
COMPETITIVE ADVANTAGE OF COMMUNITY-BASED TOURISM INDUSTRY IN NIGERIA

Catherine Omo & Enemu Blessing

Yahaya Danjuma, Abubakar Tatari Ali Polytechnic Bauchi, Nigeria

Email: wanglingqingx@sina.com

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ABSTRACT

Across the globe, tourist development is a prerequisite for strong economic growth in the country, and authorities and researchers must pay attention. This is why the author doing this research right now on the Effect of Participatory Management and Knowledge management on the Competitive Advantage of Community-Based Tourism in Nigeria. These impacts are also examined in this study by the mediation of trust and gathering community knowledge. The researchers employed questionnaires for data collection and smart-PLS for data processing. Results revealed that knowledge and participatory management impact the competitiveness of community-based tourism in a good way. Likewise, trust and gathering community knowledge also impacts the competitive advantage in a positive way of community-based tourism. Results also revealed that knowledge and participatory management have a positive impact on gathering community knowledge and trust respectively. Gathering knowledge of community mediates the relationship between knowledge management and competitive advantage. Trust also mediated the relationship between participatory management and competitive advantage.

Keywords: Competitive Advantage, Community-Based Tourism, Tourism Industry

Introduction

Today's global economy is dominated by the tourism industry, which is one of the most important revenue generators for most countries. In addition to playing a large part in economy and society of a nation. Tourism is a main cause of earnings, bringing cash in the nation with creating jobs, as well as contributing to the development of the region's economy. When residents (typically rural, poor, and economically challenged) welcome tourists to stay with them, they're engaging in community-based tourism (CBT). As much of the tourist cash as possible is allocated to projects that benefit the entire community. Not only does community-based tourism encourage closer ties between host and visitor, but it also supports environmental protection, cultural preservation, social responsibility, and economic development.

Community-based sustainable tourism, according to the researcher, is tourism that considers environmental, social, and cultural sustainability as well as community direction and management, as well as the owner's right to care to learn from visitors who travel to work by covering five areas: politics, economics, so on and so forth. Tourism can also be used as a development tool. A community organization can play a part in planning the growth of their community when there is a tourist situation. Most of all, in communities that are likely to participate in the trip to reveal or make known their community to the general public, On the other hand, tourism can be used as a tool for community development while learning about resource management and decentralized decision making (Dangi & Petrick, 2021).

To those living in rural and distant areas of developing countries, tourism has been considered as an industry that may give much-needed economic benefits to those who lack the skills and financial resources to participate in tourism development without external assistance. There are new development paradigms that support and encourage self-help, self-reliance, and empowerment of communities. A new worldwide standard for sustainable tourism was introduced as a replacement for traditional tourism and several governments adopted regulations that reflected this transition (He et al., 2021).

Local requirements, particularly the ability to fully incorporate nature, should be the basis for tourism management. Und a cultural and social alternative travel arrangement that fulfills the demands of the community. Greater economic integration with social development and environmental conservation. Community-driven tourism as a whole, which CBT is relevant to the development of community relationships both within and outside the community, as well as the spirit of community (Khaenamkhaew, 2021). Poor accessibility, limited income generation, heavy reliance on external donor funding, inadequate marketing, lack of capacity among Community Trust Board and Staff, as well as unsatisfactory involvement and limited capacity among Technical Advisory Committee are some of the challenges that have been cited as obstacles to overcome (Pasanchay & Schott, 2021).

Current challenges with Community Based Tourism Network in Nigeria stem from the fact that tourism community leaders, local politicians, government personnel, and non-government staff that have a role in marketing the villagers and tourists have different levels of awareness about Community Based Tourism. There is also a need for the Community Based Tourism Network to research whether or not knowledge management is an effective way to assemble, preserve, and communicate information to expand knowledge and reduce the knowledge gap of persons working in Community Based Tourism (CBT) (Priatmoko et al., 2021).

The impact of participative and knowledge management on the development of the Community Based Tourism Network was studied in this research as a pilot project.

Community-based tourism has grown as a network because some communities have discovered the challenges with the support from the public and private sectors, focusing them to be the working center of the network's development (Sasong, 2021). It is envisioned that tourist management will be at the center of the communities. Aside from meeting the needs of visitors, this practice highlights the potential of local people to use their knowledge to preserve and participate in the management of their community to contribute to the maintenance and restoration of natural resource balance, cultural identity, as well the future economy of their community (Singram, 2021).

