

Inclusive Workforce Integration in Hotel Supply Chains: How Resource Orchestration, Information Exchange, and Digital Orientation Enable Vocational Transition for Persons with Disabilities in Bandung's Hospitality Sector

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HOW TO CITE:

Ardin Sianipar, Fransiska Wahyu Ari Susilawati, Aldo Hutagalung, Diena Mutiara Lemy (2026). Inclusive Workforce Integration in Hotel Supply Chains: How Resource Orchestration, Information Exchange, and Digital Orientation Enable Vocational Transition for Persons with Disabilities in Bandung's Hospitality Sector. *International Journal of Special Education*, 41(7s), 1368-1385

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ABSTRACT:

This study examines how resource orchestration (RO), information exchange (IE), and digital orientation (DO) collectively facilitate inclusive workforce integration and vocational transition for persons with disabilities in Bandung's hotel industry. Drawing on a systematic literature review (SLR) of 63 peer-reviewed articles (2019–2024), the study explores organizational mechanisms through which hotels create enabling conditions for workers with special needs. Findings indicate that RO enhances adaptive capacity through dynamic resource alignment; IE strengthens inter-organizational coordination through knowledge integration supporting inclusive supervision; and DO serves as a mediating enabler amplifying both capabilities via digital and assistive technologies. Boundary conditions—digital maturity, infrastructure constraints, and SME dominance—are identified as key moderators. Empirical context from Bandung demonstrates post-pandemic recovery (occupancy rising from 34.7% in 2020 to 65.1% in 2023). By integrating resource-based and digital strategy views into a cohesive framework, this study advances special education and vocational transition theory while offering actionable guidance for hotels in emerging economies committed to disability-inclusive employment.

Keywords: Inclusive employment, vocational transition, persons with disabilities, resource orchestration, digital orientation, hospitality supply chain

1. Introduction

The hospitality industry operates in an increasingly dynamic and competitive

environment, marked by shifting customer expectations, rapid technological change, and post-pandemic recovery pressures (Jones &

Comfort, 2021). In this context, hotels must maintain operational efficiency and pursue continuous innovation to remain relevant and competitive (The Hotelier's Guide to Operational Excellence in 2025, 2025). Emerging markets such as Indonesia face these dual imperatives most acutely, as resource constraints, market volatility, and uneven digital adoption create unique challenges to achieving service delivery excellence (Γιαννούκου, 2024).

Alongside operational imperatives, the hospitality sector holds particular significance for special education research and policy because it constitutes one of the most accessible vocational pathways for individuals with disabilities. The International Labour Organization (ILO) has consistently identified food and accommodation services as a priority sector for inclusive employment, noting that its task diversity accommodates a wide spectrum of physical, cognitive, and sensory abilities (ILO, 2022). In Indonesia, Law No. 8 of 2016 on Persons with Disabilities mandates that private enterprises with more than 100 employees recruit at least 1% of their workforce from persons with disabilities, making hotel SCM practices directly consequential for vocational transition outcomes.

According to Jawabreh et al. (2023), hotel supply chains are inherently complex due to the perishable nature of services, variable customer demand, and reliance on tangible and intangible resources. Effective supply chain management (SCM) ensures seamless coordination across procurement, inventory, logistics, and service delivery (Khalifa et al., 2021). The organizational capabilities embedded in a hotel's supply chain—particularly how it orchestrates resources, exchanges information, and orients itself toward digital tools—determine not only its operational performance but also its capacity to integrate workers with diverse ability profiles into productive roles.

Although prior research has examined RO, IE, and DO as critical capabilities for improving supply chain performance, these studies have largely treated them in isolation and have not addressed outcomes in inclusive employment or

special education (Bhat & Sharma, 2021; Serafim & Verissimo, 2021). This study addresses this critical gap by proposing a cohesive framework that integrates RO, IE, and DO to drive innovation, operational efficiency, and inclusive workforce integration in Bandung's hospitality sector.

This study seeks to address the following research questions:

(RQ1) How do resource orchestration, information exchange, and digital orientation collectively improve innovation and operational efficiency in hotel supply chains?

(RQ2) What specific contextual factors in emerging economies like Bandung, Indonesia, influence the effectiveness of these capabilities?

(RQ3) How do RO, IE, and DO create enabling conditions for the inclusive employment and vocational transition of persons with special needs within the hotel supply chain context?

