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EMPLOYEE BEHAVIOUR, EMPLOYEE PERCEPTION, AND PERCEIVED ORGANISATIONAL COMPETITIVENESS IN A SELECTED FULL-SERVICE HOTEL IN KUALA LUMPUR, MALAYSIA

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Abstract:

Employees play an important role in supporting service delivery and workplace performance in hotel organisations, particularly because hospitality services depend heavily on employee interaction, teamwork, and responsiveness. This study examines the relationship between employee behaviour, employee perception, and perceived organisational competitiveness in a selected full-service hotel in Kuala Lumpur, Malaysia. A quantitative, cross-sectional research design was

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adopted, using survey data collected in 2024 from 103 hotel employees across several operational and support departments, including front office, housekeeping, administration, finance, human resources, kitchen, maintenance, security, sales and marketing, and food and beverage. The data were analysed using descriptive statistics, reliability analysis, Pearson correlation, and multiple regression analysis. The findings indicate that respondents generally reported positive employee behaviour and favourable workplace perceptions, particularly in relation to pride in working for the hotel, willingness to contribute extra effort, access to job-related information, managerial appreciation, team spirit, and opportunities for skill development. However, communication recorded the lowest mean score under employee perception, while trust in the organisation showed a more moderate level of agreement. Pearson correlation results showed positive and statistically significant relationships between employee behaviour, employee perception, and perceived organisational competitiveness. The regression analysis further showed that employee behaviour and employee perception, when considered together, significantly explained perceived organisational competitiveness, although neither variable had a statistically significant individual predictive effect. These findings suggest that employee-related factors are associated with perceived organisational competitiveness within the participating hotel. The study provides context-specific insights for similar hotel settings, particularly in relation to strengthening communication, recognition, employee development, and organisational trust. Future studies are recommended to include a broader hotel sample and additional organisational factors to improve understanding of competitiveness in the hotel industry.

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Employee Behaviour; Employee Perception; Hotel Industry; Perceived Organisational Competitiveness; Workplace Attitude



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Introduction

The hospitality industry is extremely reliant on people. Hotels invest in facilities, technology, branding, and systems that provide guests with the service experience, but the actual experience often depends on the employees who interact with guests, directly or indirectly. In the hotel business, attitude, communication, responsiveness, teamwork, and willingness to provide service beyond formal duties represent not merely task performance but the organisation itself. Hence, employee behaviour has become an important topic when reflecting on how hotels achieve service quality and minimise perceptions of reduced competitiveness. In service organisations, employees are considered strategic resources, and their competence, behaviours, and service mindset are closely related to customer satisfaction, organisational performance, and competitive advantage (Kim & Jung, 2022; Harahap et al., 2024).

Organisational competitiveness in the hotel sector is influenced by numerous factors, including physical properties, location, room rates, marketing and promotional strategies, service culture, trust, creativity, and customer satisfaction. Internal factors such as service culture, trust, communication, recognition, and organisational support can influence employees' assessment of the organisation's competitiveness. Hotels depend on the quality of the guest experience, and there is a close correlation between that experience and the way employees conduct themselves at work. Positive employee behaviour, including cooperation, commitment, responsibility and attentiveness, could contribute to smoother service delivery and enhance guests' overall impression of the hotel. Negative behaviours, poor communication, lack of commitment, and poor teamwork, on the other hand, can lead to service disruption, reduced internal efficiency, and a weakened organisational image.

The critical role of employees in attaining competitiveness within hospitality organisations has already been highlighted by previous studies. Hospitality organisations need employees who can build strong working relationships and cooperate closely; otherwise, it may lead to service failures (Simbine & Tukamushaba, 2020). Likewise, Wang et al. (2021) concluded that frontline staff are significant contributors to customer satisfaction as they must respond to changing customer needs in an innovative manner. This is corroborated by Elidemir et al. (2020), who found that innovative behaviour among hotel employees can support sustainable competitive advantage. These arguments suggest that employee behaviour should be perceived not merely as an operational concern, but as a factor that can affect service quality, guest satisfaction, and a hotel's competitive position.

