

The Application of Sustainable Competitive Advantage Tools in Resorts: A Case Study of the Red Sea Region

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Abstract

The objective of the study is to evaluate the sustainable and quality competitive advantage in hospitality that comes from welcoming services. The hospitality industry is ended from the perspective of organization and predictable at how businesses should be deliberate to be friendly with the perception of the guest to demonstrate if the aim works. This research tries to start towards a better understanding of how the interaction between a host and a guest might lead to a conception of Commercial Friendship (CF), which comes from a link on an emotional and personal level. Research questions are specified in through newest way using a mixture of verbal, behavioral, and psychophysical measures. This study includes a broader knowledge of how various factions of department heads, supervisors, and workers view their preparedness for the hotel's quality management activities and performance. In the Red Sea area, a survey was structured across a random sample of executives, directors, and other employees. To assess substantial variation or data processing, simple percentages, T-tests, and ANOVA were utilized. Participants demonstrate the most important factors affecting quality socio-cultural activities, business perfection achievement, and assisting supervisors, policymakers, and TQM professionals in increasing the knowledge of Sustainable Competitive Advantage evaluation in their resorts.

Keywords: Commercial Friendship, verbal behavioral, psychophysical measures, TQM, Sustainable Competitive.

Introduction

In the hotel industry; effective and long-term connections with workers, consumers, vendors, as well as other social stakeholders are essential to succeed. Effectively managing the attitude of frontline staff is critical to the continuous improvement of organizational efficiency. This also applies to tourism and hospitality businesses. In particular, efficient leadership of frontline employee beliefs and behavior is critical to achieving and improving quality, staff morale, and achievement, along with guaranteeing overjoyed and loyal consumers and constructing well-rounded supply chains and other socioeconomic stockholders (Kteng et al., 2022). Kanji (2020) added that business success is critical for achieving long-term and continual quality improvements in business practices that result in high profitability, elevated consumer demands, task accomplishment, effective staff recruiting and selection and admittance, preferred product offerings outcomes, and exceptional staff. TQM procedures. Several researches in high-quality literature, are theoretical large corporations are involved in this kind of existing research, which are analyzed at the organizational level (Kocr, 2022; Yolin et al., 2019).

Performance management contexts focus on a minimum of five ways by discussing quality culture growth and effectiveness. Firstly, this report's in-house model includes important competitive elements, which looked at three members of staff for the first period in the

professional literature on small and mid-resorts (top, middle, and lower level employees). Similarly, but uncommon, investigations on the impression of continual improvement or preparedness criteria in resorts have been conducted, which is why quality assurance awarding designs have been criticized for ambiguity on how to execute them (Curry and Kadasah, 2022). Walker and Salameth (2018) stated that previous research on small and medium-sized businesses has primarily focused on employees' job performance in industrial, government, and service industries. (Hasieh et al., 2022), Hardly a few investigations have especially focused on organizational quality activities and strategy in the hospitality sector, whereas only a few research have largely based on quality management activities and performance in the electronics field. Acknowledging these gaps in the performance and accommodation literary works, the current analysis analyzed data gathered from frontline staff, superintendents, and management staff in Red Sea resorts to design an appropriate civilization framework for Egyptian resorts relying on sustainable competitive variables (Chi-Kuang et al., 2021).

Objectives of the Study

The main objective of this research is to learn more about Sustainable Competitive Advantage Tools Commercial Friendship (CR) and performance improvement. Business success is "a method of simultaneously assessing consumer, personnel, and shareholder satisfaction within a company to achieve a holistic appraisal of the company's productivity." (Kanzi, 2020). The entirety of the rules, ideas, and principles that govern the behaviors of individuals and organizations inside a company are referred to as business performance cultures. Quality starts at the top of a company and spreads downwards. Employee leadership and dedication at various levels are required for this cultural evolution; alternatively, as in earlier migrations to quality systems, employees would be a major roadblock, and the transition process would most inevitably collapse. As a result, a performance management preparation study allows us to develop a pathway to fill absent cultural elements or strengthen current ones by taking essential safeguards promptly and establishing organizational unity by assisting employees in their adaptation strategies. Companies can see where they are in terms of excellent cultural achievement using this data (Balbastre and Canet, 2019).