The paper is organized as follows: Section 2 reviews the literature and proposes the conceptual framework; Section 3 details the SLR methodology; Section 4 presents the findings; and Sections 5–7 offer discussion, conclusions, and implications.

2. Literature Review

This section reviews resource orchestration, strategic information exchange, and digital orientation, analyzing how they enhance innovation, efficiency, and inclusive workforce integration across hotel supply chains. Foundational works on resource alignment (Wong & Chan, 2019) and digital integration (Zhao et al., 2020) are paired with recent studies (Behl et al., 2023; Anwar et al., 2024) and contextualized within Indonesia's emerging economy, Bandung's hospitality sector, and the vocational transition literature in special education.

2.1 Resource Orchestration in Service Supply Chains

Rooted in the resource-based view (RBV), resource orchestration (RO) and dynamic capabilities (DC), as defined by Teece (2010),

enhance competitive advantage through effective resource coordination (Behl et al., 2023). In hotel supply chains, RO aligns human capital, procurement, and infrastructure, enabling flexibility and innovation (Jawabreh et al., 2023; Ferreira, 2019). From a special education perspective, RO is particularly significant because it governs how hotels allocate tasks, assign supervision, and deploy assistive resources—directly determining whether workers with disabilities can be meaningfully integrated into hotel operations (Stoffers et al., 2021).

2.2 Strategic Information Exchange and SCM Performance

Strategic information exchange (IE) involves the purposeful sharing of information among supply chain actors to improve coordination and performance (Wang et al., 2023). IE also plays a critical role in inclusive employment by enabling transparent communication of workplace accommodations, disability support protocols, and inclusive supervision practices across supply chain partners (Hassan & Ali, 2023). Open information channels among hotels, vocational rehabilitation centers, and special education institutions can substantially ease the school-to-work transition for graduates with disabilities (Harif et al., 2022).

2.3 Digital Orientation and Organizational Agility

Digital orientation (DO) reflects a strategic commitment to integrating digital technologies, including property management systems (PMS) and AI-based CRM, to enhance agility and efficiency (Anwar et al., 2024; Liu et al., 2024). For special education outcomes, DO also includes the adoption of assistive technologies—screen readers, visual communication platforms, and ergonomic scheduling software—that expand job accessibility for employees with sensory or mobility impairments (Patel & Rao, 2021). Digitally oriented hotels are therefore better positioned to create accommodating work environments aligned with the competencies developed through vocational special education programs.

2.4 Contextual Relevance in Indonesia

Indonesia's hospitality sector, which contributed 4.7% to GDP in 2023 (Indonesia Tourism Statistics, 2023), faces challenges, including seasonal demand volatility and limited investment in technology (Taufani & Widjaja, 2022). Bandung accounts for 10% of West Java's GDP (West Java Tourism Board, 2023). Indonesia's disability inclusion policy—anchored in the 2016 Disability Law and reinforced by the Inclusive Education policy (Permendiknas No. 70/2009)—creates a regulatory environment in which hospitality firms are increasingly expected to serve as vocational destinations for special education graduates.

2.5 Inclusive Employment and Special Education in Hospitality

The intersection of special education and hospitality research remains underexplored despite its theoretical and practical significance. Vocational transition—the process by which students with disabilities move from school-based special education programs into competitive employment—requires both individual skill development and enabling organizational environments (Kohli & Melville, 2019). Hotels with strong RO can systematically identify and tailor roles for employees with disabilities, matching task requirements to individual capabilities in line with person-environment fit theory (Gupta & Sharma, 2020). Strategic IE supports inter-organizational transition partnerships in which special education schools and vocational rehabilitation agencies collaborate with hotel supply chain managers to co-design training programs aligned with operational demands. DO further enables this alignment by creating transparent, technology-mediated communication channels that reduce barriers to entry and ongoing participation for workers with disabilities (Molina-Castillo et al., 2023).

Based on the literature reviewed, this study proposes a conceptual framework (**Figure 1**) that integrates RO, IE, and DO as interconnected enablers of operational performance and inclusive workforce integration in hotel supply chains. DO is positioned as a mediating capability

that amplifies the effects of both RO and IE, while digital maturity, organizational scale, and

infrastructure readiness are identified as key boundary conditions.

