# **Competitive Action: A Bibliometric Literature Review**

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### Abstract

This purpose of study discusses the development of competitive action research. Systematic review of the competitive action literature used, by selecting articles from Scopus and then using the bibliometric analysis method. Studies obtained from 2006 – 2023 through Rstudio. The result of this research is from 2006-2023, 66 documents were found, with an annual growth rate of 12.13%, average document citation of 18.42%, 161 authors with a single author of 12 documents, writing cooperation of 2.67% with an average international collaboration of 28.79%. The findings of this research is it was found that issues relating to competitive action are related to agency theory. These issues can be viewed in both positive and negative dimensions. In the literature that discusses competitive action, there is the use of various basic concepts that are analysed from various perspectives. This approach assumes that a person's background, experience, personal characteristics and personality have an influence on the decision-making process. The use of these concepts aims to unravel and explain the dynamics of the relationship between stakeholders and management with the aim of reducing potential conflicts of interest. The findings are based on the available data and cannot represent the full scope of research investigations in this field. To date, there is no theory that encapsulates all aspects of competitive action. Despite these limitations, this research makes a substantial contribution to the field of competitive action by offering new insights and extensions to previous understandings. This research provides an understanding of various concepts related to competitive action. The comprehensive nature of the study and the identification of gaps in the literature provide meaningful recommendations for future research directions. The results of this study have the potential to support efforts to implement the concept of competitive action effectively, so that the prosperity (well-being) and sustainability of the company can be maintained and realized.

Keywords: Competitive Action, Bibliometric, Dynamics Competition.

### Introduction

CEOs need to deal with competitive dynamics temporally by applying negative analysis in competitive actions as a supporting constellation. Within the framework of awareness, motivation, and ability, this action has the effect of weakening the CEO's function over a long period of research (J. Chen et al., 2023) as stated by (Kim & Mauborgne, 2005): In their book entitled "Blue Ocean Strategy". (W. Yang & Meyer, 2020) is a development of competitive dynamics theory that raises competitive aggressiveness and is supported by technological capabilities as a determining factor. This is also conveyed by (Christensen, 1997) concept of 'disruption'. Competitive activity is generally associated with a competitive advantage, but can have adverse effects that expose competitive actions, which have an impact on reducing the value of the company (Hofer et al., 2023) discusses action-response which includes a series of firm actions and competitor reactions in response to changes in the firm's situation.

Strategic management is concerned with strategy design as "a tightly integrated set of evaluations and activities in response to significant challenges" (Rumelt, 2012). Actions taken by competitors in the market drive competitive dynamics (M. J. Chen & Miller, 2015). The ability to strategically plan and execute competitive actions such as the introduction of new products and services is thus a significant source of competitive advantage. (Luo & Lin, 2022). These capabilities are based on the firm's resources (Sirmon et al., 2011). But we struggle to fully understand the resources that allow competition among various kinds of enterprises. Some resource imbalances between international and domestic businesses compete in the same market. (Wu & Salomon, 2017). Their substantially different resources make them pursue competitive advantage through fundamentally different strategies (W. Yang & Meyer, 2020). Foreign companies, in particular, have a liability of foreignness (LoF) (i.e., the competitive disadvantage that foreign firms face

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while doing business in foreign locales relative to domestic firms) due to their unfamiliarity with local markets and institutions. (W. Yang & Meyer, 2020). Local businesses excel at identifying and responding to local market trends, allowing for swift and competitive actions.

Another viewpoint on gender diversity as a type of competitive action, whether for foreign or domestic enterprises. According to research, when organizations realize the commercial benefits that may be obtained by demonstrating adherence to gender equality rules, they adjust the proportion of women in senior positions. (Mawdsley et al., 2023) On the other hand, whether competitive action leaves room for corporate social responsibility Although most emphasize that companies can benefit from initiatives, It is still completely unknown how competition influences business initiatives or environmental, social, and governance performance (Lindskov, 2023). Competitive activity can also cause resource allocation tensions, forcing businesses to choose between enhancing existing competitive actions and exploring new growth prospects (Nadkarni et al., 2011). One of the theoretical views that focuses on understanding the determinants of exceptional performance is the resource-based approach. Competitive dynamics and resource-based perspectives have a huge impact. Despite their different emphasis, these two perspectives complement one another. (Ndofor et al., 2011) Both consider resources and actions as key drivers of competitive advantage and superior performance, but each places a greater emphasis on one than the other.

The competitive dynamics of competition have established the relationship between competitive action and performance. (M. J. Chen & Miller, 2015) The competitive repertoire of a corporation is described as "the entire set of actions it takes to attract customers and maintain its market position." In our research, two aspects of this repertoire stand out: competitive complexity and competitive deviance. The inverse of competitive simplicity is competitive complexity. (Jarzabkowski & Bednarek, 2018) characterizes simplicity as 'an obsessive interest with a single purpose, strategic action, department, or worldview - which eventually limits consideration of others'. Firms with competitive simplicity in their strategic operations focus primarily on a very small number of actions in comparison to their competitors (T. Chen et al., 2023). A limited range of activities may hinder a firm's capacity to pursue new possibilities or respond to rapid developments in a competitive and volatile market. These businesses fail to meet the 'rule of necessary variety,' indicating that their range of competitive behaviors is insufficient to meet the needs of their customers or to counter rival attacks. (J. Chen et al., 2023).

