

Building Competitive Positional Advantages in the Hotel Industry in Tasikmalaya

Depy Muhamad Pauzy^{1,*} Agus Rahayu² Vanessa Gaffar³

¹ Universitas Pendidikan Indonesia

² Universitas Pendidikan Indonesia

³ Universitas Pendidikan Indonesia

*Corresponding author. Email: depyypauzy3@upi.edu

ABSTRACT

This study discusses relationship marketing which is oriented to the creation of long-term harmonious relationships with all stakeholders. This study integrated the variables of relational exchange behavior, outcomes from relationship marketing (relationship outcomes) with strategic marketing outcomes resulting from relationship marketing activities including trust, cooperation, relationship closeness, cooperation synergy, and competitive positional advantage. This research is descriptive verification with a quantitative approach. The effect of this synergy of cooperation was the most dominant influence on competitive positional advantage because of its direct effect compared to other independent variables.

Thus, the variable synergy of cooperation is the main priority in increasing competitive positional advantage, in the sense that in the synergy of cooperation between hotel business partners by paying attention to market access, efficiency related to cost savings, then related to increased turnover and profitability. The total effect of the cooperative synergy variable on the competitive position advantage variable was 0.319 or 31.9%. It can be ascertained that this cooperation synergy variable had the greatest influence and gave the highest contribution to the competitive position advantage.

Keywords: *Competitive Positional Advantage, Hotel Industries.*

1. INTRODUCTION

The development of business competition in Indonesia is one of the most interesting phenomena to observe, especially with globalization in the economic field which has increasingly opened up opportunities for foreign entrepreneurs to compete in attracting local consumers. The impact of globalization has caused the service industry, which consists of various industries, such as the telecommunications, transportation, banking, and hotel industries to develop rapidly.

One of them that is growing rapidly in the hospitality industry, where this industry is engaged in the service sector that combines products and services. The design of the building, the interior, and exterior of hotel rooms and restaurants, the atmosphere created in the hotel rooms, restaurants, and food and beverages sold along with all existing facilities are examples of the products sold.

Meanwhile, in general, hotel companies in Indonesia have not been integrated to achieve the grand strategy of the business and nationally there is no unified branding

and no established and steady grand strategy. This condition can be seen from the consistency of the strategic direction that the central government wants to achieve.

Currently, in the Covid-19 pandemic caused by SARS-Cov-2, the hotel sector that relies on business and the tourism industry has been devastated. Data onto the Indonesian Hotel and Restaurant Association (PHRI) as reported by the Ministry of Tourism and Creative Economy (Kemenparekraf) showed that 1,266 hotels have temporarily suspended their operations.

A tactical step was forced to be done, to avoid greater losses due to the occupancy rate dropping to the lowest point. This study is based on several controversies theoretical and empirical findings from various studies of relational marketing, inter-organizational marketing collaboration. Differences in view, implementation, and results of studies on power in cooperative relationships between organizations were analyzed. Reference [1] study explained that relational exchange will not occur if one party does not have power. Reference [1] also

emphasized that power is attached to social or relational exchanges, not the actors. Meanwhile, [2] stated that "powers/powering as the relationship of/to/between people" means that the power is attached to the actors, not to the relational exchange.

However, these two studies assumed that power is the main variable in relational exchange. Furthermore, several other experts such as [3 - 7] explained that power can be seen from sources of power and the ability to manage conflict. However, several researchers have different opinions. Reference [8] and [9] explained that the use of power is the ability to coerce other parties and the ability to create dependence on other parties and the ability to stick the organization together. Relationships between organizations in the context of relationship marketing will have a negative impact because they will cause conflict.