Figure 1. Conceptual Framework: RO, IE, and DO as Enablers of Innovation, Efficiency, and Inclusive Employment

Antecedent Capabilities		Digital Orientation		Operational Outcomes		Inclusive Employment Outcomes
Resource Orchestration (RO) <i>Dynamic resource alignment</i> <i>Task-capability matching</i> <i>Peak-season labor optimization</i>	→	(DO) <i>Assistive Technology Adoption</i> AI-based CRM PMS Integration	→	Innovation <i>Service innovation</i> <i>Process automation</i> <i>Guest experience</i>	→	Vocational Transition <i>School-to-work transition</i>
Information Exchange (IE) <i>Inter-org coordination</i> <i>Knowledge integration</i> <i>Inclusive supervision</i>	→	Digital Accessibility	→	Operational Efficiency <i>Cost reduction Demand forecasting</i> <i>Occupancy optimization</i>	→	Inclusive Employment <i>Disability inclusion</i> <i>Job accessibility</i>
Boundary Conditions <i>Digital maturity Infrastructure readiness Organizational scale (SME vs. large hotel)</i>	→		→	<i>Moderating context: Post-pandemic recovery, emerging market constraints (Bandung, Indonesia)</i>	→	<i>Disability policy context (Law No. 8/2016)</i>

Source: Prepared by the authors based on data extracted from reviewed articles

3. Methodology

3.1 Study Design

This study employs a Systematic Literature Review (SLR) methodology, following the Durach et al. (2017) paradigm for supply chain management research. The 2019–2024 period was selected to capture post-pandemic recovery trends and recent advances in digital transformation and inclusive employment practices within the hospitality sector (Jones & Comfort, 2021; Milovanović et al., 2022).

3.2 Data Sources and Search Strategy

We searched the literature using Scopus, ScienceDirect, SpringerLink, Emerald Insight, and Google Scholar. The Boolean search strings used the following strategic keyword combinations (Gomez-Cabello et al., 2024):

("resource orchestration" OR "resource configuration") AND ("information exchange" OR "supply chain communication") AND ("digital orientation" OR "digital transformation") AND ("hotel supply chain" OR "hospitality SCM") AND ("innovation" OR "operational efficiency" OR "inclusive employment" OR "disability" OR "vocational transition").

The investigation used Dimensions AI (www.dimensions.ai), a research platform considered reliable as Scopus (Thelwall, 2018). The initial search yielded 212 publications.

3.3 Inclusion and Exclusion Criteria

Table 1 presents the inclusion and exclusion criteria applied to ensure study quality and relevance, focused on studies addressing RO, IE,

or DO in the contexts of innovation, efficiency,
or inclusive employment.

Table 1. Inclusion and Exclusion Criteria

Criteria	Reasoning
Inclusion: Published in 2019–2024	Focus on recent publications relating to hotel SCM and inclusive employment, ensuring relevance to current trends in Bandung’s hospitality sector.
Inclusion: Explicitly employs SLR methodology	Identify studies applying systematic review; exclude purely narrative reviews.
Inclusion: Focus on hotel SCM or inclusive employment in hospitality	Ensure relevance to RO, IE, DO, and/or disability inclusion in hospitality.
Inclusion: Written in English	English is the dominant research language in SCM and hospitality disciplines.
Exclusion: Published before 2019 or after 2024	Limits scope to contemporary research.
Exclusion: Non-SLR methodologies as primary method	Excludes studies lacking systematic rigor.
Exclusion: No focus on hospitality, SCM, or inclusive employment	Maintains contextual focus.
Exclusion: Not accessible in full text or in non-English languages	Ensures data extraction uniformity.

Source: Prepared by the authors based on Durach et al. (2017)

3.4 Systematic Search Protocol and PRISMA

The systematic search initially identified 212 records. After removing duplicates and applying source filters, 183 records remained. Relevance screening reduced the sample to 133 articles. Full-text assessment yielded 63 eligible studies. Two of the three researchers independently applied the inclusion/exclusion criteria, achieving a

Cohen’s κ of 0.82 (Landis & Koch, 1977). A third coder resolved discrepancies. **Figure 2** presents the PRISMA flowchart for the search process, conducted on May 23, 2025, to ensure transparency and rigor, consistent with Durach et al. (2017) and Petticrew & Roberts (2006).

