study enriches theoretical understanding by demonstrating how external governance mechanisms enhance configuration and coordination in the tourism and hospitality sector, characterized by demand volatility and complex stakeholder networks. Specifically, government policies—encompassing clarity, consistency, effectiveness, coordination, facilitation, and sustainability support—act as enablers, aligning supply chain activities with sustainable performance outcomes. For instance, clear and consistent policies streamline regulatory compliance, enhancing configuration efficiency, while sustainability-focused policies strengthen stakeholder partnerships, improving coordination (Chiwaridzo, 2024). These findings support Ahmad et al. (2022), who emphasized policy clarity's role in coordination, and extend Kauppi and Luzzini (2022) by illustrating how policy effectiveness amplifies performance in tourism supply chains.

However, this study finds that government policies do not moderate the collaboration-performance relationship, contradicting assumptions in some prior studies (Nagariya et al., 2022). Collaboration depends primarily on internal factors like trust and mutual goals, which are less influenced by external regulatory frameworks, as supported by Panigrahi, Bahinipati, and Jain. (2018). This result introduces a contingency perspective, suggesting that while government policies enhance configuration and coordination, collaboration operates independently of such interventions. By operationalizing policies through five dimensions—clarity, consistency, effectiveness, collaboration facilitation, and sustainability support—this study provides a robust framework for understanding their moderating role. These dimensions create a conducive environment that amplifies the effectiveness of configuration and coordination, offering a novel perspective on sustainable tourism supply chain dynamics.

5.2. Practical Implications

The results of this investigation yield pragmatic insights for stakeholders within the tourism supply chain, encompassing tourism operators, destination management organizations, and policymakers, aimed at enhancing the efficacy of supply chain operations. In conjunction with the moderating role of governmental policies, the affirmative influences of configuration, collaboration, and coordination establish a basis for strategic interventions that optimize tourism supply chains. *First*, Fortifying Supply Chain Configuration: The substantial positive correlation between configuration and tourism supply chain performance accentuates tourism operators' need to refine their operational frameworks. Travel agencies, accommodation service providers, and transportation enterprises should allocate resources towards integrated systems, such as digital platforms dedicated to resource allocation and demand forecasting, thereby improving operational efficacy. Policymakers can bolster these initiatives by offering incentives for adopting technology, particularly in locales where governmental policies enhance the advantages of efficient configuration. *Second,* fostering effective Collaboration: The research substantiates that collaboration among supply chain partners favorably impacts performance outcomes. Tourism stakeholders should prioritize the establishment of strategic alliances to facilitate the sharing of resources, expertise, and market intelligence. For example, collaborative promotional campaigns or cross-training endeavors can elevate service quality and enhance

the competitiveness of destinations. However, given that governmental policies do not moderate the association between collaboration and performance, stakeholders should concentrate on cultivating trust and mutual commitment independently of regulatory frameworks to realize the advantages of collaboration fully. *Third,* advancing Coordination mechanisms: The favorable impact of coordination underscores the necessity for fluid information and service exchanges within the tourism supply chain. Stakeholders should employ advanced communication technologies like cloud-based platforms to enable real-time data sharing and informed decision-making. Regular coordination meetings and performance evaluations can further harmonize objectives among supply chain participants. Acknowledging that governmental policies exert a positive moderating influence on this relationship, policymakers should enact supportive measures, such as funding for coordination infrastructure or the simplification of regulatory processes, to amplify the effects of coordination on performance metrics. *Fourth,* capitalizing on Government Policies: The moderating influence of governmental policies in magnifying the effects of configuration and coordination on supply chain performance highlights the necessity for well-crafted regulations. Governments should promulgate policies that incentivize sustainable practices, such as tax incentives for environmentally friendly technologies or grants aimed at the digital transformation of tourism operations. Such interventions can bolster supply chains' structural and operational efficiency, particularly in regions that depend on effective configuration and coordination. Nevertheless, policymakers must acknowledge that their policies may exert limited influence on outcomes driven by collaboration, thereby necessitating alternative strategies to reinforce stakeholder partnerships. Finally, Customizing Strategies to Local Contexts: The differential impact of governmental policies across various supply chain dimensions suggests that tourism stakeholders must tailor their strategies to align with local regulatory and socio-economic conditions. Operators should synchronize their configuration and coordination endeavors in regions with robust policy support and available incentives. Conversely, stakeholders should emphasize self-initiated collaboration in scenarios with diminished policy influence to sustain enhancements in performance.