Reference [8] also emphasized that relationship marketing will be created harmoniously if the relationship is based on trust and relational commitment. There are various studies on the outcomes of relationship marketing. Reference [8] stated that collaboration is the output of relationship marketing. Several other experts/researchers explored these relational outcomes (relationship outcomes) with various concepts and variables. However, these experts have similarities in the conceptual orientation to be achieved in relational marketing, namely the creation of long-term harmonious relationships, wherein this study these variables were grouped and called the values of a long-term relationship. Furthermore, [10] explained that cooperation is the antecedent of long-term relationship values. The long-term relationship will have more value if the parties involved try to maintain and expand it, are loyal to their partners, have the intention to collaborate continuously (future intentions) (Garbarino and Jhonson, 1999 in [11]).

Furthermore, in the context of customer relationship marketing, stated that in the long term, customer loyalty is the goal of strategic marketing planning. Customer loyalty is also interpreted as loyalty to all parties related to the organization which is an indication of the values of long-term relationships.

Meanwhile, [12] examined the outcomes of relational marketing in the form of strong relationships. Relationship marketing will be meaningful and can become social capital for organizations that carry out cooperation if a close relationship (strong relationship) can be achieved between these organizations. Furthermore, the study of [13-16] stated that positive word of mouth communication is positive communication that can be built from intensive marketing relationships between organizations.

This positive communication will be a source of excellence in companies that work together to acquire new customers/new partners [13], expand networks, and

become more productive at very low costs and even free of charge [17].

Trust, commitment, and networking are important variables in building sustainable competitive advantage. [18] also explained that future research needs to examine strategic variables based on behavioral variables. Hoffman reasoned that the behavior of these actors is the main key to/of achieving the success of the strategy implemented by the company.

Furthermore, [18] also explains that the limited studies that link behavioral variables in the relational exchange of strategic variables need to be explored by experts for future studies. The above thoughts are supported by a study conducted by [19] which confirmed that strong inter-firm relationships had the potential to create economic value for the company. On the other hand, [20] wrote about Sustainable Competitive Advantage (SCA) in the service industry which explains that relationship, networking, cooperation as potential resources to build competitive advantage (potential sources of competitive advantage) can affect positional advantages, then affect the Sustainable Competitive Advantage (SCA) so that it will improve the company's performance in the long term (Longterm Performance).

1.1 Previous Research

Table 1. Previous Research.

No.	Name/Year/Title	Findings
1	[18]	1. The behavior of relational exchange and cooperation had a positive impact on communication, company performance and sustainable competitive advantages. 2. It is recommended that it is necessary to conduct studies that link behavior with strategic outcomes in marketing studies.
2.	[21]	Building strategic marketing outcomes, by building intense collaboration based on the concept of relationship marketing and coercive power. Therefore, the results of this study proved that competing in cooperation or cooperation in competition is a strategic choice to obtain cooperation synergy, Competitive positional advantage and achieve high marketing performance. This study concluded that

		market-based views and resources-based views are not theoretical views that must be contested in the relationship between organizations, because they are integrated with better outcomes.
3.	[20]	In the service industry which explains that relationships, networking, cooperation as potential resources to build competitive advantage (potential sources of competitive advantage) can affect competitive positional advantages, then affect sustainable competitive advantages (SCA) so that it will improve performance company in the long term (Long term Performance).
4.	[10]	He explained that cooperation is an antecedent of the values of a long-term relationship, and cooperation can arise from the momentary interests of both parties without having to start from trust or commitment, even though the cooperation that will be built is temporary.
5.	[8]	They also emphasized that the marketing relationship will be created harmoniously if the relationship is based on trust and relational commitment, so that harmonious cooperation between organizations can be achieved.

Based on an depth preliminary study, it can be concluded that the empirical model or hypothesis model in this study is shown in Figure 1.

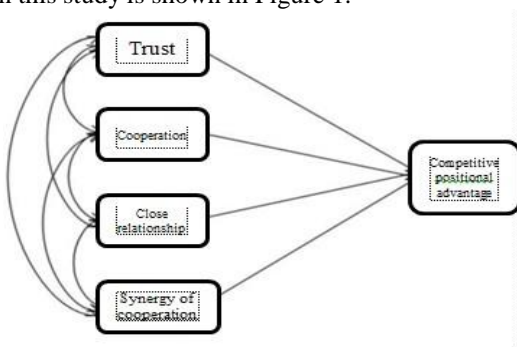


Figure 1. Hypothesis Model.