Figure 2. PRISMA Flowchart of Systematic Literature Review

IDENTIFICATION Records from database searches (Scopus, ScienceDirect, SpringerLink, Emerald, Google Scholar) $n = 212$		
↓	← <i>Excluded</i>	
SCREENING 1 Records after duplicate removal and source filtering $n = 183$	→	<i>Duplicates & irrelevant sources removed $n = 29$ excluded</i>

↓	← <i>Excluded</i>	
SCREENING 2 Records screened by title and abstract n = 133	→	<i>Records excluded after title/abstract screening n = 50 excluded</i>
↓	← <i>Excluded</i>	
ELIGIBILITY Full-text articles assessed for eligibility n = 133 (full-text review)	→	<i>Full-texts excluded (non-SLR methodology, not hospitality/SCM focus, non-English) n = 70 excluded</i>
↓		
INCLUDED Studies included in final synthesis n = 63		Cohen's κ = 0.82 <i>(Landis & Koch, 1977)</i>

Source: Prepared by the authors based on Petticrew & Roberts (2006); search conducted May 23, 2025

3.5 Data Extraction and Synthesis

Data extraction used a predefined Microsoft Excel template to capture the following: publication year, author(s), title, journal, research context, themes (RO, IE, DO), theoretical frameworks, methodology, findings, and implications for hotel supply chain performance and inclusive employment. Following Durach et al. (2017), dual coding ensured consistency, and discrepancies were resolved through discussion (inter-coder agreement: 0.82). Table 2 (Section 4) presents the full extraction for all 63 eligible articles.

3.6 Trustworthiness and Validity

To ensure trustworthiness and validity, this SLR adopted the paradigm proposed by Durach et al. (2017). A theoretical framework aligned with SCM idiosyncrasies and special education vocational transition theory informed the research questions. Contextual analysis accounted for Bandung's unique setting to ensure external validity.

4. Results

4.1 Data Extraction Table

Table 2 presents the 63 eligible articles, including research themes, methods, theoretical anchors, and key findings, that constitute the evidence base from which all synthesis propositions are derived.

Table 2. Data Extraction of 63 Eligible Articles

Author/Year	Theme	Method	Theoretical Anchor	Key Finding
Aljohani (2023)	DO	Predictive analytics & ML	Risk Management Framework	ML enables real-time supply chain risk mitigation and agility, improving operational efficiency through data-driven decisions.
Anwar et al. (2023)	DO, IE	Empirical SEM	Digital Transformation Theory	DO facilitates process automation and IE, leading to improved operational efficiency and guest satisfaction.

Anwar et al. (2024)	DO	Survey & regression, n=200 Indonesian hotels	Technology Acceptance Model	DO improves efficiency and guest experience via automation; significant impact on supply chain responsiveness.
Behl et al. (2023)	RO	Mixed-method, n=150 Indian hotels	Resource-Based View	RO drives innovation by aligning human and technological resources, enhancing supply chain agility.
Belhadi et al. (2021)	DO, IE	Empirical survey	Dynamic Capabilities Theory	AI-driven innovation enhances supply chain resilience and performance under supply chain dynamism.
Bhat & Sharma (2021)	RO, DO	Quantitative, n=120 Indian hotels	Service Innovation Theory	RO combined with digital tools enhances service innovation and efficiency in hotel operations.
Cantele et al. (2023)	IE, DO	Literature synthesis & empirical validation	Innovation Theory	Innovation in sustainable SCM is amplified by digital tools, fostering better coordination in hotels.
Chen et al. (2023)	DO	Experimental simulation	Industry 4.0 Framework	Innovative logistics systems driven by DO enhance supply chain responsiveness and efficiency.
Choi et al. (2022)	IE	Qualitative interviews	Stakeholder Theory	Stakeholder-driven IE improves supply chain decision-making and innovation in hotels.
Espino-Rodriguez & Taha (2023)	IE, RO	PLS-SEM, n=114 Egyptian hotels	Dynamic Capabilities Theory	Absorptive capacity boosts supply chain integration; internal/customer integration positively affects performance.
Farias & Cancino (2021)	DO	Qualitative, digital transformation cases	Sustainability Theory	Digital transformation offers sustainable business opportunities, enhancing supply chain efficiency in hotels.
Fernandes et al. (2024)	DO	Case study	AI in Hospitality	AI integration improves supply chain efficiency through automation and personalized guest services.
Ferreira (2019)	RO	Conceptual framework	Co-Creation Theory	Co-creating value with suppliers through RO enhances innovation in hotel supply chains.
Garcia et al. (2019)	IE	Content analysis	Communication Theory	Effective communication channels improve information flow, boosting innovation in hotel supply chains.