Understanding the importance of the complexity of competitive dynamics relationships is important not only because previous research has shown that it is a key component of firms' competitive behavior but also because it expands knowledge of the causal relationship between resources and performance resulting in competitive actions. (Zheng et al., 2022) However, doing so broadens our understanding of the causal linkages between resources, actions, and performance. Resources do not produce performance; rather, they provide potential that can be achieved through competitive activity (Sirmon et al., 2011). As a result, without the firm's broader technology resources, it is forbidden from, or will be ineffective in, engaging in competitive actions (Lamberg et al., 2009) Firms, on the other hand, separate themselves from competitors by establishing a foundation for greater performance when they effectively use the breadth of their technology resources with sophisticated and deviant behaviors.

Researchers discovered theories that are pertinent to competitive activity among the many theories that connect to it. According to development economics theory and gestalt theory, people construct worldviews and make decisions based on their experiences, values, education, social backgrounds, and cultural heritage. To put it another way, their opinions and choices are shaped by the characteristics that define who they are as people, which explains how an economy progresses from a precarious or underdeveloped stage to a more developed and successful one. The idea seeks to comprehend the elements that affect population well-being, poverty reduction, higher productivity, and economic growth for a nation or region.

Biblioshiny was used in the data analysis of this study to find important patterns and trends in literature. The bibliometric study of the literature was conducted using the biblioshiny tool offered by the R program, which involves developing a matrix that contains and categorizes each paper (Aria & Cuccurullo, 2017) To

better understand the interconnections and linkages between different streams of research, the data was then visualized. Researchers can identify gaps in the literature and provide useful information about the state of research in the field by using this data analysis technique. The research process began with the formulation of three research questions. For these reasons, the following research questions were used (Zupic & Čater, 2015) this research answers the following questions:

- How will competitive action research fare overall between 2006 and 2023, measured by publications and citations?
- Whose research has been the most influential (authors, publications)?
- What are the patterns of collaboration between authors and between countries?
- What topics (topic trends, keywords, additional keywords, themes, and future direction) are related to this research area?

This research contributes to the existing literature in several ways. 1) this study is the first to describe the basic characteristics of publications in Competitive Action, including insights into annual progress, influential articles, keyword occurrence, and the development of the research stream over time. 2) this study offers a comprehensive overview of research publications within and subcategories. 3) this study utilizes a bibliometric approach to review 66 documents covering the period from 2006 to 2023.

# Material and Methodology

Finding pertinent publications within an area has therefore grown more challenging. This calls for the creation of a quantitative bibliometric approach that can manage large amounts of data, bibliometric approaches using R Studio (Biblioshiny) through a quantitative approach to characterize, filtering out the most significant works by estimating their influence, and learning the underlying structure of the field, analyze and manage published research to create a systematic, transparent, and reproducible review process, ultimately enhancing research. Researchers can make informed decisions based on the bibliographic information obtained from other experts in the field who share their perspectives through writing, citations, and collaborations. The researcher applied (Garfield & Sher, 1963) bibliometric methodologies to find patterns and important factors in published studies on competitive action. According to (Zupic & Čater, 2015), bibliometric methodologies use quantitative methods to characterize, assess, and track published research, resulting in a methodical, transparent, and reproducible review process that raises review quality

The use of quantitative methods with bibliometric methodology results in a systematic, transparent and repeatable review process that improves the standard of published research. The last few decades have seen an increase in scientific research. Therefore, finding relevant literature on a particular subject has become increasingly difficult. This calls for the creation of a quantitative bibliometric system capable of managing vast amounts of data, selecting the most important works by examining their influence, and figuring out the underlying structure of the subject. Based on bibliographic information obtained from other experts in the field who share perspectives through writings, citations, and collaborations, this is a useful technique for researchers to support their findings. Scopus was chosen because it represents all research or scientific papers in the field of competitive action.

Performance of publications is considered while analyzing Authors, Nations, and Institutions. On the other side, science mapping makes use of bibliometric techniques to identify trends in scientific research. Review papers should both provide evidence of theoretically defined categories and give quantitative rigor to subjective literature judgements. The search term "competitive action" contained the phrase "TITLE-ABS-KEY." The longest time frame that the database can cover all potential articles. Before being imported into biblioshiny, an older online bibliometric interface, documents from this database were filtered to remove only the essential information. The most trustworthy scientific contributions to the body of knowledge under study were taken into consideration while reviewing publications and reviews published in English.

The findings were then corrected for the number of citations, yielding 66 documents. The method made use of performance analysis and science mapping. To choose keywords for the current study, researchers consulted previous literature, performed keyword analysis on one database, and used their prior understanding of the problem.

Exclusion criterion	Inclusion criterion
Database Time and Range: Filtered documents from the database to remove only essential information and used the longest time frame that the database could cover.	Topic Relevance: The sentence states that the research seeks relevant publications in a particular area.
Number of Documents Considered: Only considers documents considered to be the most reliable scientific contributions, which are then corrected for the number of citations.	Use of Quantitative Methods: Requires a quantitative bibliometric approach to manage big data and evaluate the influence of works by estimating their influence.
Focus on English: Selected to review publications and reviews published in English.	Use of Specialized Tools (R Studio - Biblioshiny): Use R Studio (Biblioshiny) as a tool to carry out quantitative approaches in characterization, screening of significant works, and analysis and management of published research.
	Transparency and Reproducibility: Create a systematic, transparent and reproducible review process to improve research.
	Involvement of Experts in Related Fields: Use bibliographic information from experts in the field who share their views through writing, citations, and collaboration.
	Choosing Scopus as a database as it covers all research or scientific papers in the field of competitive action
	Analyze Publication Performance: Taking publication performance into account when analyzing authors, countries, and institutions.
	Selection of Reliable Scientific Contributions: Takes into account the most reliable scientific contributions in reviewing literature and reviews published in English.
	Keyword Selection Through Review of Previous Literature: Consulted previous literature, conducted keyword analysis on a single database, and used prior understanding of the problem to select keywords.