Employee perception is another important dimension in understanding workplace behaviour. How staff feel treated, supported, recognised and informed can influence their responses to workplace practices. Favourable perceptions of managers in terms of valuing their contribution, communicating clearly, providing sufficient information, and supporting employee development can lead to positive attitudes and greater commitment to the workplace. Conversely, experiences of poor communication, lack of recognition, or limited opportunities for development could discourage employees from going above and beyond their formal duties. Organisational trust, fairness, and citizenship behaviour are important in this regard, as these affect employees' attitudes towards the organisation and their willingness to contribute to organisational goals (Hermanto & Srimulyani, 2022; Lay et al., 2020; Ramalakshmi & Ravindran, 2022).

Employee perception has a particular meaning in the hotel sector, since service quality is heavily reliant on employee motivation and engagement, as well as emotional readiness to serve guests. When employees feel trusted, respected, and fairly treated, they are more likely to cooperate effectively in service operations and respond to workplace demands. There is growing literature in the hospitality field that supports the link between employee-related factors and competitive advantages. For instance, Jibril and Yeşiltaş (2022) identified sustainable competitive advantage in the hotel industry as resulting from talent management practices and employee satisfaction. Pai et al. (2022) also noted that training and learning behaviours can enhance employees' competitive edge in a hospitality setting. Moreover, a positive link between knowledge management and employee engagement in the hospitality sector has been identified, indicating that employees work more effectively when organisations encourage knowledge sharing, communication, and learning (Onyango et al., 2022).

The importance of employee behaviour becomes even more significant in the post-COVID-19 hospitality environment. The hotel industry has, broadly speaking, experienced changes across three key areas: labour expectations, service demands, and operational pressures. Employees are expected to adapt to new service standards, manage a variety of customer demands, and uphold service quality despite workplace challenges. In this context, hotels need motivated, informed, and committed team members who are willing to achieve organisational goals. Pay, recognition, communication and involvement in decisions can also be linked to employees' perceptions of the organisation and their behaviour at work. Kim and Jang (2020) demonstrated that employee compensation may influence firm performance in the hospitality-related restaurant industry, suggesting that employee-related investments could have important consequences for organisational outcomes. From a wider strategic perspective, competitiveness is also shaped by innovation, managerial practices, competencies and internal capabilities (Ali & Anwar, 2021).

Despite the growing recognition of employee behaviour in hospitality management, there remains a need for empirical research examining how employee behaviour and employee perceptions are associated with perceived organisational competitiveness in specific hospitality settings. Numerous studies have addressed competitiveness from the viewpoints of strategy, innovation, organisational resources, talent management and organisational culture. However, fewer studies focus on employees' internal workplace experiences and their connection with perceived competitiveness at the operational level. Kotenko et al. (2021) explained that organisational competitiveness is a multifaceted phenomenon that should be addressed through both internal and external aspects. Within the hotel environment, employees are a crucial internal resource, as they directly influence service delivery, workplace coordination, and the overall guest experience.

Employees' perceptions of selected internal workplace conditions thought to facilitate organisational competitiveness will be used in this study, including employees' trust in the organisation and their observations of positive colleague behaviours. The present research does not attempt to measure objective competitiveness parameters, such as market share, financial performance, occupancy rate or performance indicators measured from the customer perspective. Rather, it emphasises employees' perception of the organisation's competitiveness. It is important to make this distinction, as this study relies on employee survey responses to explore associations between employee behaviour and perceptions and the organisation's internal competitive strength, as reflected in employee opinion.

The context of the hotel in Kuala Lumpur was deemed relevant because employees at full-service hotels in urban destinations operate in a competitive service environment, must manage the coordination of different departments, and deliver services uniformly. It is therefore interesting to explore the link between employee behaviour and employee perception of the competitiveness of such an organisation in a selected full-service hotel in Kuala Lumpur.

