

Research Article

The Role of Competitive Advantage in Supporting the Hospitality Industry: Bibliometric Analysis

Rudi Salam*, Kusdi Rahardjo, Zainul Arifin, Mohammad Iqbal

Department of Administrative Science, Faculty of Administrative Science, Universitas Brawijaya, Malang, Indonesia

Abstract.

This article aims to analyze the role of competitive advantage in the hotel industry using bibliometric analysis, assisted by the biblioshiny software. The scholarly articles analyzed were sourced from various reputable international journals indexed in the Scopus database. A total of 46 scholarly articles were analyzed and selected based on stringent criteria, aligned with the academic standards. The results of the analysis indicate that competitive advantage plays a central role for managers in enhancing the economy within the hotel industry sector through innovative and creative strategies, supported by sustainable practices.

Keywords: competitive advantage, hospitality industry, bibliometric

Corresponding Author: Rudi Salam; email: rudisalam@student.ub.ac.id

Published: 5 April 2024

Publishing services provided by Knowledge E

© Rudi Salam et al. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the BICBATT 2023 Conference Committee.

1. Introduction

The hotel industry is one of the sectors that plays a crucial role in the global economic growth. The rapid escalation within this sector has led to fierce competition among various industry sectors. One of the primary factors that significantly contributes to the success of hotel industry companies is competitive advantage [1, 2, 3, 4]. Competitive advantage can create added value for customers and differentiate itself from competitors in the market.

However, in an era of rapidly changing technology, market dynamics, and consumer trends, companies in the hotel industry are compelled to continually optimize strategies to achieve competitive advantage [5, 6, 7, 8, 9]. Therefore, having a more comprehensive understanding of determining factors becomes highly important. This document discusses a research report that focuses on the concept of competitive advantage within this industry, and the conceptual framework that supports the exposition of this issue. In order to evaluate and observe the effects of scholarly publications, a bibliometric approach is utilized, which imparts knowledge about research development trends in the field of the hotel industry.

 OPEN ACCESS

Previous research has recognized various aspects or zones that function in generating competitive advantage. Especially in the hotel industry zone, aspects like exceptional customer service, effective operational management, product or service innovation, and strong branding have been identified as contributing factors [10, 11, 12, 13]. However, considering the swift changes in this industry, a comprehensive and sophisticated bibliometric analysis becomes crucial to grasp how research trends grow and how the concept of competitive advantage is articulated in the literature. The primary goal of this research is to analyze scholarly publications that apply bibliometric methodology and focus on exploring the concept of competitive advantage in the realm of the hotel industry.

2. Methods

This research employs a bibliometric analysis approach as a method to obtain a deeper exposition of the growth of the concept of competitive advantage in the hotel industry. The information used originates from various academic sources, including research articles and literature reviews published in journals indexed in the Scopus database. Additionally, for the purpose of easy referencing, English-language articles that are openly accessible on the internet and were published between the years 2014 and 2023 are also taken into consideration. Relevant keywords such as “Competitive advantage,” “Hotels,” and “Hospitality industry” are employed.

For this bibliometric analysis, the “biblioshiny” software will be employed to visualize and analyze the data in more detail. Biblioshiny is an interactive web application-based bibliometric analysis tool that allows users to explore data, visualize, and perform statistical calculations related to scholarly publications [14]. Through this tool, various visualizations such as author collaboration network diagrams, publication trend graphs, and citation analyses will be created to identify key articles with significant impacts on the development of research on competitive advantage in the hotel industry.

3. Results and Discussion

3.1. Result

The results of the bibliometric analysis present the research development regarding the concept of competitive advantage in the hotel industry through metadata information from 2014 to 2023 in Figure 1.