Literature Review

Tourism quality of life development is a community development job. Tourist items and services are purchased at the peak of the tourist season and can be identified. Tourism is the development of responsiveness consumerism. Tourism communities disconnected from its initial output in agricultural versus commercial services. Often, external cultural tourists who come with a sword and a big risk in the adoption of development are the ones who control the social and cultural attractions (Adham et al., 2021). Local requirements, particularly the ability to fully incorporate nature, should be the basis for tourism management. As well as the aptitude to act as a social and communal substitute to traditional travel arrangements. It truly serve the requirements of the community. Greater economic integration with social development and environmental conservation. Community-driven tourism as a whole, which CBT is significant to the development community? Relationships both within and outside the community, as well as the community's spirit (Amini, Malekmohammadi, & Jafari, 2021).

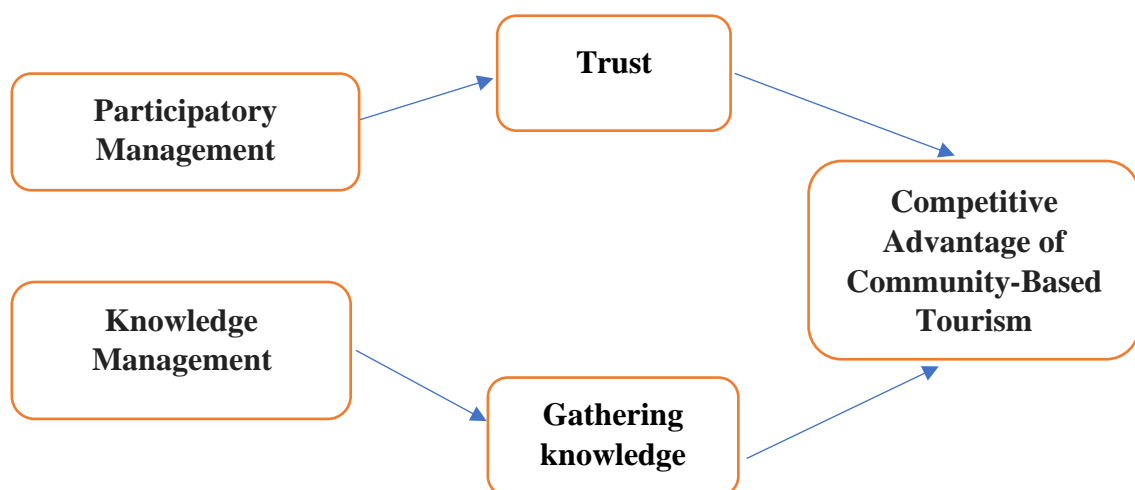


Figure 1. Theoretical Conceptual Model

2.1: Participatory Management, Trust, and Competitive Advantage of Community-Based Tourism.

It's a management style that relies on the collaboration of the staff to be successful. Within the work teams, it attempts to foster commitment and encourage initiative. A manager must transfer some of his authority to achieve this goal, and the teams must decide collectively on the best alternatives to implement. Consequently, participation in management increases an employee's sense of responsibility for their work. An increase in efficiency and higher output can result from this type of empowerment as well as an increase in morale and job satisfaction. When managers have entire faith in their subordinates, they practice participatory management, which relies heavily on group decision-making. A participative management approach increases trust, and high-level trust accelerates the formation of strong networks among the members (Dimitrovski, Leković, & Đurađević, 2021).

For participative management to be successful, it must be carefully planned and implemented in phases. As with any successful cultural shift from an authoritarian or democratic management style to a participative one, changing employees' perceptions of management takes time. Employees who have been with the company for a long time may fight changes since they don't believe they will last. Managers must be sincere and honest when administering the program for it to be successful. It will be necessary for many employees to see evidence that their ideas will be adopted or at the very least thoroughly evaluated on an ongoing basis. Staff must be able to rely on their bosses and feel valued (Hock-Doepgen et al., 2021).

When it comes to tourist planning, community involvement is centered on the decision-making process and the benefits of tourism growth. Residents' respect for their traditional lifestyles and values increases as a result of local community involvement in the decision-making process. If local citizens are employed by new firms, or start their small businesses, they can reap the economic benefits for their town. Several options are available for citizens to participate effectively in tourism development operations, mobilize their capacities as social agents rather than passive subjects, make decisions, and manage the activities that affect their lives. The involvement of the local community in the tourism industry is a driver for change and growth (Huang & Li, 2021). A wide range of insights on tourism development can be gained from local populations. Local communities' socioeconomic gains from tourism can only be maximized by their participation in tourism activities, according to the literature. Aside from that, the accuracy of depictions of their traditional lives and beliefs depends on the local community's involvement in the planning and development process. Because of this, sustainable tourist development depends on local community participation (Liu, Yang, & Wu, 2021). Many studies have shown, however, that destination communities in the poor world, especially in less developed locations, such as rural destinations, prefer low degrees of community participation and economic involvement in these

areas, residents are less likely to participate in decision-making or control the process of tourism development and heritage conservation than in other areas. Residents in some less developed areas preferred economic participation and benefit-sharing above participation in decision-making processes. Local citizens will be more likely to participate if they believe that authorities and government officials are interested in hearing their opinions and will offer them opportunities to participate in the decision-making process. Residents will eventually join in conservation programs and tourism development to the extent that they believe local authorities will allow it. The centralized political system, however, and the inclination of local decision-makers to resist power-sharing, are seen as a hindrance by residents of impoverished and rural areas, particularly in emerging countries (Lopes et al., 2021).