Review of Literature

Sustainable Competitive Advantage Concept

Arasli (2021) illustrated that sustainable competitive advantages are a set of resources, distinctiveness, or capabilities that allow an organization to meet its customer needs better than its competition can. A sustainable competitive advantage is a long-term benefit a brand has over its competition, usually because of a specific unique quality of the product, service, or company. In contrast to standard competitive advantage, a sustainable one can outlast a temporary boost in sales or popularity and, a trustworthy reputation for the brand that draws customers back. Sustainable competitive advantages can be very beneficial for a business, as they help build a loyal clientele and brand value while also emphasizing the importance of consistently creating quality products and services for consumers.

Tuerlan et al., (2021) mentioned that a hotel has a sustainable competitive advantage when it takes some behavior or attributes that are dissimilar from other competitors in the marketplace and which makes it exceptional in the marketplace. When the competitive advantages proceed for many years then they are known as sustainable competitive advantages. In today's

competitive environment, it is very imperative to have a sustainable competitive advantage to sustain (Bowon et al., 2021).

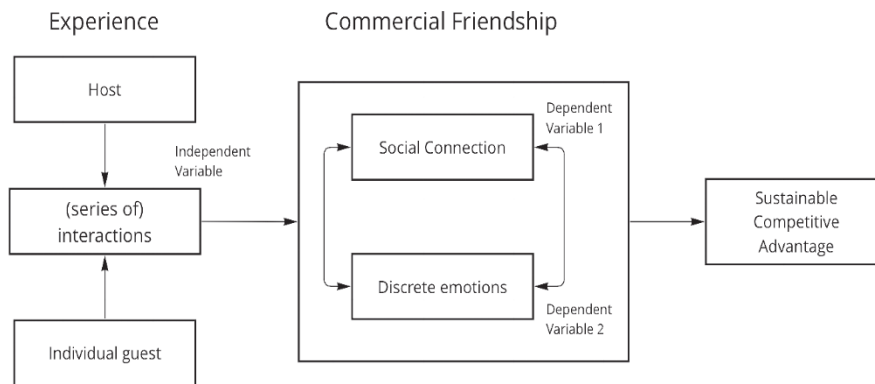


Figure1. Sustainable Conceptual Map

Source: Zhang and Zwaal, 2021

There are many singular types of sustainable competitive advantages which are planned as below:

- Strong brand: A strong brand can assist in many habits. It would help increase customer loyalty such that even if the services offered are not cheaper/better than the competitors, the customers will like better the brand. It takes a lot of investment to build strong brand impartiality and no time to demolish it. It can be an enormous competitive advantage (Lubit, 2021 McGorry, 2020).
- Low-cost provider: companies offer their services at comparatively low prices for a long time; it is often liked by customers. It also helps create a strong barrier for new entrants (Bowon et al., 2021).
- Pricing control: while a company can increase the prices of its services without upsetting its market share, it is said to have pricing power. This generally happens when there are strong barriers to the new entrant (Peters, 2019).
- Strategic Assets: all companies invest, which creates a lot of patents and copyrights that can be used as very strong competitive advantages (Cook and Verma 2019).
- Product discrimination: The consumer loyalty gained through the product advantage lasts longer than the one gained through the cost advantage. The company needs to incessantly innovate with new strong products to gain market share (Bstianse et al, 2019).
- People Assets: A company needs to have a strong management team and well-connected team members. It helps in creating enormous leaders who can make good timely decisions (Bowon et al, 2019).