# **Result and Discussion**

# Descriptive Analysis

R Studio (Biblioshiny) presents summary information of bibliometric metadata statistics, the released information consists of 161 Authors and 66 documents which increased from 2 in 2007 to 7 in 2016 and 2023 with the largest annual publication average of 12.13% and annual citation average of 18.45 per

document. In recent years, Competitive Action has become a serious issue for companies. Including, Key Information, Document Analysis, Author, Co-Author and Country Network Analysis, Affiliate Distribution and Most Productive Countries, and Trend Analysis. As a result, the increase in papers reviewed by researchers shows global research with relevant impact for stakeholders, such as individuals, organizations, and society, to address difficult issues.

### Main Information

This study focuses on the performance of primary sources, journals, writers, institutions/affiliates, and countries in competitive action. To make the investigation easier, the researchers restricted their search to journal papers and pieces written in English. The use of a single language in this study was beneficial since it allowed for more efficient bibliometric analysis, which included comparing keywords, article sources, and affiliations. Table 1 displays significant data, such as the number of articles published each year and the average number of citations each year, which demonstrate a clear exponential trend. The analysis ends with the articles that were processed using biblioshiny RStudio.

Description	Results
MAIN INFORMATION ABOUT THE	
DATA	
Timespan	2006:2023
Sources (Journals, Books, etc)	59
Documents	66
Annual Growth Rate %	12.13
Document Average Age	5.89
Average citations per doc	18.42
References	4825
DOCUMENT CONTENTS	
Keywords Plus (ID)	261
Author's Keywords (DE)	256
AUTHORS	
Authors	161
Authors of single-authored docs	12
AUTHORS COLLABORATION	
Single-authored docs	12
Co-Authors per Doc	2.67
International co-authorships %	28.79
DOCUMENT TYPES	
Article	51
Book	1
book chapter	3
conference paper	7
Editorial	1
Review	3

#### Table 1 Main Information

Source: Output Rstudio 2023

Table 2 researchers utilized Bradford's Law which explains the relationship between published journals. Bradford's Law attempts to explain how the literature of a subject is distributed in the journals of that subject and then calculates the distribution data of journal articles (Walter & Suina, 2019) Bradford's law states that in general most subjects are clustered in a core journal group of 1/3 of the articles retrieved, the next 1/3 representing a medium journal group and the next 1/3 representing a broad journal group. As a result, Bradford's law is a very productive and noticeable core zone based on the First Cluster.

Element	H_Index	G_Index	M_Index	ТС	NP	PY_Start
Strategic Management Journal (Q1)	4	5	0.286	315	5	2010
Academy of Management Journal (Q1)	3	3	0.214	239	3	2010
Advances in Strategic Management (Q1)	2	1	0.111	1	1	2015
African Journal of Economic and Management Studies (Q1)	1	1	0.100	1	1	2014
Asia Pacific Journal of Management (Q1)	1	1	0.100	5	1	2014
BMC Health Services Research (Q1)	1	1	0.143	7	1	2017
Buildings (Q1)	1	1	0.333	1	1	2021
Business Strategy and the Environment (Q1)	1	1	0.250	21	1	2020
Communications of The Association for Information Systems (Q1)	1	1	0.125	40	1	2016
Competitive Dynamics in the Global Insurance Industry: Strategic Groups, Competitive Moves, and Firm Performance (Q1)	1	1	0.083	1	1	2012

Table 2 Bradford Law first cluster, Total citations (TC), Number of publications (NP), Publication Year (PY).

Source: local impact Output RStudio 2023

### Analysis of Documents

Corresponding Authors Countries produce the top 9 countries which are explained as follows (Figure 1), USA produces a total of 15 documents of which 3 documents are multiple country production, China produces 9 documents with 2 documents in the form of multiple country production, from the top 9 countries, Australia, Canada, India, Indonesia, and New Zealand with 2 documents. France and Germany are ranked at the bottom with 1 document.

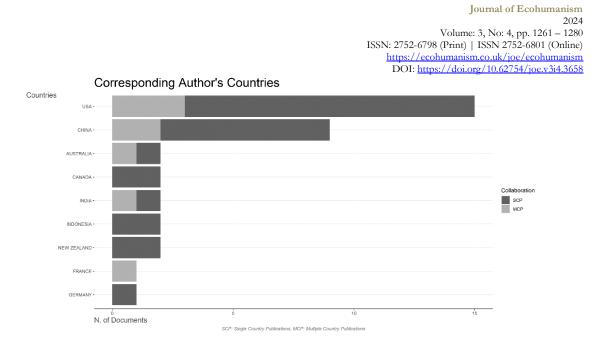


Figure 1 Corresponding Author's Country

Source: Output Rstudio 2023

Analyzing 66 documents, Rstudio (Biblioshiny) had an average of 18.42 citations per document and a global average cited document rate of 12.13%. Table 2 lists the ten most often mentioned documents with (Connelly et al., 2010) (TC 191), (Rindova et al., 2010) (TC 101), (Nadkarni & Perez, 2007) (TC 98). provide research contributions with a focus on developing community strengths, and building resilience through empowerment and self-organization, by paying attention to human relationships, values and beliefs, knowledge and learning, social networks, Competitive action, Competitive advantage, infrastructure, leadership, and views.

