

Chapter 10

A Research on Factors Affecting Sustainable Competitive Advantage in the Tourism Sector


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ABSTRACT

The aim of this research is to identify the effects of organisational agility and electronic human resource management (E-HRM) on sustainable competitive advantage. The population of the research consists of 471,000 employees working in hotels in Turkey. Data were collected through an online survey. Therefore, the sample of the research is 421 employees working in these hotels. Frequency, factor, reliability, normality, correlation, and regression analysis were performed. When the regression analysis was analysed, it was determined that organisational agility and E-HRM have significant effects on sustainable competitive advantage. When the result of the regression analysis is evaluated, it is seen that organisational agility affects sustainable competitive advantage more than E-HRM. Therefore, in this sample, recommendations are presented in order to bring the importance of organisational agility to all employees.

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INTRODUCTION

The dynamic impact of technology and the environment, the rapid change of customers' demands, the desire to maximise customer satisfaction in order to respond to them, organisations need to adapt to changes in the environment in order to survive. In strategic management, organisations must maximise their organisational agility levels to ensure competitive advantage in such a dynamic environment. For sustainable success, it is essential for accommodation businesses to improve their organisational agility levels. The concept of agility is related to these behaviours. Agility, which is known as the ability of an organisation to adapt to unforeseen changes in the fastest way, supports organisations to gain and maintain competitive advantage (Akkaya ve Tabak, 2018). The idea of adapting to these sudden changes has led to the emergence of the concept of agility, one of the new concepts in business strategies. Agility has become an important driving force for all organisations over time, enabling organisations to survive and develop in uncertain and turbulent markets. In today's conditions of increasing competition, hotel businesses need to make a difference compared to their competitors in order to ensure continuity and gain sustainable competitive advantage. One of these differences they will create is to have organisational agility. Organisational agility is defined as the ability to identify and seize resources that provide competitive advantage in rapidly changing markets faster than competitors (Sağır and Aydın, 2017). Organisational agility fosters a culture of innovation and ongoing development inside organisations. Agile organisations promote and support experimentation, readily accept change, and empower people to share their ideas and viewpoints. The focus on innovation allows organisations to develop novel goods, services, and processes that align with evolving customer needs, enhance operational effectiveness, and enhance overall performance. By consistently introducing new ideas and making enhancements, organisations set themselves apart from their rivals, ultimately attaining a lasting edge in the market.

Today, developments in the global market environment accelerate the process of adaptation of organisations to information and communication technologies. Electronic human resources management has become important with the widespread use of computer and communication technologies in organisations and the increase in the accumulation of knowledge in intra-organisational networks. With the changes, regulations and increasing competition in communication technologies, organisations have turned to searching for new solutions (Ibrahim vd., 2023). Technological, economic and political changes and the effects of the social, cultural and business environment on consumer expectations and workforce have forced many organisations to change. In addition to human resources policies and practices, it has become necessary to question the understanding of responsibility, expectation and authority.

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