Endowsman and Savage (2019) mentioned that Enterprises, particularly tourism and tourist organizations, must strive for organizational success, maximize social shareholders' wealth, provide process excellence, improve organizational development, and please social investors To establish significant variables that will produce this cultural to stay alive or expand in organizations and infuse this attitude into service organizations. The results of everyday development are difficult to sustain without a gradual improvement plan. Lastly, quality

management templates guide measuring organizational performance and achieving improvement; various business greatness models have been developed in this regard.

Business excellence, according to Ren and Xie (2016) is defined as a company's demand for a broad, adaptable, and successful framework. Success is determined not just by a combination of comprehensive, interdependent, and linked elements, but also by the influence of any modification in one of these elements on the total system. Crosby (2019) challenged corporate goals for implying that it possessed the intelligence required to implement quality control, according to Deming, concentrates on results and ignores essential TQM principles. There is no agreement amongst professionals on how and where to begin or maintain implementing these excellent designs. Furthermore, some businesses believe they are too difficult, time-consuming, and pricey to implement. One of the primary reasons for their failure is that the standards are viewed as a marketing device instead of a measure for improving quality. The additional problem is that the model's orientation and emphasis are determined by a conventional management paradigm that ignores the documentation provided (Dahlgaard, 2019).

Juran (2018) stated that the most important methods of quality improvement and Success in business, according to several academics, are helpful to firms. Oakland and Tanner (2018), for instance, found a strong link between organizational success and productivity. Gronroos (2017) asserted that activities account for a major component of the gross domestic income and also a substantial percentage of overall workforces in several nations, citing the expanding interest, better consciousness, and adoption of the concepts of business outstanding service. The majority of the abovementioned methods or awards are established by credible organizations or conducted under the oversight of consulting corporations, and some even have official assistance in industrialized nations, according to a detailed examination of their methods. These business excellence approaches.

To obtain a greater improvement in business perfection; all components of organizational success must be studied, Management seems to be a 'prime' in this paradigm, shaping and controlling the behavior of each component and forming the pyramid's fundamental concept. Furthermore, this approach tries to assess a company's perfection through the use of statistical approaches, allowing scientists to explore the relationships between quality aspects including leadership, client satisfaction, and staff morale (Kanji, 2016).

Initially, workplace diversity and a disordered corporate culture have been demonstrated in the literature to be two of the most fundamental causes of failure of several TQM attempts before they even start (Brah and Tee, 2022). With this strategy, there is a necessary prerequisite: employees must decide to accept changes, remain dedicated, and accomplish company goals with top management's backing. According to a contemporary overall quality viewpoint, social shareholders (customers and suppliers) should be included in the establishment and evaluation of the company's strong culture.

Hardly a few researchers have analyzed evaluation tools to evaluate TQM preparedness before the introduction and implementation of the strategic brilliance civilization, because several writers have mentioned out in the quality management literary works As a result of this approach, it will be allowed to illuminate the advantages and shortcomings of quality culture elements as applied by Egyptian hospitality management in the context of hotel workers. This model would also give a dataset for resorts to use to assess their preparation for a new approach and compare activities and performance to make appropriate modifications (Rusjan, 2015).

Table 1. Critical business quality success tools; Sustainable competitive advantage model