Table 3 displays 10 documents related to Most Local Cited, (Connelly et al., 2010) "Chief Executive Officer Regulatory Focus and Competitive Action Frequency" with Local citation (2.84) and Global Citation (12.50), basically Local cited documents calculated how many times an author has been referred to by other authors as a reference. Arpita Agnihotri explains that CEO conclusions need to deal with competitive dynamics temporally by applying negative analysis in competitive actions. Within the framework of awareness, motivation, and ability, this action has the effect of weakening the CEO's function over a long research period.

Paper	DOI	Total Citations	TC per Year	Normalize d TC
Connelly B, 2010, Acad	10.5465/Amj.2010.52814589	191	13.64	2.61
Manage J				
Rindova V, 2010,	10.1002/Smj.892	101	7.21	1.38
Strategic Manage J				
Nadkarni S, 2007, J Int	10.1057/Palgrave.Jibs.8400248	98	5.76	1.27
Bus Stud				
Ndofor Ha, 2015,	10.1002/Smj.2304	96	10.67	1.98
Strategic Manage J				
Haumann T, 2014, J	10.1509/Jm.13.0509	94	9.40	5.58
Mark				
Mathias Bd, 2018,	10.1002/Smj.2734	85	14.17	2.80
Strategic Manage J	,			
Li H, 2019, Mis Quart	10.25300/Misq/2019/14201	57	11.40	2.74
Manage Inf Syst	-			

Table 3	Most	Global	Cited	Doc's
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		DOI: <u>https:</u>	://doi.org/10	).62754/joe.v3i4.3658
Chi L, 2007, Int J Elect	10.2753/Jec1086-4415110301	56	3.29	0.73
Commer				
Balconi M, 2016, Front	10.3389/Fpsyg.2016.01587	52	6.50	3.11
Psychol				
Johnson Jr JH, 2013, J	10.1016/J.Jwb.2012.06.006	40	3.64	1.63
World Bus				

Sources: Output Rstudio 2023

### Table 4 Most Local Cited Document

Document	DOI	Year	Global Citation s	Lc/G c Ratio (%)	Normalize d Global Citations
Agnihotri A, 2021, Group	10.1177/1059601120	2021	3	0.00	0.70
Organ Manage	981411				
Thiel M, 2022, Front	10.3389/fcomm.2022.	2022	0		0.00
Commun	965330				
Balconi M, 2016, Front	10.3389/fpsyg.2016.0	2016	52	0.00	3.11
Psychol	1587				
Gu L, 2012, Adv Intell Soft	10.1007/978-3-642-	2012	0		0.00
Comput	27948-5_55				
Ng E, 2023, Inf Syst J	10.1111/isj.12388	2023	7	0.00	3.50
Nadkarni S, 2019, Acad	10.5465/amj.2015.030	2019	25	0.00	1.20
Manage J	4				
Nadkarni S, 2007, J Int Bus	10.1057/palgrave.jibs.	2007	98	0.00	1.27
Stud	8400248				
Lindskov A, 2023, Ethical	10.1007/978-3-031-	2023	0		0.00
Econ	26959-2_19				
Hill Ad, 2019, Strategic	10.1002/smj.2986	2019	32	0.00	1.54
Manage J	,				
Simsek Z, 2022, Long Range	10.1016/j.lrp.2021.10	2022	4	0.00	1.85
Plan	2141				

Sources: Output Rstudio 2023

### Authors

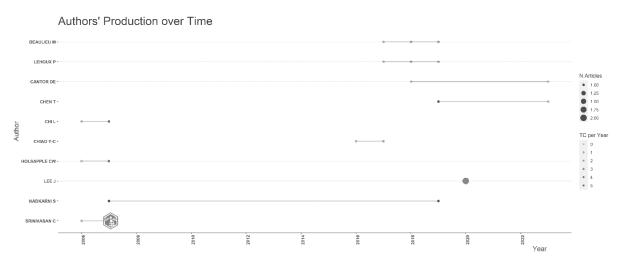
The most active authors analysis using R Studio (biblioshiny) related to Competitive Action are (Beaulieu & Lehoux, 2018), (Hofer et al., 2023), (Nadkarni et al., 2019).