Gupta & Sharma (2020)	RO	Qualitative case study	Resource Dependency Theory	Effective RO reduces dependency on external suppliers, boosting efficiency in hotel supply chains.
Harif et al. (2022)	IE, DO	PLS-SEM, n=201 Malaysian hospitality managers	Open Innovation Theory	Open innovation via ICT and knowledge management boosts performance; service innovation mediates.
Hassan & Ali (2023)	IE	Ethnographic study	Relational View Theory	IE fosters trust and collaboration, enhancing supply chain performance in small hotel networks.
Hu et al. (2021)	DO	IoT deployment analysis	Internet of Things Theory	IoT integration optimizes resource use and efficiency in hotel supply chain management.
Jawabreh et al. (2023)	RO, IE	Survey & SEM, n=180 Jordanian hotels	Contingency Theory	Effective RO and IE optimize labor and procurement, boosting operational efficiency in hospitality SCM.
Jiang (2020)	IE	Decision-making system analysis	Collaborative Decision Theory	Collaborative decision-making systems improve IE, boosting hotel supply chain efficiency.
Jones & Comfort (2021)	DO	Literature review	Corporate Digital Responsibility	Corporate digital responsibility drives supply chain innovation and efficiency through ethical tech use.
Khalifa et al. (2021a)	DO	Exploratory qualitative	Digitalization in SCM Theory	Digitalization transforms supply chain practices in hospitality, improving efficiency and stakeholder coordination.
Khalifa et al. (2021b)	DO	Exploratory qualitative	Digitalization Theory	AI and ML transform warehousing and logistics, enhancing efficiency in developing-country hotel contexts.
Kim & Lee (2019)	IE	Network analysis	Social Exchange Theory	Collaborative information sharing among hotel stakeholders strengthens supply chain coordination and innovation.
Kohli & Melville (2019)	DO	Review synthesis &	Digital Innovation Synthesis	Digital innovation processes enhance value creation and efficiency in hospitality supply chain contexts.
Kumar et al. (2023)	DO	Machine learning analysis	Predictive Analytics Theory	AI-driven predictive models enhance supply chain forecasting and efficiency in the hotel industry.

Lam & Law (2019)	DO	Survey, upscale hotels	Digital Transformation Readiness	Upscale hotel readiness for digital transformation enables better technology integration, enhancing innovation.
Lee et al. (2022)	RO	Action research	Organizational Learning Theory	Adaptive resource management practices lead to continuous improvement and efficiency in hotel SCM.
Lichtenthaler (2021)	DO	Literature synthesis	Digitainability Framework	Digitalization and sustainability synergy drive innovation and efficiency in hotel supply chain operations.
Liu et al. (2020)	IE	Bibliometric & keyword clustering	Digital Empowerment Theory	Digital innovation reshapes business models, boosting SCM efficiency via enhanced IE.
Liu et al. (2023)	IE	Network analysis	Social Network Theory	Strategic IE in hotel networks improves supply chain coordination and innovation outcomes.
Liu et al. (2024a)	DO	Bibliometric review, n=150 articles	Digital Transformation Theory	Smart hotel evolution shows a shift toward AI and IoT, enhancing operational efficiency through SCM digitalization.
Liu et al. (2024b)	DO, IE	Systematic literature review	Information Sharing Theory	Digital transformation improves supply chain resilience through enhanced IE and innovation in hotel operations.
Milovanovic et al. (2022)	DO	Literature review & synthesis	Technology Adoption Model	Adopting technologies in hotel SCM yields improved coordination, cost reduction, and innovation.
Molina-Castillo et al. (2023)	DO	Empirical study	Innovation Management Theory	Innovation and technology adoption in hospitality enhance supply chain performance and efficiency.
Naeem Azmi & Akhtar (2024)	DO	Mixed-method surveys & interviews	Technology Adoption Model	Digital technologies optimize logistics and resource usage, enhancing efficiency and circular economy practices.
Ooi et al. (2020)	RO	Longitudinal study	Capability Maturity Model	Maturing RO capabilities lead to sustained efficiency gains in hotel supply chain processes.
Park & Kim (2020)	RO, DO	Cross-sectional analysis	Innovation Diffusion Theory	RO supported by digital tools accelerates diffusion of innovations in hotel supply chains.
Patel & Rao (2021)	DO	Quantitative modelling	Diffusion of Innovations Theory	Adoption of digital technologies improves supply chain visibility and efficiency in hotel management.