Hence, the relationships among employee behaviour, employee perceptions, and perceived organisational competitiveness in a selected full-service hotel in Kuala Lumpur, Malaysia, are examined. The study is conducted quantitatively using survey data collected from employees across various operational and support departments within the hotel. It explores these connections and thereby aims to contribute to the hospitality management literature with context-specific insight into the association between employee-related determinants and perceived organisational competitiveness in a hotel workplace.

This study is conducted on the assumption that hotel staff are a strategic force contributing to hotel operations and service quality. There is no doubt that several factors are crucial in the hospitality sector, including facilities, pricing, branding, and location, but the human factor always influences the quality and continuity of products. This insight into employee behaviour and perceptions can assist hotel management in identifying areas for improvement in communication, recognition, teamwork, employee development, and organisational support. The findings might prove helpful for the participating hotel and, more generally, for hotel organisations that seek to improve labour conditions and enhance their perceived competitiveness through an employee-based management approach.

Literature Review

Employee Behaviour in the Hospitality Workplace

Employee behaviour refers to the actions, attitudes, responses, and work-related conduct demonstrated by employees within an organisation. In the hotel industry, employee behaviour is particularly important because hospitality services are produced and delivered through human interaction. Unlike manufacturing-based organisations, hotels depend heavily on the quality-of-service encounters between employees and guests. Therefore, how employees communicate, collaborate, address problems, and perform their duties may be related to both the internal work environment and the external guest experience.

There is also a close relationship between individual and group behaviour at work and organisational performance, cooperation and achievement of organisational goals, as recognised in the organisational behaviour literature. Prabhu (2020) explained that organisational behaviour helps managers understand how employees behave within the organisation and how the work environment, job design, organisational culture, and working conditions affect their performance. This supports the view that employee behaviour in hotels can be studied not only at the individual level but also within a broader organisational system. In hospitality organisations, employees are expected to demonstrate positive behaviour such as commitment, co-operation, attentiveness, responsibility, and willingness to support organisational goals. Simbine and Tukamushaba (2020) stated that employee behaviour affects the organisation's competitiveness, as all operations in the hotel must be coordinated across departments. For example, if communication between the front office and housekeeping, food and beverage, or other operational departments is poor, a service failure may occur. Such failures can affect how customers perceive the hotel and their experience throughout the stay. This means that employees' behaviour is not just about their own performance but also about the organisation's overall quality and competitiveness.

Workplace attitudes and emotional involvement in the organisation also drive employee behaviours. Employees who feel proud to work for their organisation and enjoy their work are more likely to show positive behaviour. Good behaviour can help ensure consistency in service, teamwork, and problem-solving, while bad behaviour can result in delays, friction, poor service delivery, and guest and colleague dissatisfaction. According to Ramalakshmi and Ravindran (2022), organisational citizenship behaviour plays a significant role in enhancing organisational competitiveness, implying that voluntary and helping behaviours of employees can boost organisational competitiveness beyond their in-role behaviours. In particular, this is

important in hospitality, where staff members may have to work across departments and adapt to varying situations throughout their service.

In addition, employee behaviour in service organisations is closely linked to creativity, adaptability and willingness to improve service encounters. Elidemir et al. (2020) argued that employees' innovative behaviour can be a driving force for sustainable competitive advantage in hotel organisations, given that service organisations depend on employees to generate value during customer encounters. The hotel industry also frequently demands unscheduled service responses, problem-solving, and professional conduct under pressure. Hence, positive employee behaviour can be regarded as an internal resource that helps enhance the hotel's competitiveness.

Employee Perception and Workplace Experience

Employee perception refers to how employees interpret and evaluate their workplace experiences, including how they are treated, recognised, supported, and informed by the organisation. Perception is important because employees do not respond only to objective workplace conditions; they also respond to their interpretations and feelings about those conditions. When employees perceive that their managers value their contributions, communicate clearly, provide sufficient information, and support their development, they are more likely to demonstrate positive attitudes and behaviours at work.