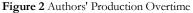
Table 5 Top 10 most	active authors	in Competitive A	\ction
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Authors	Articles	Articles Fractionalized
Beaulieu M	3	1.50
Lehoux P	3	1.50
Cantor De	2	0.58
Chen T	2	0.58
Chi L	2	0.67
Chiao Y-C	2	0.67
Holsapple CW	2	0.67
Lee J	2	0.67
Nadkarni S	2	0.83
Srinivasan C	2	0.67

#### Sources: Output Rstudio 2023

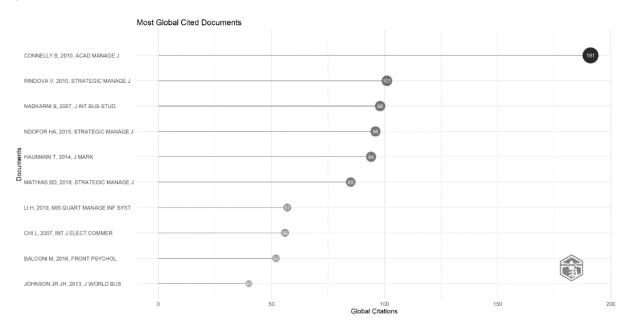
Author's production over time (Figure 2) shows the top 10 authors are Beaulieu M.; Lehoux P.; Cantor DE, Chen, T.; Chi, L.; Chiao Y-C.; Holsapple CW.; Lee J.; Nadkarni, S.; and Srinivasan, C. with the number of articles produced as well as the year the articles were produced.





Source: Output RStudio 2023

Analysis of the most cited documents globally (Figure 3) shows the top authors are (Connelly et al., 2010), (Rindova et al., 2010), (Ndofor et al., 2015), (Haumann et al., 2014), (Mathias et al., 2018), (Li et al., 2019), (Johnson et al., 2013).



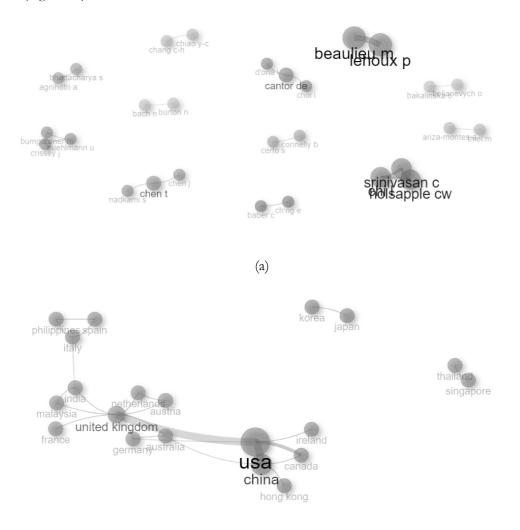


Source: Output R Studio

# Co-authorship and Country Network Analysis

As previously stated, when working with Bib Excel, we normally transform our basic data to Dialog format. To organize similar material between entries, include the publication title in the title field, the author in the author field, and the reference in the reference field. A bibliometric record is made up of several different parts that are used to index descriptive information, topic matter, and actual text. In bibliographic records, co-occurrence relationships often indicate the co-occurrence of two units in the same information segment. In other words, when writers' z and w appear in the author segment together, or when terms x and y appear in the title segment together. The co-occurrence relationship of two units is irrelevant. Co-occurrence connections in bibliographic records frequently reflect the co-occurrence of two units in the same information segment. For example, the identical title terms x and y appear in several records, while the same author pair z and w appear in multiple records. On the other hand, it's worth investigating whether there's a co-occurrence relationship between two units that appear frequently in multiple records.

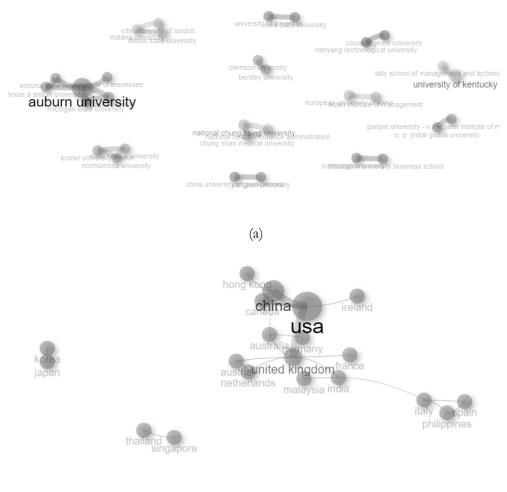
Co-authorship analysis investigates the social networks generated by academics when they collaborate on publications; more specifically, the linkages formed when authors collaborate to publish a paper. Figure 4a represents a network analysis of Competitive Action co-authorship. We looked at four writers who had collaborated on more than four papers. We discovered that most these experts' collaborations were limited to their home nations. Beaulieu M and Lennox P, for example, are both from the United States and have close links (Figure 4b).



Source: Output RStudio 2023

# Distribution of Most Productive Affiliations and Countries

According to Figure 5a, there are 31 universities, and the three most notable connected institutions that publish publications linked to Competitive Action research are Auburn University (Turner et al., 2022), (Connelly et al., 2010), (Wang et al., 2021), The University of Kentucky (Rindova et al., 2010) and Michigan University (Wang et al., 2021). The USA dominates this subject and has the most publications, although, over the past ten years, China and the United Kingdom have also published more works in this sector. Particularly China is now on par with the USA in terms of development. In contrast, compared to other nations, the citation rate of Chinese papers is relatively low yet growing (figure 5b).



(b)

Figure 5 (a) Distribution of Most Productive Affiliation and 4(b) Distribution of most Countries

Source: Output Rstudio 2023

### Analysis Trend

Figure 6 depicts trends in Competitive Actions-related subjects. From 2006 until 2023, authors worked on Competitive Action. This graphic representation depicts the terms with the highest frequency and density

of keywords with larger and more prominent typefaces used by authors to index scholarly works, as well as how often they appear combined with other sources, authors, and publications. As a result, Figure 6 illustrates the eight most relevant trending issues, with Diversity, Gender (Mawdsley et al., 2023), and CSR ranking first, second, and third in terms of frequency of occurrence. The word partially reflects our Scopus search query for "Competitive Action," showing that they are among the most often covered areas in Competitive Action research.