1. Leadership	<p>Quality culture is defined by management as being linked to the organization's goals, purpose, and objectives. The goal of leadership is to build agreed values and implement processes that will improve customer satisfaction. Progress is also communicated, defined, and motivated by leadership.</p>
2. pleasure the clients	<p>As per the requirements and aspirations of employees and customers, a business may set goals to improve customer experience. Customers' behavior should be monitored and predicted by businesses. Furthermore, because businesses should respond to their consumers and confirm their ongoing and prospective demands, they may use consumer feedback to develop the product, pleasing the consumer. There are two main elements here: Client Satisfaction from the Outside and Client Satisfaction from the inside.</p>
3. External client satisfaction	<p>External client satisfaction measures how well a business manages complaints, attempts to mediate disputes, gets data for quality improvement, and prevents difficulties from recurring. It also assesses the company's efficiency in terms of achieving client goals. Additionally, external client satisfaction compared client satisfaction statistics to those of other companies.</p>
4. Internal client satisfaction	<p>Internally customer satisfaction reflects the efficiency with which a company employs ways to improve work collaboration. Every worker must understand that the company has consumers and suppliers and that there is a greater interaction between both groups of people. Utilizing the foundation's performance measurement system, managing by reality assesses performance improvement methods. It also disseminates performance to enhance systems and services.</p>
5. Management by fact	<p>The company has to utilize an approach that focuses on how the company operates instead of the end consequences of its efforts. Quality needs must be evaluated, and the results should be used to improve production understanding. Control processes are subjected to statistical methodologies.</p>
6 All effort is process	<p>The process is assessed; the underlying problems of failures are identified prematurely. In addition, efforts are centered on modifying operations. A broad range of exact outcome measures are gathered during assessment and a suitable method for assessing quality is created. Assessment enables a company to evaluate its present and previous performances to that of its rivals.</p>
7. Measurement	<p>Workers under people-based administration must feel that they have a significant impact on the organization's success. The organization values pension contributions. Employee system is assessed, and the value of the service or involved in issuing by a firm is immediately affected.</p>
8. People-based management	<p>Workers shall understand that they have a role to play. Members of the organization must agree on the possibility of operating</p>

9. Teamwork	as a team and ought and improve communications. Cross-functional issues are easier to solve when you work in groups. In an organization, groups serve as changing engines.
10 group make quality	Perfection is attained by the promotion of quality production; consequently, norms, methods, and technology are insufficient to accomplish perfection. To increase quality, employees must be educated. Commitment and engagement are important components in achieving client happiness.
11. Constant improvement	Changes in customer demands are monitored for continual improvement. The company is constantly striving to improve. All goods, activities, and procedures are improved through performance improvement methodologies, and the firm contrasts its existing service quality levels to those of its counterparts. The continual improvement process and avoidance are two key concepts in constant improvement.
12. Constant improvement cycle	To delight internal and external consumers, a continual improvement process acknowledges tiny improvements and creates a quality culture.
13 Prevention	The price of making a mistake rises dramatically over time. Afterward, an activity is made to correct a mistake. The longer a problem goes uncorrected, the more costly it is to repair it. By avoiding mistakes, a company can boost its profits.

Source: (Kanji, 2016).

Table 1 shows the approach, which includes five concepts such as satisfying customers, and continual development. Capable of adapting approach is not cheap, but it is less expensive and time-consuming than the other well-known models mentioned above. This methodology likewise employs extensive data research and places a major emphasis on development instead of presenting the company's quality management system (Kanji, 2016). Using important success elements as preparation variables, this research proposes a simple, quick, and inexpensive quality development strategy. For a successful quality culture project, much of the existing literature emphasizes the requirement for strong quality culture management that encourages agreement and perception among workers, managers, and administrators.

A sustainable competitive advantage model should be developed and improved: Firstly, the outcomes of considerable research on performance improvement approaches are mostly applied by sustainable organizations in developing nations, where the service sector (resorts) receives minimal advantage compared to the bulk equivalents due to restricted finances and time. Secondly, the research demonstrates a lack of understanding of how to embed a culture of organizational success within hotel industry institutions, particularly in rising nations (Brah and Tee, 2022). Third, since staff members in complicated service environments have demarcation activities, responsibilities, and duties, the three basic strands (e.g. supervisors, managers, and staff) pertinent to their knowledge and practices of quality management cultural context have been integrated into the conceptual framework as a condition precedent for the transformation to a quality management fermentation process has been integrated into the conceptual framework as a basic requirement for the transformation to a performance management culture condition. Nevertheless, no actual research explored the effectiveness of the abovementioned quality

culture features in the hospitality industry utilizing a sampling of supervisors, supervisors, and frontline personnel at the same time. Lastly, in building business performance culture practices to engage frontier personnel to participate and economic growth, cry for expansions of past in-house quality improvement methods (Wilson and Durant, 2019). As a consequence, the findings of this research will give administrators in the hotel industry important concrete suggestions.