For the hotel sector, employee perception is closely linked to communication, recognition, teamwork, and development opportunities. Once employees have the information, they need to carry out their jobs, they are better equipped to provide efficient service. Likewise, a work environment where employees feel valued by their supervisors is likely to increase their motivation and engagement. Especially in hospitality, where service delivery depends on how quickly and accurately staff can respond to guests' needs, knowledge management and information sharing play an especially important role. In the hospitality sector, Onyango et al. (2022) revealed that knowledge management has a major impact on employee engagement, enabling high levels of employee engagement in organisations that foster knowledge sharing and communication.

Employee perception also may be influenced by training, learning activities, and career development. Pai et al. (2022) argued that hospitality organisations need to prioritise employee education and learning behaviour to enhance employees' competitiveness in the workplace. In their study on the use of multimedia in pre-service education in hospitality, they showed that structured learning enhances staff learning behaviour and the competitiveness of their workplace. This supports the view that staff will be more willing to engage constructively if they perceive that the organisation invests effort in training and preparing them for their roles. Trust, fairness, and organisational support are also considered important elements that influence perception. Organisational trust and organisational citizenship behaviour are factors that can enhance employee performance, as revealed by Lay et al. (2020) in their research in a hotel. Trust in the organisation can promote greater employee security and engagement in achieving organisational objectives. Hermanto and Srimulyani (2022) also found that organisational justice can foster employee performance by facilitating organisational citizenship behaviour (OCB), suggesting that employees' perceptions can affect their willingness to engage in both formal and extra-role behaviours. Such studies indicate that a

focus on employee perception is not just a feeling, but a workplace factor that may be related to behaviour, performance, and organisational outcomes.

Employees' perceptions of their work environment can also be related to their competence and organisational culture. Kim and Jung (2022) argued that organisational culture and employee competence play key roles in shaping workplace conditions and employees' experiences. Within a hospitality environment, a culture of support can help employees understand organisational expectations, alleviate uncertainty, and enhance their capacity to perform. Meanwhile, Harahap et al. (2024) similarly concluded that the positive relationship between employee competence and organisational culture and the ability of organisations to gain competitive advantage is strong, indicating a close correlation among employee perceptions, employee competence, organisational culture, and competitiveness in the tourism industry.

Organisational Competitiveness in the Hotel Industry

Organisational competitiveness refers to an organisation's capacity to compete successfully in its industry and to work effectively through operational efficiency and sustained market position. The term competitiveness in the hotel sector is defined by a multitude of characteristics, from quality of service and customer satisfaction to staff performance and innovation, from brand to operational capacity, and the capacity to adapt to market changes. Nevertheless, as the hospitality sector entails intensive use of labour and is centred on its guests or customers, the skill and quantity of its human resources remain a major factor affecting competitiveness today.

Kotenko et al. (2021) described organisational competitiveness as a multidimensional concept that involves internal capabilities and external positioning. In hospitality, internal capabilities include skilled employees, effective communication, a strong service culture, team spirit, and leadership support. These elements matter because hotels compete not only on tangible attributes and room rates, but also on the overall experience they create for guests. Well-informed, motivated and committed hotel employees are more likely to deliver memorable and consistent service experiences.

Several recent studies support the role of employees in building competitive advantage in hospitality organisations. Jibril and Yeşiltaş (2022) found that talent management practices and employee satisfaction contribute to sustainable competitive advantage in five-star hotels. Their findings show that the retention, identification, engagement and management of talented employees can support competitiveness when employees feel satisfied with their work environment. Likewise, Wang et al. (2021) highlighted the importance of creative and responsive service behaviours among employees in building customer satisfaction in the hospitality sector. These studies indicate a strong link between organisational competitiveness and how employees behave and are supported in hotel workplaces.

Competitiveness at the employee level is also important, as the organisation requires employees with the competence to adapt, cooperate, and work well in a competitive environment. Eltaher (2023) emphasised that employee competitiveness can help gain insight into the performance of employees and organisations. This is significant for the hotel industry, as staff need to manage guest demands and internal competition while adhering to service expectations, upholding teamwork, and handling day-to-day pressures.