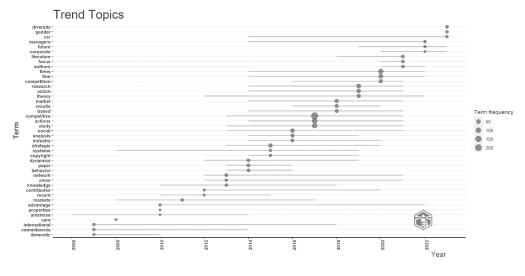


Figure 6 Trend Topic

Source: Output Rstudio 2023

Table 6 was designed to analyze Keywords Plus's 20 essential phrases. Keywords Plus displays terms and phrases from the cited article's title that are used to describe and compare its various sources. Keywords Plus is a hallmark of Scopus and an important parameter for extracting scientific content and concepts and making it easier to find documents on specific topics. To help researchers identify papers, articles, books, and journals that are pertinent to the keywords they are looking for, additional keywords are utilized.

Terms	Frequency
Competition	8
Commerce	6
competitive dynamics	5
competitive advantage	4
firm performance	4
Aggression	3
Industry	3
Managers	3
Sales	3
automobile industry	2
Automobiles	2
behavioral research	2
Budget	2
co-opetition	2
competitive action	2

Table 6 Keyword Plu
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	DOI: <u>htt</u>
competitive behavior	2
competitive repertoire	2
Competitiveness	2
Terms	Frequency
Complexity	2
cooperative breeding	2
data processing	2
electronic commerce	2
Human	2
information systems	2
Innovation	2

Source: Output Rstudio 2023

# Discussion

The analysis of competitive action delves into overarching themes and subthemes that have the potential to enhance the development of research on competitive action. Following the completion of the bibliometric analysis, subsequent deliberation and elucidation of potential outcomes are undertaken. Based on an analysis of general journals, document analysis, authorship patterns, co-authorship networks, country networks, and productivity distribution of affiliations and nations, as well as trend analysis:

#### Commerce

The notion of competitive advantage involves the pursuit of profitability by organizations through the implementation of fundamental strategies aimed at generating value for their consumers and distinguishing themselves from their competitors, positioning themselves as the preferred option or prominent entity within the relevant industry. There are three methods by which this advantage can be created. Firstly, pure strategies refer to the utilization of difference as a strategic approach by a firm. This involves supplying products and services that are viewed as superior in comparison to those offered by competitors. Secondly, the strategy is characterized by low costs, and in this scenario, the observed discrepancy is linked to the lower rates that consumers perceive. The third competitive strategy is known as focus, which involves selecting a limited target market in which the company will concentrate on supplying specific segments or niches through differentiation or cost leadership. While not inherently unattainable, the concurrent implementation of cost reduction and differentiation initiatives presents challenges due to the higher expenses associated with achieving superior performance, exceptional quality, and service. In most instances, the objective is to merely match competitors in these aspects. Retail activity represents the ultimate stage in the process of delivering items produced to the hands of consumers or providing services to them. This definition posits an elementary undertaking that is concurrently characterized by dynamism and subject to intense rivalry. Retailers that exercise control over costs incurred after the acquisition of items tend to achieve superior success compared to those that rely solely on competition. The retailer must monitor several external environmental variables, such as the socioeconomic climate, technological advancements, ethical and regulatory frameworks, competitive activity, consumer behavior, and distribution channel behavior (Gong & Wang, 2020).

# Aggression

According to (Bumgardner et al., 2011) that various directions for future research can strengthen the current investigation by providing a more thorough validation of the competitive dynamics model. Additional studies will contribute value to the existing body of knowledge by expanding upon and enhancing the model. To enhance the validity and comprehensiveness of the competitive dynamics model, it is recommended to undertake empirical investigations within both single-industry and multi-industry

contexts. These investigations would serve the purpose of validating the model and providing further insights. Industries that exhibit a notable degree of dispersion, such as financial services, automotive, and other industries characterized by complex supply chains, are of particular interest. Furthermore, the model can be expanded to include other network qualities such as density and tie strength, as well as additional characteristics of competitive acts such as action size and action timing. This would contribute to a more comprehensive comprehension of competitive dynamics in the realm of e-business. In addition, future studies may consider gathering empirical data on real-world technologies to conduct a more comprehensive analysis of the three utilization indicators. The validation that emerges from this process may offer practitioners a methodical approach to assessing alternative technologies that offer more innovative solutions. One additional intriguing avenue for research involves conducting a more focused investigation into the co-evolution of network structure and competitive dynamics. This entails examining the interactions, actions, and responses of interlocking competitors, as well as exploring the patterns that emerge as firms' competitive-performance actions co-evolve with the structure of the network. Viable research methodologies for conducting such a study encompass survey-oriented inquiries, longitudinal investigations utilizing secondary data collection, and computer-based simulations.