Methodology

Population and sampling

The findings for this survey came from three, four, and five-star resorts in the Red Sea area of Hurghada, Soma Bay, and Makadi. The 3-, 4-, and 5-star resorts were chosen since they are the most popular with Red Sea visitors. A total of 17 resorts were discovered and included in this research (5 five-star, 7 four-star, and 5 three-star). The overall number of staff was determined via sample selection. The stratification quantitative approach divides the population into relatively homogeneous sections (Levin & Rubin, 2017). The investigator administered a survey. In three weeks, 507 of the 522 questionnaires given were gathered. Supervisors, leaders, and staff, on the mean, returned 30.24 percent, 55.38 percent, and 16.18 percent of the questionnaire, correspondingly (See Table 2).

Table 2. Population and sampling distribution of total managers, Supervisors, and employees

Category	Managers' sample/population	Supervisors' sample/population	Employee sample/population	Total sample/population
5-star resorts	21/48 41.1%	20/47 43.71%	58/398 14.56%	102/511 19.60%
4-star resorts	26/59 44.67%	72/82 87.8%	143/760 18.81%	239/922 25.92%
3-star resorts	9/68 13.23%	36/98 36.36%	142/950 14.9%	171/1033 16.55%
Total	56/175 30.24%	128/227 55.38%	332/2040 16.2%	512/2356 21.73%

Survey Design

59 elements were used to trigger sustainable competitive advantage elements that dipped into different fields of business superiority quality culture. Also was used to create the elements for administration (6 items), delighting customers (11 items), administration by facts (10 items), individual leadership (9 items), and business excellence results (7 items). The performance management standard cultural development questionnaire was initially written in English and then translated into Arabic via a professional translator. The survey was prepared with the help of English language translators. The interpreters have spoken and written English fluently. A preliminary investigation of many resort responses found no issues with the phrasing or structure. On a five-point Likert scale, participants were asked to describe their degree of cooperation with every structure: 1, strongly disagree; 2 agree; 3 slightly agree/disagree; 4 agree; and 5, highly agree. To give supporting logical reliability and divergent validity, the

measurements were submitted to Cronbach alpha in addition to Pearson correlation tests using SPSS 21.

Data Analysis

In the direction of calculating averages, standard deviations, percentages, and ANOVA, the data was entered into SPSS. ANOVA tests are used to evaluate substantial differences among more than two selected averages, according to Levin and Rubin (2017). It is the mean couple of attributes that users share to a topic on a five-point Likert scale in arithmetic mean assessment units. There is a substantial difference between groups' judgments if any outcome is meaningful (0.05); nevertheless, the explanation for the disparity will not always be evident. As a result, the linked averages should be examined, and if a device's mean assessment is greater than 4 or 5, the indication is positive (certainly agree or agree). The statistic is negative if the mean assessment of the participants is around, equivalent to, or less than 3. (Not agree or certainly not agree among the declaration).

Results and discussion

To see if there was a considerable variation in attitudes amongst three distinct levels of personnel, a one-way test of variance was utilized. The total averages for the resort workforce revealed that managers had a moderate (between 4, agree and 3, neutral) rating, whilst leaders and staff had (3) low concentrations of excellent cultural practices in their workplaces. The findings demonstrate that employees at five-star resorts had substantially different scores ($P > 0.05$). Across all categories, supervisors reached the best marks, ranging from agree (4) to indifferent (3). Staff, on the other hand, experienced lower ratings (3) in all categories, while leaders received relatively similar ratings to staff members in all categories except continual improvement. These poor ratings highlight the underlying flaws in these firms' current quality cultural aspects. These findings also revealed that five-star hotel employees have dramatically different ratings. Generally, the total means for five-star resort personnel show that (supervisors, 3.07; heads, 2.52; and staff, 2.36) all levels of staff had poor business efficiency achievements.