2. METHODS

2.1 Types of Research

This study examined more deeply the research variables to be studied, a namely competitive positional advantage which is influenced by trust, cooperation, close relationships, and synergy of cooperation. Thus, this research is descriptive verification with a quantitative approach [22]. The sample unit in this study was a supervisor or manager or general manager of a hotel company located in Tasikmalaya.

2.2 Operationalization of Variable

The variables in this study consisted of trust, cooperation, the closeness of the relationship, synergy of cooperation, and competitive position. The operational definitions and indicators are shown in Table 2.

Table 2. Operationalization of Variable.

Variable	Indicator
Trust	<ul style="list-style-type: none"> • Promise • Honest • Fair • Right • Right • Terms
Cooperation	<ul style="list-style-type: none"> • Market information • Use of assets • Strategy development • Strategy implementation • Potential development • Protecting the environment
Close relationship	<ul style="list-style-type: none"> • Continuity • Tolerance • Penalty sanction • Convenience • Conflict
Synergy of cooperation	<ul style="list-style-type: none"> • Market access • Cost savings • Turnover • Profitability
Competitive positional advantage	<ul style="list-style-type: none"> • Competitor • Network

2.3 Population and Sample

The population in this study was all hotels in Tasikmalaya with a non-probability sampling method and the sampling technique was purposive sampling. The sample was devoted to supervisors/managers or general managers of hotel in Tasikmalaya, West Java Province, totaling 3 hotels (Open Data Tasikmalaya, <http://data.tasikmalaya.go.id/disorabudpar/data> hotel tahun2019).

2.4 Unit of Analysis and Data Analysis techniques

To analyze the data in this study, path analysis was used from the SPSS Version 25 software package. Path Analysis is a technique for analyzing causal relationships that occur in multiple regression if the independent variables affect the dependent variable not only directly but also indirectly.

3. RESULTS AND DISCUSSION

The results showed a significant effect of trust, cooperation, the closeness of the relationship, synergy of cooperation on the competitive advantage of star hotels in Tasikmalaya. The calculation results for the hypothesis can be seen in Table 3.

Table 3. Model Summary.

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.761a	.579	.521	1,229

a. Predictors: (Constant), Cooperation, Trust, Synergy, Cooperation, Closeness, Relationships

Table 4. ANOVA.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60,208	4	15.052	9.968	.000b
	Residual	43,792	29	1,510		
	Total	104,000	33			

From the table the results of the data processed above show the magnitude of the R-value or correlation/relationship between trust, cooperation, the closeness of the relationship, synergy of cooperation (overall or simultaneously) to the competitive positional advantage of 0.761 and the coefficient of determination or R-square is 0.579 (57.9%) and the remaining 42.1% is influenced by other factors or other variables that are not explained or which are not examined in this study.

Table 5. Correlations.

Correlations					
	competitive positional advantage	trust	Cooperation	Close relationship	collaboration
competitive positional advantage	1,000	.636	.543	.686	.720
trust	.636	1,000	.512	.798	.747
Cooperation	.543	.512	1,000	.702	.525
Close relationship	.686	.798	.702	1,000	.737
collaboration	.720	.747	.525	.737	1,000

competitive positional advantage	1,000	.636	.543	.686	.720
Trust	.636	1,000	.512	.798	.747
Cooperation	.543	.512	1,000	.702	.525
close relationship	.686	.798	.702	1,000	.737
collaboration synergy	.720	.747	.525	.737	1,000
competitive positional advantage	.	.000	.000	.000	.000
Trust	.000	.	.001	.000	.000
Cooperation	.000	.001	.	.000	.001
close relationship	.000	.000	.000	.	.000
collaboration synergy	.000	.000	.001	.000	.
competitive positional advantage	34	34	34	34	34
Trust	34	34	34	34	34
Cooperation	34	34	34	34	34
close relationship	34	34	34	34	34
collaboration synergy	34	34	34	34	34
competitive positional advantage	34	34	34	34	34

The table above is a table of correlations or relationships between variables (focused on the interpretation of relationships between independent variables). It shows that the value of the relationship between the trust and cooperation variables of 0.512 is in the medium category (and vice versa), for the trust variable with a close relationship of 0.798 is in a strong category (and vice versa), for the trust variable with category (and vice versa). The correlation value or relationship value is used to obtain direct and indirect effects in the path analysis.