H1: Participatory Management has a positive significant impact on trust.

H2: Trust has a positive significant impact on the Competitive Advantage of Community-Based Tourism.

H3: Trust mediates the relation between Participatory Management and Competitive Advantage of Community-Based Tourism.

2.2: Knowledge Management, Gathering knowledge, and Competitive Advantage of Community-Based Tourism.

In knowledge management, the goal is to bring together all of the information that exists within a company. Who distributed in the person or papers to create the system. This is so that everyone in the company has access to information. As well as the growth of self-knowledge. In addition, operational efficiency is important. This will allow firms to be more competitive in the future. And leads most people's tacit knowledge to become explicit (infinite tapestry of sound). Knowledge management technologies for storing and disseminating knowledge are also important. As a written record, the instrument is straightforward and can be utilized in any situation because it's easy to apply to the publisher. A recording can be made if it hasn't been recorded as a picture or an audio file. This is dependent on limits and the operator's capacity to publish. As a result, these tools will make it easier to disseminate knowledge. Knowledge may now be easily accessed thanks to contemporary information technologies. In either case, the picture and sound can be saved combined (Odunga, 2021).

Its natural resources and production methods rely on sustainable use of resources while its cultural history is distinct. Communities with a wise or knowledgeable person with skills in several fields and a sense of ownership and participation in the development process are the most desirable. The ecology, culture, and tourism are governed by rules and regulations. People profit equally from traveling and interacting within their communities. There is a fund supporting the community's

economic and social growth. To promote an awareness and comprehension of diverse cultures and lifestyles, tourism activities include a learning component that is inherent in them. Residents and visitors can learn from one another, as well as from the management, which encourages the conservation of natural and cultural resources (Pérez-delHoyo et al., 2021). The specialists in Community Based Tourism and Knowledge Management gave a presentation on the concept and understanding of CBT and knowledge management to manage knowledge in the same direction. The villagers then ate dinner and were separated into four groups for brainstorming on topics of natural resources and cultural organizations, community management and learning, as well as presenting data acquired from each group's brainstorming sessions. The collective of all individuals in knowledge management who are knowledgeable. Because of operational experience and research, this group has a good understanding of CBT (Rezaei, Khalilzadeh, & Soleimani, 2021). As well as public sector training and observational trips to promote and support. Some local politicians and young people in the community have attended the training, including through the study process, but only a limited number of persons in this group. It offers the potential for tourism management, as well as the ability to pass on information to locals and tourists (Rezaei et al., 2021).

H4: Knowledge Management has a positive significant impact on Gathering knowledge of the community.

H5: Gathering knowledge of community has a positive significant impact on Competitive Advantage of Community-Based Tourism.

H6: Gathering knowledge of community mediates the relation between Knowledge Management and Competitive Advantage of Community-Based Tourism.

Methodology

Every research relies heavily on methodology. In this section of the research, the author explains the research strategy, demographic, sample, sampling, and data gathering procedure in more detail than ever before. A quantitative research design was chosen for this investigation. Various hypotheses are tested in this research approach, including (Participatory Management, Knowledge management, Competitive Advantage of Community-Based Tourism, Trust, and gathering community knowledge). Employees of community-based tourism made up the study's sample. Respondents in this study were Thai community tourism workers.

Data was collected using a simple random sampling technique. This simple random sampling technique is quick and straightforward to use, as well as cost-effective. The e-mail survey method is used to gather data. The administration has provided the e-mail addresses of personnel who work in community-based tourism in Nigeria. A questionnaire was then emailed to their e-mail addresses when it was completed. The

questionnaire asks about the age, gender, and qualifications of the players. In addition, the questionnaire asks about variables.

Respondents returned the questionnaire to the author after completing it in its entirety. It is here that the missing data and outlier questions are subtracted from the questionnaires. These missing values and outliers have been filtered out of the collected data. The remaining data will be used in the analysis process.

Data Analysis

By using Smart PLS, data is cleaned up of outliers and missing values. There is a purpose in analyzing the reliability and validity of data with this model of measurement. Factor loading, the value of alpha, composite reliability, and average variance are used to test the data's dependability (AVE) (Henseler, Ringle, & Sinkovics, 2009). As shown in Table 1, the factor loading of the given data is depicted, and the remaining relevant values are shown in Table 2. Testing the validity of the data with the HTMT yielded these results, which are shown in Table 3. According to Figure 3, these values are well beyond their acceptable levels.