The 4-star hotel personnel received dramatically different results as well. The greatest results were provided by supervisors, who typically scored among certainly agree (5) and agree (4) on all issues. Employees, on the other hand, ranked the lowest in most categories, while leaders ranked similarly to staff on everything but management, delighting the customers, people-based administration, and continual improvement. These findings revealed that three-star hotel employees scored considerably differently on seven outcomes categories. Generally, the overall averages for 4-star resort personnel showed a reduced standard of quality cultural results in their businesses (managers, 3.29; Supervisors, 2.42; and employees, 2.32). Except for administration, the 3-star hotel personnel had drastically different ratings. The findings also suggest that three-star hotel employees scored significantly differently from one another. Furthermore, the overall averages for 3-star hospitality workers (supervisors, heads, and staff, respectively, 2.83, 2.53, and 2.17) indicated a poor degree of excellence in cultural results.

Except for three components: 'leadership,' 'comfort the client,' and 'the outside client satisfaction,' the averaged component means scores revealed that five-star hotel administrators, leaders, and staff had substantial variances in evaluations of all quality management achievements (see Table 4). All ratings were between 2 and 3 when the overall average mean ratings of all aspects were considered (less than agree). Furthermore, especially supervisors did not produce an overall cumulative average rating of 4 (agree) for 13 crucial performance improvement indicators. This

indicates that five-star hotel employees consider their quality management strategies to be inadequate, ineffectual, or inefficient. This study highlights the necessity for efforts to inculcate a feeling of identity in the company's goals to be implemented as soon as possible. Businesses will unavoidably face a high rate of turnover, fewer productivity processes, and lower customer satisfaction.

Table (3). Sustainable competitive advantage critical tools survey 5-star hotel aggregate factor mean scores

Sustainable competitive advantage critical tools	Manager	supervisor	Employee	F-statistic	Sign
- leadership	3.21	3.28	2.93	1.84	0.16
- pleasure the customer	3.69	3.22	2.98	2.82	0.16
- external customer	3.58	3.07	2.92	3.01	0.05
- satisfaction	3.71	3.03	2.96	4.37	0.01
- internal customer	3.58	2.98	2.85	4.12	0.01
- satisfaction	3.63	3.13	2.83	5.21	0.00
- management by fact	3.52	2.90	2.82	6.52	0.00
- all work is a process	3.92	2.96	2.76	4.07	0.02
- measurement	3.53	2.95	2.72	3.83	0.02
- group-based management	3.62	3.05	2.86	3.84	0.02
- teamwork	3.60	2.87	2.76	4.73	0.01
- the group makes quality	3.59	3.00	2.87	3.28	0.04
- constant improvement cycle prevention	3.61	3.07	2.83	3.70	0.02

Note: Bold value denotes mean score is significantly different from others; $P < 0.05$

When considering the average supreme score of 4-star hotel staff (supervisors, heads, and staff), they showed significant disparities in their judgments of all performance management indicators.

Table (4). Sustainable competitive advantage critical tools survey 4-star hotel aggregate factor mean scores

Sustainable competitive advantage critical tools	Manager	supervisor	Employee	F-statistic	Sign
Leadership	4.15	2.85	2.85	33.35	0.00
Pleasure the customer	4.22	2.97	3.00	24.43	0.00
External customer satisfaction	4.09	2.96	2.86	27.10	0.00
Internal customer satisfaction	4.15	2.90	2.80	31.54	0.00
Management by fact	3.98	2.95	2.84	19.51	0.00
All work is a process	4.20	2.92	2.75	33.81	0.00
Measurement	3.90	2.91	2.80	29.92	0.00
Group based management	4.19	2.86	2.82	21.86	0.00
Teamwork	4.16	2.86	2.72	33.86	0.00
Group make quality	4.22	2.83	2.78	34.73	0.00
Constant improvement cycle prevention	3.98	2.83	2.84	22.60	0.00
	4.12	2.92	2.81	27.92	0.00
	3.93	2.93	2.83	17.62	0.00

Unlike the 3 and 5-star hotel directors, the 4-star resort sector supervisors demonstrated good quality procedures across all 13 categories, as evidenced by average scores ranging from 3.90 to 4.22. (Agree or close to certainly agree, see Table 4). Supervisors, leaders, and personnel, on the

other hand, concurred that their strategies and executions involving business improvement components have failed.