#### Competition

Like any type of interaction, whether it is between individuals, groups, or organizations, participating partner organizations must establish connections with one another. Every network initially originated as a strategic network, primarily aiming to minimize transaction costs, enhance competitiveness, or mitigate environmental effects. Nevertheless, it did not take long for them to recognize the constraints associated with strategic alliances. In the face of persistent challenges necessitating ongoing strategic enhancement, the process of learning necessitates a shift towards a learning network. This network should possess the ability to engage in reflective practices based on collective experiences, thereby facilitating the exploration and utilization of learning prospects. Ultimately, the aim is to transition towards a transformational network, explicitly focused on effecting transformative changes among the participating partners. The change is driven by the collective efforts of the participating partners, who engage in collaborative behaviors. In the context of five networks, these behaviors were cultivated through iterative learning cycles until they became ingrained in the network's culture. According to (Ollila & Yström, 2020) individuals must establish trust and foster a secure environment to facilitate collaborative learning and the emergence of shared organizational and network insights.

#### Social Networking

Social networks have been widely recognized as a very efficient means for the dissemination of information as well as the exchange of explicit and tacit knowledge. Indeed, there is a suggestion that most organizational activities occur within informal social networks comprising organizational actors. These networks might be seen as invisible work structures that are not explicitly depicted on any organizational chart. Technology that the organization endorses as well as unregulated information technology that customers and knowledge workers introduce to the business uphold these frameworks. The predominant focus of IT research within an organizational framework often revolves around the examination of technologies that have been implemented following a thorough review and subsequently managed with precision within the organizational setting. Nevertheless, many studies tend to neglect the significant indirect influence of different types of information technology that have gradually become intricately intertwined with organizational procedures and embedded in the actions of organizational members. The utilization and assimilation of technology by individuals have undergone a fundamental transformation in the last two decades (Gelper et al., 2021)

In the past, information technology was imposed upon workers and consumers by organizations. However, in contemporary times, workers willingly incorporate technology into their work practices, make personal investments in mobile devices like tablets and smartphones, and engage in online social activities that blur the boundaries between personal interactions and work-related tasks. The integration of information technology into organizational operations enhances competitive adaptability and versatility. However, the

unregulated penetration of technology in the workplace poses risks to the confidentiality and security of organizations' competitive strategies and private data (X. Yang et al., 2020).

#### Managers

Managers must exercise caution and consideration when determining the various signals, they intend to communicate to parties that may be impacted. Existing literature indicates that implementing more competitive strategies, such as offering increased discounts, has the potential to enhance organizational performance. However, the results of this study indicate that employing such measures following a product recall may lead customers to perceive it as an indication of a significant quality issue or underlying problem. This has the potential to amplify the adverse consequences for the company in question. Following a product recall, a corporation may employ strategies such as price reduction or consumer compensation to sustain its market position. Nevertheless, research indicates that these efforts might convey to customers that the corporation initiating the recall is responsible for the recall itself and that the firm is seemingly compelled to undertake such measures to preserve its position in the market. Further examination of strategic and tactical manoeuvres provides additional evidence to substantiate the claim that, following a product recall, adopting a more restrained approach to competitive measures yields greater efficacy in influencing the performance of a corporation. Hence, it is imperative for managers overseeing product recalls in enterprises to exercise caution and prudence in their decision-making process on the timing and strategic approach for implementing competitive actions (Wang et al., 2021)

#### Automobiles

Supportive government policies can contribute to the expansion of industries by implementing lower import levies on raw material inputs and semi-finished goods. The substantial increase in the demand for automobiles, which may be attributed, at least in part, to the convenient accessibility of car leases and loans offered by banks and leasing businesses at favorable financial terms, played a pivotal role in the swift expansion of the industry. The growth in this industry not only enhances the nation's industrial output but also generates substantial employment prospects, both directly and indirectly. The rate of economic expansion had a modest deceleration during the years 2008 and 2009, primarily attributable to a decrease in consumer demand caused by escalating prices and the high costs associated with lease financing. This phenomenon can be attributed to the significant devaluation of global currencies and the concurrent increase in market interest rates and inflation. The expansion of the automotive sector has had a positive impact on the associated car vendor industry, which has encountered challenges because of the current decline in demand. A comprehensive grasp of the precursors of competitive advantage is essential to the field of strategy. When you look at how the auto industry does experiments with different levels of expected or irreversible firm commitment, you can see that they focus on a certain subset of economic experiments. These experiments necessitate a significant firm commitment to address the triple interdependence among current decisions, decisions made by other economic actors, and future decisions. The economic experiments referred to as strategic pivots, encompass both strategic decision-making processes. The examination of strategic pivots holds significance due to their ability to exert considerable influence over the trajectory of organizations. According to statistical analysis, there is evidence to suggest that automotive firms that manufacture a larger number of distinct models tend to exhibit increased longevity, make significant advancements in technological performance, and thus are more inclined to achieve a competitive edge. Drawing from an analysis of historical records, it is contended that the interpretation of each new model can be most effectively understood as a deliberate strategic pivot (Leiblein et al., 2018).

#### Human

The fundamental principle underlying the SHR (strategic human resource) model posits that the competitive conduct of a corporation is contingent upon the choices and behaviors exhibited by the higher echelons and the Board of Directors. It is posited that the decision-making and behavior of the upper echelon are primarily influenced by the collective human capital possessed by its members, their social capital within the group, and their drive to leverage their human and social capital to strategize and implement competitive initiatives on behalf of the organization. Organizations that possess substantial

human and social capital among their higher echelons and boards of directors tend to get advantages from the significant information, distinctive experience, and enhanced decision-making capabilities they possess. From a strategic standpoint, it is more probable for various types of capital to contribute to a competitive advantage compared to other resources possessed by corporations. An illustration of social capital can be observed in the intricate and enduring relationships that exist among individuals in positions of power within an organization, such as the upper echelon and the Board of Directors. This characteristic makes it challenging for competitors to mimic or reproduce, which is a key indicator of a firm's resource advantage (Gerhart & Feng, 2021).