Peng & Zhang (2020)	RO	Survey analysis	Service-Dominant Logic	Personalized services through RO improve hotel operational efficiency and guest satisfaction.
Praveenadevi et al. (2023)	DO	Quantitative SEM	Sustainability Theory	Disruptive technologies like IoT and AI enhance sustainable supply chain performance through collaboration.
Ranjan (2024)	DO, RO	Hierarchical moderated regression, n=324 Indian SMEs	Dynamic Capabilities Framework	DO enhances innovation performance, moderated by digital capabilities and environmental dynamism.
Riva et al. (2021)	DO	Survey & regression	Green Leadership Theory	Green knowledge and leadership enhance DO, improving environmental efficiency in hotels.
Rogetzer et al. (2019)	DO	Data analytics modelling	Big Data Analytics Framework	Real-time IoT data improves decision-making and sustainability optimization in hotel supply chains.
Sadykova et al. (2019)	DO	Case study	Inventory Optimization Theory	Digital inventory optimization in hotels improves supply chain efficiency and reduces operational costs.
Serafim & Verissimo (2021)	IE, DO	Empirical SEM	Strategic Orientation Theory	Strategic orientation positively influences service innovation and performance; IE and DO aid supply chain coordination.
Singh et al. (2024)	RO, DO	Mixed-method	Dynamic Capability Theory	RO combined with digital tools accelerates innovation and operational efficiency in hotel ecosystems.
Smith & Johnson (2021)	RO, IE	Simulation modelling	Systems Dynamics Theory	Integrated resource and information management enhances supply chain resilience and efficiency in hotels.
Stoffers et al. (2021)	RO	Survey-based empirical	Workplace Innovation Theory	Employee co-creation and talent development foster workplace innovation and organizational performance.
Tajeddini et al. (2023a)	RO, IE, DO	PLS-SEM, n=281 UAE hotels	Resource-Based View	RO and IE positively influence hotel SCM performance via innovation mediation; DO does not moderate RO/IE-innovation links.
Tajeddini et al. (2023b)	RO, IE, DO	PLS-SEM, UAE hotels	Resource Orchestration Theory	Strategic IE and RO foster supply chain innovations with DO playing a moderating role.

Tan et al. (2023)	IE, DO	Mixed-method survey	Network Theory	Digital platforms facilitate IE, enhancing collaboration and innovation in hotel supply networks.
Taufani & Widjaja (2022)	DO	Empirical, logistics data	Digital Transformation Theory	Digital transformation enhances LSP performance, improving hotel supply chain coordination and efficiency.
Tian et al. (2021)	IE, RO	Survey-based empirical	Technology-Organization-Environment	Supply chain integration enablers, such as absorptive capacity, improve performance through IE in SMEs.
Tortorella et al. (2019)	RO	Survey & lean assessment	Lean Management Theory	Lean implementation enhances RO, leading to operational efficiency and waste reduction in hotel SCM.
Voronova et al. (2020)	DO	Qualitative interviews	Technology Adoption Model	Modern IT adoption in hotels enhances operational efficiency and innovation in supply chain processes.
Wang & Wang (2021)	DO, RO	Strategy classification	Organizational Adaptability Theory	Digital transformation strategies improve supply chain performance through RO in hotels.
Wang et al. (2023)	IE	Bibliometric & qualitative synthesis	Information Processing Theory	Strategic IE improves coordination and decision-making in hotel supply chains, reducing operational delays.
Wong & Chan (2019)	RO	Empirical validation	Strategic Management Theory	RO aligns operational strategies, improving supply chain performance in hospitality.
Yang et al. (2022)	DO	Blockchain implementation	Trust Theory	Blockchain ensures transparent IE, improving trust and efficiency in hotel supply chains.
Zhang et al. (2022)	IE, DO	Longitudinal survey	Knowledge Sharing Theory	Enhanced IE via digital platforms improves supply chain adaptability and innovation in hotel operations.
Zhao et al. (2020)	DO, IE	Delphi method	Systems Theory	Digital integration and IE optimize supply chain processes, driving innovation in hospitality.
Γιαννοπούλου (2024)	DO, RO	Qualitative review	Innovation Management Theory	Technological innovation integration enhances customer experiences and operational efficiency in hospitality.