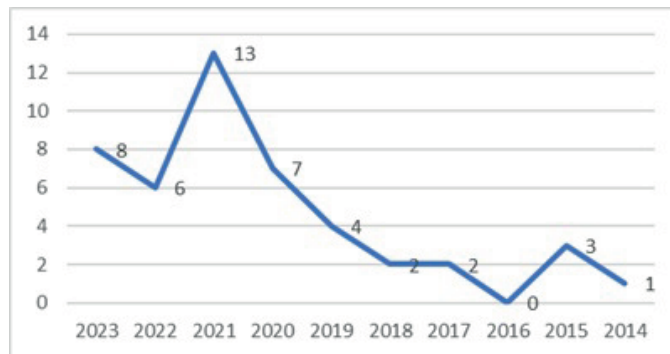


Figure 1: Number of Documents Published. Source: Author’s own work.

Figure 1 shows that there are 46 document articles published in various Scopus indexed journals. These articles provide information about the scholarly development regarding competitive advantage in the hotel industry sector. Furthermore, it can also be observed that research progression can be seen from the distribution of authors from various countries, as shown in Figure 2.

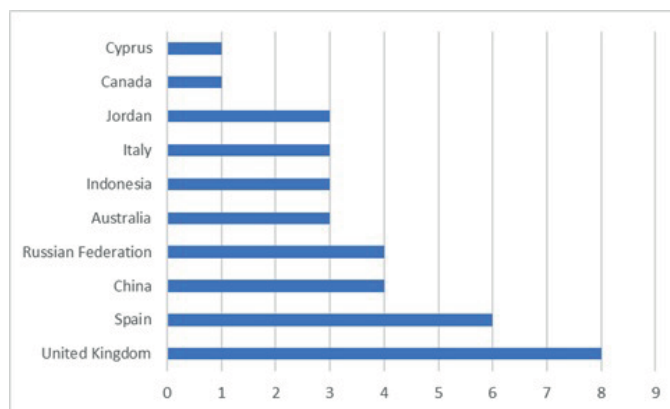


Figure 2: Number of Authors from Various Countries. Source: Author’s own work.

Based on the results of the author collaboration network analysis depicted in Figure 2, the contributions of countries in writing articles about competitive advantage in the hotel industry are clearly illustrated. The United Kingdom emerges as a leading contributor with 8 articles authored. This highlights the UK’s position as a dominant player in generating knowledge within this context. This achievement likely reflects the high attention given by the academic and hospitality industry communities in the UK to the concept of competitive advantage and its relevance to their industry.

Furthermore, Spain appears as the next contributor with 6 articles. This indicates a strong interest from researchers and practitioners in Spain towards this topic. Spain’s presence in the second position suggests that the concept of competitive advantage in the hotel industry is also a significant concern in this country. Behind the UK and Spain, there are China and Russia, each contributing 4 articles. The fact that these countries

also have a significant role in article writing indicates that the issue of competitive advantage in the hotel industry is relevant not only in Western countries but also in rapidly developing economies like China and Russia.

This analysis provides insights into the distribution of countries' contributions in the literature concerning competitive advantage in the hotel industry. It is important to note that this geographical diversity offers a more comprehensive view of how this issue is perceived and addressed globally. However, it's crucial to remember that country contributions are just one aspect of this analysis, and other factors such as inter-author collaborations, related institutions, and research focus also play vital roles in understanding the dynamics of research development more deeply.

Furthermore, the researchers present the contributions of articles from various fields of study in supporting the topic to be examined, as presented in Figure 3.