# Future Direction

The bibliometric analysis performed in this study suggests a future research agenda, which also contributes to the consolidation of new areas of research trends in the Competitive Action literature. This study provides a valuable summary of significant prospects for researchers interested in hot topics in competitive action research, despite increased awareness of the academic and practical study of competitive activity, certain research gaps in this domain remain (Dervis, 2019). This raises the question of whether this effect may be increased if scientists were able to create their own maps to better understand their role and location in networks of scientific communication (Donthu et al., 2021). The solution is provided by Olle Persson's work; it is not a sudden or original solution, but rather one that is discovered by providing people with a toolbox and staying constantly engaged with them, as we shall see below. This tactic expands on the idea of online bibliometric as a universal research tool proposed (Persson, 1986). A variety of visually attractive maps that convey important positional and relational qualities by calculating the distance between and similarity of various items and groupings represent the structure of the study environment and the universe of documented scholarly communication (Blakeman, 2018). Unquestionably, this map of science and technology aids in the monitoring of the evolution, or the emergence, convergence, and decline of research fields and disciplines, and therefore the evolving landscape of science. It also offers insight into important facets of the cognitive structure of scientific inquiry (Colina Vargas et al., 2022).

Manager and sales are the basic themes of competitive action (Wang et al., 2021) as seen in Figure 7. The strategy is made simpler in two ways by the prominence of top managers in competitive action. The first simplification focuses on the various interpersonal processes that influence the patterns of competitive behavior (Mathias et al., 2018). One such claim is that diverse top management teams are more suited than homogeneous management teams to address the complexity of complex action patterns. Second, the influence of individuals beyond the primary unit of decision-making is frequently ignored by current theory and research. The strategic work that results in competitive action patterns, however, is often carried out by several actors outside the primary decision-making unit. (Simsek et al., 2022)

Competitive action research continues to grow with relevant motor themes such as Commerce, through digital multi-sided platforms (DMSPs) (Ng et al., 2023), Automotive Industry (Lin et al., 2020) behavioral research (Hill et al., 2019). competition (Chang et al., 2017) competitive dynamics (Schimmer, 2012). competitive advantage (Bumgardner et al., 2011). While emerging or declining themes from Competitive Action research are Social Networking (online) and automobiles because they are considered unable to compete and effective collaboration in complex competitive actions is facilitated by unplanned social network configurations supported by certain technologies. (Vannoy & Medlin, 2012).

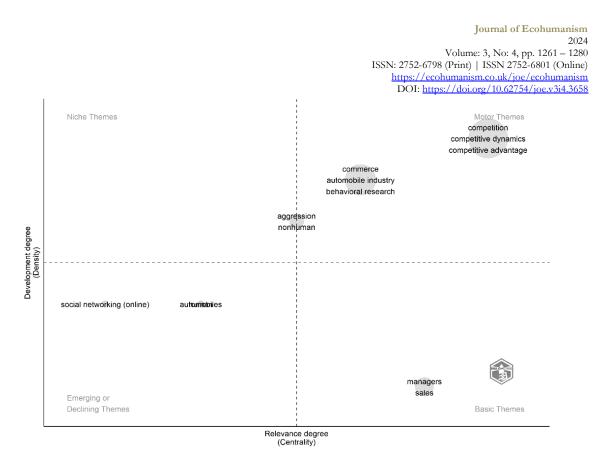


Figure 7 Future Direction

Source: Output Rstudio 2023

### Conclusion

Finally, the bibliometric analysis performed in this study provides a comprehensive grasp of the topic of competitive action research. By mapping the conceptual framework and investigating a range of perspectives, including journals, publications, and authors, valuable insights have been gained. This research identifies gaps in the body of literature to guide future research and aid policymakers, academics, and practitioners in their decision-making processes. Despite these flaws, this study considerably advances knowledge in this field and contributes valuable new information to the field of competitive action.

Policymakers can use these data to allocate resources and prioritize research activities, while researchers can use them to inform their research plans and identify untapped regions. Practitioners, such as educators and therapists, can use the evidence-based methodology of this study to improve guidance and instruction programs focused on developing competitive activity. This study acknowledges the association between cognitive competence. However, it is critical to emphasize that these conclusions are based on the data supplied and may not represent the full study on this topic. More research will be required to properly understand the significance of the detected trends and their possible repercussions.

This research provides a comprehensive understanding of the topic of competitive action research through bibliometric analysis. By mapping the conceptual framework and investigating various perspectives, including journals, publications, and authors, this research has provided valuable insights. Nonetheless, there are limitations in the generalizability of the findings, and this study acknowledges shortcomings without providing specific details. In addition, this study identifies gaps in the literature to guide future research and assist decision-makers, academics, and practitioners in their decision-making process. The theoretical implications for policy makers and practitioners to allocate resources and design research activities. Although this study makes an important contribution to the understanding of competitive action, the authors emphasize cautious interpretation as the findings are based on available data and may not cover the full range of studies on the topic. Therefore, further research is needed to understand in greater depth the meaning of the detected trends and their implications.

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