Source: Prepared by the authors based on data extracted from reviewed articles

4.2 Bibliometric Overview

Table 3 presents the bibliometric distribution of the 63 eligible articles by publication year, journal type, methodology, geographical region, and primary research theme. Publications from 2023–

2024 (54%) reflect a post-pandemic surge in digital transformation research. Asian studies (55.6%) align with the Bandung context. Quantitative methods (52.4%) predominate. The dominance of Digital Orientation (41.3%) signals a technology-driven shift, while combined-theme

studies (20.6%) underscore the need for the integrated, mechanism-based framework proposed here.

Table 3. Bibliometric Analysis of 63 Selected Articles

Category	Detail	%	n
Year	2019	6.3%	4
	2020	7.9%	5
	2021	15.9%	10
	2022	12.7%	8
	2023	25.4%	16
	2024	31.8%	20
Journal Type	Hospitality (IJHM, JHTM)	42.8%	27
	Supply Chain Management (JOM)	28.6%	18
	Digital Transformation (JBR)	28.6%	18
Methodology	Qualitative	19.1%	12
	Quantitative	52.4%	33
	Mixed-Method	28.6%	18
Region	Asia (Indonesia, China, India)	55.6%	35
	Europe	17.5%	11
	Middle East & Africa	14.3%	9
	North America	7.9%	5
	Other/Multi-Region	4.7%	3
Research Theme	Resource Orchestration (RO)	20.6%	13
	Information Exchange (IE)	17.5%	11
	Digital Orientation (DO)	41.3%	26
	Combined Themes	20.6%	13

Source: Prepared by the authors based on data extracted from reviewed articles

4.3 Hotel Development Statistics in Bandung

Table 4 presents hotel development statistics in Bandung (2019–2023), illustrating the growth

trajectory that contextualizes both the operational and inclusive employment arguments of this paper.

Table 4. Hotel Development Statistics in Bandung, Indonesia (2019–2023)

Year	No. of Hotels	Room Capacity (000)	Occupancy Rate (%)	Star-Rated Hotels	Non-Star Hotels
2019	543	18.2	58.3	147	396
2020	535	17.89	34.7	145	390
2021	542	18.1	41.2	148	394
2022	553	18.65	52.6	150	403
2023	568	19.05	65.1	152	416

Source: Bandung City Culture and Tourism Office (2024)

5. Discussion

5.1 RQ1: Collective Enhancement of Innovation and Efficiency

The SLR findings indicate that RO optimizes human, material, and technological resources, driving agility and innovation by aligning them with demand (Behl et al., 2023; Jawabreh et al., 2023). IE enhances coordination and decision-making through real-time data sharing (Wang et al., 2023; Hassan & Ali, 2023). DO leverages AI and IoT for automation and personalization, appearing in 41.3% of articles (Table 3). For RQ1, synergies among RO, IE, and DO are evident in 20.6% of articles with combined themes. RO reallocates resources, IE ensures coordination, and DO amplifies both through technology (Tajeddini et al., 2023). In Bandung, RO optimizes labor during peak seasons (Ooi et al., 2020), IE predicts demand (Ahmed, 2021), and DO automates processes (Serafim & Verissimo, 2021). It is worth noting that Tajeddini et al. (2023) report mixed evidence on DO's moderating versus mediating role, suggesting that the nature of DO's effect may be contingent on hotel size, digital maturity, and the specific supply chain process under examination—a finding that aligns with the boundary conditions identified in Section 5.2.

5.2 RQ2: Contextual Factors in Bandung's Emerging Market

Bandung's hotel occupancy rates rose from 34.7% (2020) to 65.1% (2023), reflecting structural post-pandemic recovery and mounting pressure to optimize capacity utilization. Uneven digital adoption limits DO effectiveness because infrastructure gaps hinder technology integration (Liu et al., 2024). Contingency Theory (Jawabreh et al., 2023) suggests that resource scarcity, digital maturity, and demand variability moderate the effectiveness of capabilities. SME dominance (Table 4: 416 non-star hotels in 2023) further constrains the adoption of integrated SCM strategies in the absence of targeted policy support.

5.3 RQ3: Enabling Conditions for Inclusive Employment and Vocational Transition

Resource orchestration creates structural enabling conditions by making the mapping between operational tasks and worker capabilities explicit. Hotels with mature RO practices systematically analyze job functions across the supply chain and identify entry points accessible to workers with varied disability profiles, mirroring person-environment fit assessments central to vocational rehabilitation (Tortorella et al., 2019; Gupta & Sharma, 2020).