The picture above shows the results of the path coefficient calculation, where the X1 variable (trust) has a path coefficient of 0.066; variable X2 (cooperation) has a path coefficient of 0.121; variable X3 (closeness of the relationship) has a path coefficient of 0.222; variable X4 (cooperation synergy) has a path coefficient of 0.443. So that the path equation obtained is:

$$Y = 0,066X_1 + 0,121X_2 + 0,222X_3 + 0,443X_4 + \epsilon \tag{1}$$

The table above is also a table of correlations or relationships between variables (focused on interpretation between independent variables and the dependent variable). It shows that the value of the relationship between the trust variable and competitive positional advantage of 0.056 is in the very low category. For the variable of competitive positional advantage cooperation of 0.130, it is categorized as very low, for the variable of the closeness of the relationship with the competitive positional advantage of 0.162 is in the very low category. For the cooperation synergy variable with a competitive positional advantage of 0.391, it is included in the low category. The correlation value or the value of the relationship is used to obtain direct and indirect effects in path analysis cooperation synergy is 0.747 including the strong.

To be able to see the effect of trust on competitive positional advantage, it can be seen from the results of data processing using the SPSS version 25 application where the path coefficient (direct effect) is 0.066 with a significance level of 5% having a value of 0.765 > 0.05 positional advantage. The cooperation variable has a path coefficient/direct effect (direct effect) of 0.121 with a significance level of 5% having a value of 0.485 > 0.05. This shows that cooperation has no significant effect on competitive positional advantage. The closeness variable has a path coefficient/direct effect (direct effect) of 0.222 with a significance level of 5% having a value of 0.385 > 0.05. This shows that the closeness of the relationship does not have a significant effect on competitive positional advantage. Furthermore, the cooperation synergy variable has a path coefficient/size of influence (direct effect) of 0.443 with a significance level of 5% having a value of 0.030 < 0.05. This shows that the synergy of cooperation has a significant effect on competitive positional advantage.

Table 6. Table of Direct Effects and Indirect Effects.

variab le	coeffi cient	influe nce	indirect influence	total in fl u en ce	total
x1 (Trust)	0.066	0.004356			
x2 (Coop erati on)	0.121	0.014641			
x3 (Clos en ess of Rela tio nsh i p)	0.222	0.0492			
x4 (Coop erati on synergy)	0.443				

	Beta	Live	x1	x2	x3	x4	indire ct	influence
x1 (Trust)	0.066	0.004356	0.00408883	0.01408883	0.01169229	0.02184078	0.03762191	0.041978
x2 (Coop erati on)	0.121	0.014641	0.014883	0.01885712	0.01814157	0.02814157	0.05108753	0.065729
x3 (Clos en ess of Rela tio nsh i p)	0.222	0.0492	0.01229	0.01885712	0.01571	0.07100	0.10303042	0.153
x4 (Coop erati on synergy)	0.443							

The table 6 shows the value of direct influence and indirect influence between independent variables (trust, cooperation, closeness of relationship, and synergy of cooperation) that the overall effect is 0.578733 or 57.87% which affects the variable of competitive positional advantage and the remaining 42.1% influenced by other factors or other variables that are not explained or which are not examined in this study.

The results of testing the proposed hypothesis regarding the effect of trust, cooperation, the closeness of the relationship, and synergy of cooperation on competitive positional advantage in hotels in the Tasikmalaya area show a significant effect. In total it was obtained by 57.87% that the competitive positional advantage of hotels can be explained by trust, cooperation, close relationships, and synergy of cooperation.