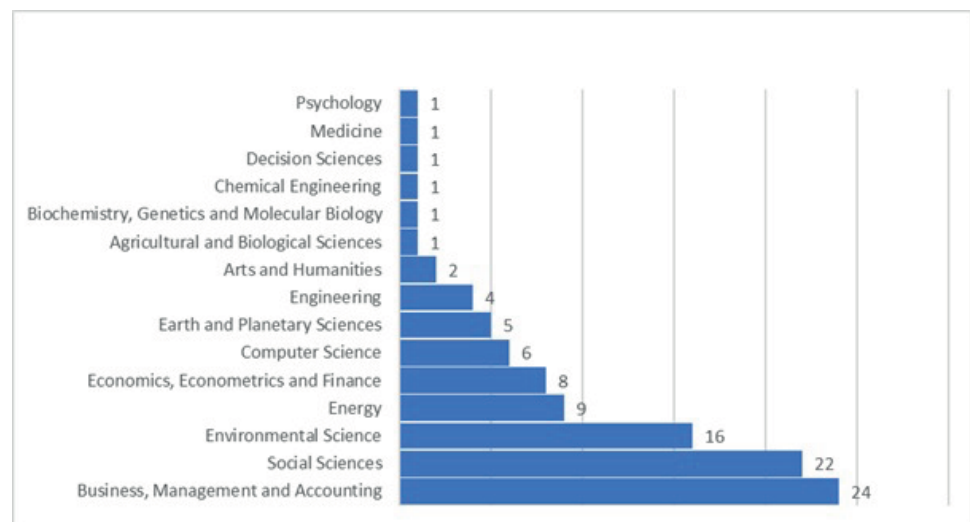


Figure 3: Trending Topics.

Drawing insights from the data presented in Figure 3, it becomes evident that a substantial level of involvement originates from diverse subject areas that bolster the examination of competitive advantage within the domain of the hotel industry. Amid the spectrum of topics exhibited, the most conspicuous role in terms of publication engagement is occupied by the “Business, Management, and Accounting” category. This underscores the interconnectedness between studies on competitive advantage in the hotel industry and the realms of business, management, and accounting. This emphasis accentuates the significance of comprehending business tactics, operational administration, and fiscal dimensions as integral elements in the pursuit of gaining a competitive edge in the hotel sector.

Moreover, the “Social Sciences” domain also wields notable influence in terms of research input. This implies that the social dimensions and human interactions also bear vital importance in unraveling the mechanisms by which competitive advantage can be both attained and sustained within the milieu of the hotel industry. Additionally, the areas of “Environmental Science,” “Energy,” “Economics,” “Econometrics,” and “Finance” consecutively furnish their contributions to this inquiry. This diverse array of subjects mirrors the intricate nature of the hotel industry, encompassing an array of facets ranging from environmental stewardship to economic and financial ramifications.

This analysis vividly illustrates that the notion of competitive advantage within the hotel industry reverberates extensively across an array of knowledge domains. With the ongoing evolution of the understanding surrounding competitive advantage, research originating from these assorted disciplines will persistently add to the optimization of indispensable strategies aimed at upholding competitiveness within the progressively cutthroat hotel sector.

To visualize the connections between keywords, countries, and institutional affiliations that contribute to this analysis, please refer to Figure 4.

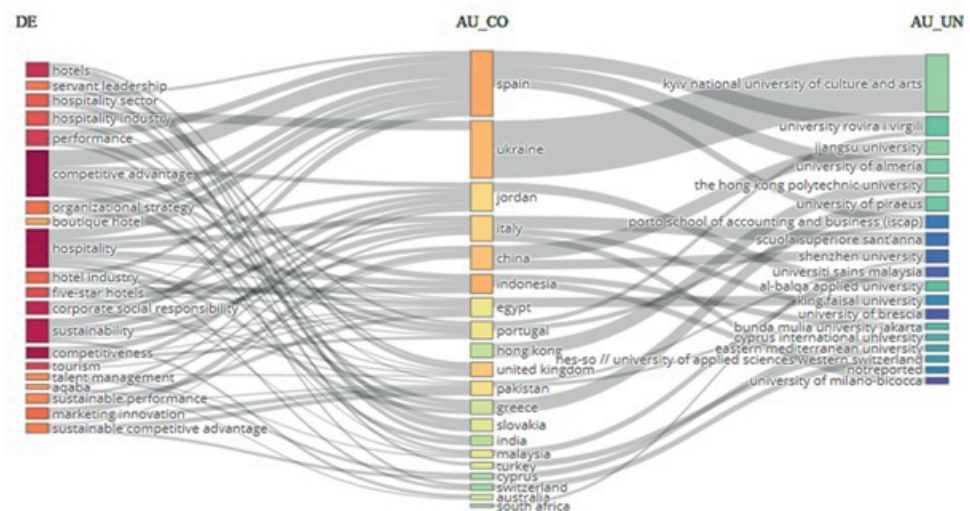


Figure 4: Tree Fields Plot. Source: Author’s own work.