5.3. Limitations and Suggestions for Future Research

This investigation contributes substantially to the literature on tourism supply chain management by clarifying the significant roles of configuration, collaboration, and coordination in enhancing supply chain performance. The results reveal that proficient configuration, achieved through the systematic organization and integration of operational activities, significantly augments the responsiveness and efficiency of the tourism supply chain. Collaboration among stakeholders, predicated on trust and the exchange of information, enhances service quality and amplifies overall supply chain performance. At the same time, seamless coordination facilitated by digital platforms and integrated processes optimizes operational efficiency. Notably, the research substantiates the moderating influence of governmental policies in magnifying the impact of configuration and coordination on supply chain performance, facilitated through clear, consistent, and sustainability-oriented regulatory frameworks. Conversely, the study observes that governmental policies do not significantly moderate the relationship between collaboration and performance, indicating that internal relational dynamics, such as trust and shared objectives, predominantly drive collaborative efforts.

These findings yield actionable insights for stakeholders within the tourism supply chain, encompassing tourism operators, destination management organizations, and policymakers. Tourism operators should invest in integrated systems, such as digital demand forecasting and resource allocation platforms, to optimize supply chain configuration. Destination management organizations are urged to cultivate strategic knowledge-sharing partnerships, enhancing destination competitiveness. Policymakers should prioritize formulating supportive policies, including incentives for technology adoption and streamlined regulatory measures, to bolster coordination and operational efficiency. Nevertheless, in light of the limited efficacy of policies in fostering collaboration, stakeholders such as policymakers are compelled to devise specific and detailed guidelines, eschewing broad and ambiguous policy frameworks.

Despite its notable contributions, this study is not without its limitations. Firstly, data were procured through an online survey conducted without supervision, which may have resulted in responses from individuals lacking requisite knowledge of supply chain practices, potentially compromising data accuracy. A limitation of this study is the exclusion of age as a variable in the demographic profile of the respondents. The survey did not collect data on the age of participants, which may restrict the analysis, as age could serve as a critical control or descriptive variable from the management perspective applied in this research. Acknowledging this limitation, future studies will prioritize the inclusion of age as a demographic variable to enable a more comprehensive examination of its impact on the research outcomes. Secondly, specific organizations opted not to participate due to internal policies restricting information disclosure, culminating in a deficit of comprehensive and broadly representative data. Thirdly, the

reliance on the willingness of respondents to participate candidly may introduce bias, with responses potentially skewed towards positive representations rather than accurately reflecting actual organizational practices.

To mitigate these limitations and further advance the research, future scholars may consider several avenues. Firstly, subsequent investigations into energy efficiency or the application of technology within the tourism supply chain could elucidate potential cost reductions and environmental ramifications. Secondly, an analysis of the structural composition of the tourism supply chain, particularly its impact on suppliers, reveals divergent practical approaches: for instance, a model centered on travel agencies or one focused on the hotel industry will yield distinct consequences within the supply chain, offering more profound insights into the industry's dynamics. Lastly, identifying risks and uncertainties within the tourism supply chain is imperative for developing preventive measures, particularly in economic and environmental fluctuations. These research trajectories will continue to enhance the theoretical and practical comprehension of tourism supply chain management, thereby contributing to the industry's sustainable development and competitive edge.

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