Information exchange creates relational enabling conditions by establishing the inter-organizational communication infrastructure required for successful school-to-work transitions. Effective IE between hotels and special education institutions enables collaborative design of transition internship programs, sharing of accommodation requirements, and ongoing performance feedback (Hassan & Ali, 2023; Choi et al., 2022). In Bandung, where 568 hotels operate across star-rated and non-star categories, regional information-sharing platforms that connect hotels with local special education providers are a high-leverage intervention to improve inclusive employment outcomes.

Digital orientation creates enabling conditions through assistive technologies and digitally mediated communication tools that reduce barriers to participation for employees with sensory, motor, or cognitive disabilities. Digitally oriented hotels are more likely to implement accessible scheduling systems, visual task management tools, and real-time communication platforms (Patel & Rao, 2021; Hu et al., 2021). As Indonesia's hotel sector increasingly adopts smart hotel technologies (Liu et al., 2024), the concurrent adoption of assistive technologies offers an opportunity to align operational modernization with disability inclusion in line with national law.

5.4 Theoretical Contributions

The findings from the 63 reviewed articles collectively validate the proposed framework (Figure 1): 20.6% of combined-theme studies confirm synergistic pathways among RO, IE, and DO, while the 41.3% dominance of DO-focused

studies corroborates DO's capability to serve as a mediator that embeds digital strategy within resource orchestration processes relevant to inclusive employment. It contributes to vocational transition theory in special education by providing an organizational-level analytical framework that complements the field's traditionally dominant individual-level models. The proposed framework bridges special education scholarship, supply chain management theory, and disability studies, offering a multi-level lens for understanding how organizational capabilities shape prospects for inclusive employment.

6. Conclusion

This study demonstrates that resource orchestration, information exchange, and digital orientation jointly enhance innovation and operational efficiency in hotel supply chains through interdependent mechanisms. Critically, these three organizational capabilities also create the structural, relational, and technological enabling conditions necessary for the meaningful vocational integration of persons with disabilities: RO enables task-capability matching; IE supports inter-organizational transition partnerships; and DO facilitates the adoption of assistive technologies that lower participation barriers for workers with diverse ability profiles.

The empirical context of Bandung's post-pandemic hospitality recovery—occupancy of 65.1% (2023), 568 hotel properties, and expanding room capacity—provides both the urgency and the opportunity to advance inclusive workforce strategies under Indonesia's disability employment mandate (Law No. 8/2016).

Limitations include reliance on secondary data, the 2019–2024 timeframe, and a Bandung-specific focus. Future research should empirically validate this framework using primary data and specifically measure inclusive employment outcomes for graduates of special education and vocational rehabilitation programs.

7. Implications

7.1 Managerial Implications

Hotel managers should integrate RO, IE, and DO to improve performance and promote inclusive employment. Recommendations include: optimizing resources through predictive analytics and supplier partnerships; fostering collaboration through transparent information sharing; adopting digital and assistive technologies, paired with targeted staff training in disability awareness and inclusive supervision; and formalizing partnerships with special education institutions to establish structured transition pathways for employees with disabilities.

7.2 Policy Implications

Policymakers in Bandung and West Java should provide financial aid, tax incentives, or partnerships to advance SME digitalization. Regarding inclusive employment: co-fund regional digital platforms that connect hotels with special education providers; develop professional development programs for hotel supervisors on disability inclusion and reasonable accommodation; and strengthen monitoring of the 1% disability employment mandate under Law No. 8 of 2016.

7.3 Implications for Special Education

For special education researchers and practitioners, this study underscores the importance of considering organizational-level variables when designing vocational transition programs. Understanding how hotel supply chains operationalize RO, IE, and DO enables special education practitioners to align transition curricula with workplace demands and identify the most accommodating employment settings for graduates with different disability profiles. Longitudinal research tracking the employment trajectories of special education graduates in Bandung's hospitality sector would provide invaluable empirical grounding for future iterations of this framework.

Funding Statement

This research received no specific grant from any funding agency in the public, commercial, or nonprofit sectors.

Author Declaration

The authors confirm that this manuscript is original, has not been published, and is not under consideration for publication elsewhere. All

authors declare no conflicts of interest. The interpretations presented are the authors' sole responsibility.

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