In Figure 4, it is demonstrated that the interrelation of these three aspects plays a crucial role in the keywords, countries, and institutions or affiliations contributing to the articles. Among the most influential keywords are competitive advantage, hospitality, sustainability, competitiveness, and hospitality industry, while the countries making the most contributions are Spain, Ukraine, Jordan, Italy, China, Indonesia, Egypt, Portugal, Hong Kong, the United Kingdom, and Pakistan. Similarly, contributing affiliations include

Kyiv National University of Culture and Arts, University Rovirai Virgili, Jiangsu University, University of Almeria, The Hong Kong Polytechnic University, and others.

3.2. Discussion

This article delves into the importance of competitive advantage in the hotel industry context. Competitive advantage is a crucial element that plays a central role in positioning a business in a competitive market [15,16]. Competitive advantage enables a company to create unique added value for customers, which in turn helps differentiate it from its competitors [15].

Regarding the role of managers in the hotel industry, this article states that they bear significant responsibility in enhancing the competitive advantage of the organizations they lead. These managers have a strategic role in designing and implementing innovative strategies to differentiate their businesses from competitors [2,4,17,18]. Steps such as identifying the right market segments, offering unique services, and leveraging new technologies can help establish a distinctive position in a bustling market [1,19, 20, 21, 22].

Furthermore, business sustainability is also a crucial theme in the context of enhancing competitive advantage. In the effort to maintain and enhance competitive advantage, companies tend to adopt socially and environmentally responsible business practices [23, 24, 25]. This aligns with the increasing global awareness of the social and environmental impacts of business activities [26, 27]. Implementing sustainable business practices not only offers short-term benefits in terms of corporate image but also reduces reputation risks and expands customer base in the long run [3,28, 29, 30, 31].

Therefore, this article strongly indicates that strategies to enhance competitive advantage must involve serious consideration of sustainability dimensions. Integrating socially and environmentally responsible business practices becomes an integral part of the managerial process in the hotel industry [32, 33, 34, 35, 36, 37, 38, 39]. Thus, companies will not only gain competitive advantage but also contribute to the well-being of society and the environment on a broader scale [40, 41, 42, 43, 44].

4. Conclusion

This article provides an in-depth review of the importance of competitive advantage in the hotel industry context. Competitive advantage stands as a crucial factor in determining a business's position in a competitive market. The article also identifies

that managers in the hotel industry play a central role in enhancing the competitive advantage of the business organizations they manage. They are instrumental in devising and implementing innovative strategies that can yield differentiation from competitors, thus enabling the business to remain relevant and sustainable in the long run. In the context of business sustainability, efforts to maintain and enhance competitive advantage are often linked with the implementation of socially and environmentally responsible business practices, in tandem with the growing awareness of business impacts on society and the environment. Therefore, the article underscores that strategies to enhance competitive advantage must consider sustainability aspects as an integral part of the managerial process in the hotel industry.

Acknowledgment

Our gratitude is extended to the Organizers of the 2nd Brawijaya International Conference on Business Administration, Taxation, and Tourism (BICBATT) 2023 for their assistance and participation, which led to the publication of the article in an international publication.

References

- [1] Abdelkader A. Fusion of sustainability in the tourism industry for improved competitiveness: Investigation of Five-Star Hotels in Kuwait. *Adm Sci.* 2022;12(4).
- [2] Ushakov D, Novosad OV, Mikhel R, Borysova OV, Hryniuk DY. Historical forms of tourism gradual transnationalization and the perpetuum mobile behind it. *Int J Agric Ext.* 2021;9(Special Issue):1–12.
- [3] Fiori AM, Foroni I. Reservation forecasting models for hospitality SMEs with a view to enhance their economic sustainability. *Sustain.* 2019;11(5).
- [4] Jibril IA, Yeşiltaş M. Employee satisfaction, talent management practices and sustainable competitive advantage in the Northern Cyprus Hotel Industry. *Sustain.* 2022;14(12).
- [5] Varelas S, Karvela P, Georgopoulos N. The impact of information technology and sustainable strategies in hotel branding, evidence from the greek environment. *Sustain.* 2021;13(15).
- [6] Majeed S, Zhou Z, Lu C, Ramkissoon H. Online tourism information and tourist behavior: A structural equation modeling analysis based on a self-administered survey. *Front Psychol.* 2020;11.