Of the four independent variables that have a significant effect is the variable synergy of cooperation which includes market access, related to cost savings, turnover, and profitability, which means that in the synergy of cooperation between hotel business partners by paying attention to market access, efficiency related to cost savings, then related to an increase in turnover and profitability. One form of the synergy of cooperation is certainly with companies that can support hotels, such as promotional partnerships with Radar and Kabar Priangan newspapers, social media influencers, etc. Thus, the hypothesis proposed that there is a positive and significant effect of the synergy of cooperation on competitive positional advantage can be accepted.

The results of testing this hypothesis support the empirical conclusions of [10] explaining that cooperation is an antecedent of the values of a long-term relationship, and cooperation can arise from the momentary interests

of both parties without having to start from trust or commitment, even though the cooperation that will be built is while.

On the other hand, the findings of this study have also proven the truth of the theoretical statement by [8] which also emphasizes that relationship marketing will be created harmoniously if the relationship is based on trust and relational commitment, so that harmonious cooperation between organizations can be achieved. The thoughts above are supported by a study conducted by [19] which confirms that strong interfirm relationships have the potential to create economic value for firms. On the other hand, [20] writes about Sustainable Competitive Advantage (SCA) in the service industry explains that relationship, networking, cooperation as potential resources to build competitive advantage (potential sources of competitive advantage) can affect competitive positional advantages, which in turn affects sustainable competitive advantages (SCA) so that it will improve the company's performance in the long term (long term performance).

4. CONCLUSIONS

The effect of this synergy of cooperation is the most dominant influence on competitive positional advantage because of its direct effect compared to other independent variables. Thus, the cooperation synergy variable is a top priority in increasing competitive positional advantage, in the sense of that the synergy of cooperation between hotel business partners to pay attention to market access, efficiency related to cost savings, then related to increased turnover and profitability.

4.1 Implications

The total influence of the confidence variable on the competitive positional advantage variable was 0.042 or 4.2%. It can be confirmed that this trust variable belongs to the category of having an influence, even though it had an influence and still contributed to competitive positional advantage. The direct effect of the trust variable on the variable competitive positional advantage of 0.0043 or 0.4% was the smallest effect compared to the direct effect of other independent variables. Even though the trust variable still contributed positively to competitive positional advantage. It is in accordance with research findings that proved the truth of [8] theoretical statements which also emphasize that marketing relationships will be created harmoniously if relationships are based on trust and relational commitment so that harmonious cooperation between organizations can be achieved. This shows that the trust variable is a factor that must be considered so that competitive positional advantage can be created and maintained. The total effect of the cooperative synergy variable on the competitive positional advantage variable

was 0.319 or 31.9%. It can be confirmed that this cooperation synergy variable was the category with the greatest influence and provided the highest contribution to competitive positional advantage. The direct effect of the cooperation synergy variable on the competitive positional advantage variable of 0.196 or 19.6% was the most dominant influence compared to the direct effect of other independent variables. This shows that the variable synergy of cooperation is a top priority that must be considered so that competitive positional advantages can be created.

The synergy of cooperation by establishing relationships with interested parties in the business is needed to achieve a better competitive positional advantage. The concrete form of cooperation carried out is establishing contracts with stakeholders and establishing contracts. In addition, other forms of cooperation with parties to maintain a conducive environment in the era of the covid-19 pandemic are maintaining cleanliness, coordinating with related parties for event implementation (covid the task force, police station, EO, etc.); the immigration office for data collection of foreign guests, the Environment Agency for processing liquid waste and B3; coordination with residents around the hotel, discipline and "I'm always responsive to the expressed and unexpressed wishes and needs of our guests." Aside from that, one of the forms of collaboration carried out is certainly with companies that can support hotels, such as promotional collaborations with Radar and Kabar Priangan newspapers, social media influencers, etc. This proves that hotel companies, especially in Tasikmalaya, are oriented to build a strong partnership and gain competitive positional advantages and long-term and sustainable benefits.

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