Table 1. Factor Loadings

	CA	GKC	KM	PM	TR
CA1	0.882				
CA2	0.821				
CA3	0.815				
CA4	0.847				
GKC1		0.775			
GKC2		0.766			
GKC3		0.841			
GKC4		0.797			
KM1			0.668		
KM2			0.843		
KM3			0.902		
KM4			0.719		
PM1				0.764	
PM2				0.721	
PM3				0.693	
PM4				0.82	
TR1					0.8
TR2					0.817
TR3					0.645
TR4					0.746
TR5					0.807

Table 2. Reliability and Convergent Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
CA	0.862	0.907	0.708
GKC	0.807	0.873	0.633
KM	0.791	0.866	0.622
PM	0.741	0.838	0.564
TR	0.822	0.875	0.586

Table 3. HTMT

	CA	GKC	KM	PM	TR
CA					
GKC	0.005				
KM	0.847	0.506			
PM	0.87	0.78	0.519		
TR	0.705	0.894	0.638	0.835	

This structural model assessment is produced in Table 4. The t-values used to test the hypothesis are shown in Table 4. All the direct effect hypotheses are accepted because the t values are greater than 1.96.

Table 4. Direct Effect Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T- Statistics	P-Values
GKC -> CA	0.653	0.653	0.074	8.781	0
KM -> GKC	0.736	0.738	0.044	16.695	0
PM -> TR	0.742	0.744	0.05	14.737	0
TR -> CA	0.244	0.246	0.071	3.442	0.001

PM: Participatory Management, KM: Knowledge Management, CA: Competitive Advantage of Community-Based Tourism, TR: Trust, GKC: Gathering community knowledge

There is an in-direct relationship between the variables which is shown in Table 5. It was shown that the t value of (7.596) explains gathering knowledge of community mediates the relationship between knowledge management and competitive advantage. Trust also mediated the relationship between participatory management and competitive advantage with a t value of 3.242.

Table 5. Indirect Effect Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T- Statistics	P- Values
KM -> GKC -> CA	0.48	0.482	0.063	7.596	0
PM -> TR-> CA	0.181	0.184	0.056	3.242	0.001

Discussion

To establish an information system for Nigeria's community-based tourist network, data from community-based tourism was gathered via participatory management and knowledge. Results from this data revealed that knowledge and participatory management have a positive impact on the competitive advantage of community-based tourism. In the same way, each community network aspired to build a Community-Based Tourism concept that would be shared by the community leaders and local citizens or kids (Hock-Doepgen et al., 2021). An effective system for community-based tourist management was created as a result of this, as was a cooperative approach to planning and managing sustainable tourism resources. It also strengthened the ability to negotiate and collaborate with other public and private sector groups that are involved in Community-Based Tourism management to achieve the goals (Wan & Monpanthong).

Likewise, trust and gathering community knowledge also has a positive impact on the competitive advantage of community-based tourism. Results also revealed that knowledge and participatory management have a positive impact on gathering community knowledge and trust respectively. Gathering knowledge of community mediates the relationship between knowledge management and competitive advantage. Trust also mediated the relationship between participatory management and competitive advantage.

Conclusion

The term community-based tourism refers to the practice of inviting tourists to stay with residents (usually rural, impoverished, and economically challenged) (CBT). When residents (typically rural, poor, and economically challenged) welcome tourists to stay with them, they're engaging in community-based tourism (CBT). They use as much of the tourist money as they can to fund projects that benefit the whole community. As a result of community-based tourism, visitors and hosts can form stronger bonds, and environmental conservation, cultural preservation, social responsibility, and economic development are all benefited. As a result, authorities, and experts must pay attention to the development of tourism around the world. As a result of this, the author is currently doing a study on the effects of participatory management

and knowledge management on the competitive advantage of community-based tourism in Nigeria. As part of this study, trust is mediated and community knowledge is gathered to assess these implications. In order to collect data, the researchers used questionnaires and smart-PLS software.

Results revealed that knowledge and participatory management have a positive impact on the competitive advantage of community-based tourism. Likewise, trust and gathering community knowledge also has a positive impact on the competitive advantage of community-based tourism. Results also revealed that knowledge and participatory management have a positive impact on gathering community knowledge and trust respectively. Gathering knowledge of community mediates the relationship between knowledge management and competitive advantage. Trust also mediated the relationship between participatory management and competitive advantage.

Implications

Theory-wise, this study adds to the existing literature by examining the effects of participatory management and knowledge management on the competitive advantage of community-based tourism in Nigeria with the mediation of trust and gathering community-based knowledge. For those who have a wise or knowledgeable person in their community, as well as skills in a variety of communities, and who feel that they are part of the process, this study can be very useful because Community-based tourism has grown as a network. After all, some communities have discovered the challenges with the support from the public and private sectors, focusing them to be the working center of the network's development.

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