- [7] Hu X, Danso BA, Mensah IA, Addai M. Does innovation type influence firm performance? A dilemma of star-rated hotels in Ghana. *Sustain.* 2020;12(23):1–27.
- [8] Iraldo F, Testa F, Lanzini P, Battaglia M. Greening competitiveness for hotels and restaurants. *J Small Bus Enterp Dev.* 2017;24(3):607–28.
- [9] Pappas N. Achieving competitiveness in Greek accommodation establishments during recession. *Int J Tour Res.* 2015;17(4):375–87.
- [10] Huertas-Valdivia I, González-Torres T, Nájera-Sánchez JJ. Contemporary leadership in hospitality: a review and research agenda. *Int J Contemp Hosp Manag.* 2022;34(6):2399–422.
- [11] Gomezelj DG. A systematic review of research on innovation in hospitality and tourism. *Int J Contemp Hosp Manag.* 2016;28(3):516–58.
- [12] Hall CM, Safonov A, Naderi Koupaei S. Resilience in hospitality and tourism: issues, synthesis and agenda. *Int J Contemp Hosp Manag.* 2022;347–68.
- [13] Cheng X, Xue T, Yang B, Ma B. A digital transformation approach in hospitality and tourism research. *Int J Contemp Hosp Manag.* 2023;
- [14] Thangavel P, Chandra B. Two decades of M-Commerce consumer research: A bibliometric analysis using R Biblioshiny. *Sustainability.* 2023;15(15):11835.
- [15] Barney J. Firm resources and sustained competitive advantage. *J Manage.* 1991;17(1):99–120.
- [16] Porter ME. *Competitive strategy: Creating and sustaining superior performance.* Free Press New York. 1985;
- [17] Rahimzhan S, Irani F. Investigating the antecedents of innovative behaviors in the hotel industry of Turkey. *Tour Manag Stud.* 2021;17(4):45–56.
- [18] Bouzari M, Karatepe OM. Test of a mediation model of psychological capital among hotel salespeople. *Int J Contemp Hosp Manag.* 2017;29(8):2178–97.
- [19] Kuokkanen H, Sun W. Social desirability and cynicism biases in CSR surveys: an empirical study of hotels. *J Hosp Tour Insights.* 2020;3(5):567–88.
- [20] JAWABREH O, ABDELRAZAQ H, JAHMANI A. Business sustainability practice and operational management in hotel industry in aqaba special authority economic zone authority (aseza). *Geoj Tour Geosites.* 2021;38(4):1089–97.
- [21] Musiello-Neto F, Rua OL, Arias-Oliva M, Silva AF. Open innovation and competitive advantage on the hospitality sector: The role of organizational strategy. *Sustain.* 2021;13(24).
- [22] Martínez P, Nishiyama N. Enhancing customer-based brand equity through CSR in the hospitality sector. *Int J Hosp Tour Adm.* 2019;20(3):329–53.