Table 5. Sustainable competitive advantage critical tools survey 3-star hotel aggregate factor mean scores

Performance excellence critical factors		Manager	supervisor	Employee	F-statistic	Sign
1.	Leadership	3.58	2.89	2.64	5.19	0.00
2.	Pleasure the customer	3.66	3.05	2.67	6.59	0.00
3.	External customer satisfaction	3.69	3.01	2.63	8.77	0.00
4.	Internal customer satisfaction	3.91	3.00	2.54	15.05	0.00
5.	Management by fact	3.77	3.05	2.56	12.70	0.00
6.	All work is a process	3.77	2.92	2.57	10.20	0.00
7.	Measurement	3.83	2.96	2.52	13.36	0.00
8.	People-based management	3.83	2.95	2.53	14.11	0.00
9.	Teamwork	3.77	2.90	2.48	11.44	0.00
10.	People make quality	4.05	2.95	2.47	18.76	0.00
11.	Continuous improvement	3.72	3.03	2.55	12.36	0.00
12.	Continuous improvement	3.83	3.06	2.53	15.02	0.00
13.	cycle prevention	3.83	3.12	2.51	13.88	0.00

Table 5 shows that similar to their four-star equivalents, 3-star hotel operators, leaders, and staff have considerable variances in their assessments of the effectiveness of all quality management practices. Each aspect received the lowest score (3) from the workforce. Leaders had a somewhat higher score than workers, but overall, the results were significantly under expectations (less than four). This data points to a likely unhappiness with their resorts' quality improvement processes and structures. The rating also suggests that a significant revamp is required.

Recommendations

From the viewpoint of three, four, and five-star resort workers who occupy director, and worker professions in the Red Sea, this research tries to identify a competitive climate, performance assessment simply involves working effectively and continually upgrading employees, technologies, procedures, and organizations. The key advantage of the current quality improvement model, which is founded on value cultural elements, is that it is simple, quick, and low-cost. The developed framework might be included in the tourism, hotel, and amusement industries, and it could give hotel managers a way of comparing their employees' perceptions to see where their present quality methods are doing well or poorly, as well as how they perceive such initiatives. As a consequence, the admin will be able to address inconsistencies and flaws that may result in a loss of guidance, ambition, responsibility, accountability, participation in business structure, or the intention to leave (or vice versa). Then, by producing a proper survey, analyzing the data, and discussing of findings, they can exercise the same assessment for consumers, vendors, and other social investors.

This study Recommended to could be understanding the sustainable competitive advantage tools in Red Sea resorts, investigating sustainable competitive advantage Tools and TQM implementation events in resorts, and identifying essential TQM success criteria for efficiency.

Future studies involving suppliers and customers are required to enhance the system. Effective sampling numbers, geographic dispersion, and the type of organization should all be considered in such investigations. Secondly, the existing results are supported by data from questionnaires, which might not be sufficient to analyze the overall quality of cultures. Thirdly, other significant constructs connected to the effectiveness of performance perfection. Continuous research can be conducted to study Commercial Friendship, Future studies in other grading of resorts, such as economic resorts and Nile cruises, could also be undertaken utilizing similar techniques.

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الملخص العربي

تطبيق أدوات الميزة التنافسية المستدامة في المنتجعات: دراسة حالة على منطقة البحر الأحمر

تهدف هذه الدراسة إلى تقييم أدوات الميزة التنافسية المستدامة في المنتجعات السياحية بالبحر الأحمر ، حيث يأتي جزء كبير من الجودة والميزة التنافسية في صناعة الضيافة من الخدمة الودية، لذا يجب دفع البحث نحو فهم أفضل لكيفية أداء التفاعل بين المضيف والمضيف وإلى مفهوم يسمى الصداقة التجارية . يطرح هذا البحث إطار مفاهيمي يركز على بعض الأدوات التي تربط صناعة الضيافة بعلم التسويق وعلم النفس وأيضاً عنصر الخبرة، وذلك لتحقيق أكبر ميزة تنافسية مستدامة في السوق الفندقي ، حيث يتضمن العوامل الحاسمة للنجاح والتميز في الأداء التي نشأت من مبادئ إدارة الجودة الشاملة ثم تم استحداثها وتطويرها. وقد تم عمل استبيان بين عينة تمثيلية من المديرين، والمديرين التنفيذيين، والموظفين على مستوى أقل في منطقة البحر الأحمر "الغردقة، سوما باي، مكادي". وكشفت المقابلات التي أجريت مع كبار المديرين أن هناك الكثير من شكاوى العملاء والتي ينبغي أن تواجه بشكل فعال من خلال استخدام أدوات الميزة التنافسية المستدامة بشكل مناسب وفعال ، وأيضاً تحقيق جودة الخدمة لتحقيق رضا العملاء والوصول لإشباع حاجاتهم ورغباتهم، وجزء كبير من هذه الشكاوى يتمثل في أن استجابة الموظفين بطيئة للعملاء، وعدم التعامل بجدية حالة حدوث أي مشكلة أو شكوى. تعاني بعض المنتجعات أيضاً من مشاكل الحجز عبر الإنترنت، وهناك مشاكل في صيانة الغرف ،وقلة خبرة العاملين، وعدم الاهتمام باستحداث عناصر الجودة وتطوير أدوات الميزة التنافسية، وعدم وجود برامج علاقات مع العملاء والتواصل معهم وتحقيق ما يسمى بالصداقة التجارية، بالإضافة إلى أن هناك مشاكل في عملية تدريب الموظفين حيث ان الاستعداد النفسي لأصحاب الفنادق والمديرين والموظفين غير موجود ولا يتقبلون هذه الفكرة على الإطلاق. تقييم جودة الأدوات المستخدمة في الميزة التنافسية المستدامة بالمنتجعات في مصر يكشف عن أن الخدمات جودتها بعيدة عن المستويات المتوقعة. ويجب ان يكون هناك تطوير دائم في صناعة الضيافة لتكون قادرة على المنافسة العالمية وذلك من خلال القيادة السليمة " التواصل والتحفيز والتحسين المستمر" والتميز في سياسات تحسين جودة الأداء والأعمال وفهم ثقافة الجودة للوصول في النهاية إلى رضا العملاء، وذلك أيضاً يكون من خلال الاستماع الى اقتراحاتهم والتحقق من احتياجاتهم والتوقعات الحالية والمستقبلية، والتعامل مع الشكاوى ومحاولة حلها. كما ينبغي لإدارة الفندق أيضاً العمل بالإدارة من خلال الواقع حيث يتم وضع وتقييم عمليات تحسين الجودة وذلك باستخدام نظام قياس الأداء للفندق. و أخيراً، ينبغي على الإدارة العليا استخدام "الإدارة القائمة على العنصر البشري" حيث أنها تدعم زيادة كفاءة العمل الجماعي وإعطاء درجة من التمكين كافية لتعزيز المشاركة لجميع الموظفين وتطوير الأداء لمواجهة المنافسة القوية في القطاع الفندقي.

الكلمات المفتاحية: الصداقة التجارية، السلوك اللفظي، التدابير النفسية الجسدية، إدارة الجودة الشاملة، التنافسية المستدامة.