- [23] Jan G, Zainal SRM, Lee MCC. HRM practices and innovative work behavior within the hotel industry in Pakistan: Harmonious passion as a mediator. *J Hum Resour Hosp Tour*. 2021;20(4):512–41.
- [24] Sá G, António N. Mapping information systems maturity: The case of the Portuguese hospitality industry. *Tour Manag Stud*. 2021;17(4):7–21.
- [25] Fuentes-Moraleda L, Lafuente-Ibáñez C, Muñoz-Mazón A, Villacé-Molinero T. Willingness to pay more to stay at a boutique hotel with an environmental management system. A preliminary study in Spain. *Sustain*. 2019;11(18).
- [26] Sarwar H, Ishaq MI, Franzoni S. Influence of HRM on CSR and performance of upscale hotels in developed and developing countries. *Environ Dev Sustain*. 2022.
- [27] Khumalo-Ncube S, Motala T. Hotel booking website quality, travel agent satisfaction and purchase intention. *African J Hosp Tour Leis*. 2021;10(6):1932–43.
- [28] Zaharova R. Motivational personnel management system of a hotel enterprise. In: D. R, A. O, N. U, editors. *E3S Web of Conferences*. Don State Technical University, 1 sq. Gagarina, Rostov-on-Don, 344000, Russian Federation: EDP Sciences; 2021.
- [29] de Andrés-Sánchez J, Musiello-Neto F, Rua OL, Arias-Oliva M. Configurational analysis of inbound and outbound innovation impact on competitive advantage in the SMEs of the Portuguese Hospitality Sector. *J Open Innov Technol Mark Complex*. 2022;8(4).
- [30] Ashour ML, Ali NN, Allan MS. Corporate social responsibility and competitive advantage: Relationships and mechanisms. *Int J Econ Bus Adm*. 2020;8(3):161–75.
- [31] Pappas N. Marketing hospitality industry in an era of crisis. *Tour Plan Dev*. 2015;12(3):333–49.
- [32] Cheong F, Law R. Human employees versus robotic employees: Customers and hotel managers' perceived experience at unmanned smart hotels. *Cogent Soc Sci*. 2023;9(1).
- [33] Martin-Rios C, Ciobanu T. Hospitality innovation strategies: An analysis of success factors and challenges. *Tour Manag*. 2019;70:218–29.
- [34] Pereira-Moliner J, López-Gamero MD, Font X, Molina-Azorín JF, Tarí JJ, Pertusa-Ortega EM. Sustainability, competitive advantages and performance in the hotel industry: A synergistic relationship. *J Tour Serv*. 2021;12(23):132–49.
- [35] Yang M, Luu TT, Hoang G. Can ethical climate and ethical self-efficacy channel ethical leadership into service performance? A multilevel investigation. *Int J Hosp Manag*. 2023;114.
- [36] Elshaer IA, Azazz AMS, Fayyad S. Green management and sustainable performance of small- and medium-sized hospitality businesses: Moderating the role of

- an employee's pro-environmental behaviour. *Int J Environ Res Public Health*. 2023;20(3).
- [37] Fiernaningsih N, Nimran U, Raharjo K, Arifin Z. The influence of work life balance and organizational pride on job satisfaction and its impact on organizational citizenship behavior in five and four star hotels employee. *Russ J Agric Socio-Economic Sci*. 2019;91(7):191–6.
- [38] Ratna S, Astuti ES, Utami HN, Rahardjo K, Arifin Z. Characteristics of tasks and technology as a driver of task-technology fit and the use of the hotel reservation information system. *VINE J Inf Knowl Manag Syst*. 2018 Jan;48(4):579–95.
- [39] Falihah N, Siti AE, Kusdi R, Andriani K. Online reservation system and online customer review: Its impact on brand image, trust and hotel booking decision. *Int J Econ Bus Account Res*. 2021;5(4):42–55.
- [40] Korneevets V, Semenova L. Specifics of forming the competitive hotel complex in the Kaliningrad region of Russia. *Asian Soc Sci*. 2014;11(3):289–95.
- [41] Chung KL, D'Annunzio-Green N. Talent management practices in small- and medium-sized enterprises in the hospitality sector: An entrepreneurial owner-manager perspective. *Worldw Hosp Tour Themes*. 2018;10(1):101–16.
- [42] Bacik R, Fedorko R, Gavurova B, Ivankova V, Rigelsky M. Differences in financial performance between various categories of hotels in the visegrad group countries. *J Int Stud*. 2020;13(2):279–90.
- [43] Nazarian A, Atkinson P, Foroudi P, Edirisinghe D. Leaders or organisations: A comparison study of factors affecting organisational citizenship behaviour in independent hotels. *Int J Contemp Hosp Manag*. 2020;32(6):2055–74.
- [44] Ardiansyah I, Iskandar H. Implementation of green hotel management 5-star hotel in Jakarta, case study: The Dharmawangsa Hotel Jakarta. In: F.W. W, editor. *IOP Conference Series: Earth and Environmental Science*. Hospitality and Tourism Study Program, Bunda Mulia University Jakarta, Indonesia: IOP Publishing Ltd; 2021.