From a wider strategic perspective, organisational competitiveness is determined by an organisation's ability to develop internal strengths that competitors find difficult to imitate. Ali and Anwar (2021) found that strategic competitiveness, including competitive strategies, innovation culture, managerial practices, and organisational capabilities, may contribute to competitive advantage. Although their study was not conducted in the hotel industry, it supports the principle that competitiveness depends on internal organisational capabilities and strategy-oriented practices. In hospitality, these capabilities can be found in management quality, employee attitudes, physical and financial assets, and service culture.

Competitiveness is also increasingly linked to adaptability, leadership, and performance-oriented practices. Akram et al. (2022) argued that organisations may improve performance and competitiveness when leadership and internal values support better organisational outcomes. Although their study focused on environmental performance in a different industry, their findings have broader implications: internal systems, leadership direction, and employee-level values shape organisational competitiveness. In the hotel industry, this means that employee behaviour and perception should be understood as part of a larger organisational system that supports service quality and competitiveness.

Employee Behaviour, Employee Perception, and Perceived Organisational Competitiveness

The relationship among employee behaviour, employee perception, and perceived organisational competitiveness can be understood by viewing employees as strategic contributors to service performance. In this study, perceived organisational competitiveness refers to employees' perceptions of key internal workplace conditions that may affect the organisation's competitiveness, namely trust in the organisation and positive colleague behaviour. Objective competitiveness measures such as market share, financial performance, occupancy rate, and customer-based performance indicators are not measured in this study. In contrast, it is concerned with employees' perceptions of the organisation's competitiveness.

Positive employee behaviour can contribute to perceived organisational competitiveness by enhancing internal cooperation among employees, reducing service errors, increasing guest satisfaction, and fostering a more effective work environment. For instance, staff who have a positive attitude toward their organisation and are prepared to go above and beyond the call of duty can help to provide better service and build stronger connections with guests. Meanwhile, positive employee perception can have two effects: employees will tend to stay on board, and they will tend to communicate more effectively and become more involved in organisational improvement. This is consistent with Jibril and Yeşiltaş (2022), who also emphasised the significance of worker satisfaction and talent practices to achieve a sustainable competitive advantage in the hotel sector.

The relationship between compensation and fair treatment may also be related to the behaviour of employees and the organisation itself. In Kim and Jang (2020), which focused on restaurants, the authors found that employee compensation can drive a company's performance. Though their study was conducted in restaurants, the results impact hospitality, as employee motivation and service performance are key across all hospitality industries. Retaining employees who feel that their compensation, benefits, recognition, and treatment are fair may increase their willingness to contribute to the organisation's goals and to act constructively in the workplace. Employee creativity and adaptability are also critical in challenging hospitality environments. Wang et al. (2021) contended that service interactions are often dynamic and that control is not

fully governed by standard operating procedures (SOPs), leaving frontline employees needing to respond creatively because the needs or problems they address vary with time and circumstances. It implies that not only during routine work but also in problem-solving situations, employees' actions and judgments can play a significant role in competitiveness and customer-oriented behaviour.

A relationship between employee-related factors and competitiveness also indicates the role of organisational citizenship behaviour. Ramalakshmi and Ravindran (2022) demonstrated that citizenship behaviour at work is positively related to organisational competitiveness, and Hermanto and Srimulyani (2022) highlighted the importance of justice and citizenship behaviour to enhance employee performance. The results of this research suggest that organisations stand to gain from their employees' disposition to go above and beyond their job descriptions and give their best for an improved workplace. Such conduct, in a hotel setting, may serve to strengthen service quality, teamwork, and organisational reputation.

In addition to employee behaviour and perception, competitive strategy may be related to how employee output contributes to organisational performance outcomes. Nkala et al. (2025) found that competitive strategies such as cost leadership and differentiation can significantly impact employee performance in the hospitality sector. This finding extends beyond the immediate focus of the present study on employee behaviour and perception but still reinforces the notion that employee-level outcomes are meaningfully connected to the competitive position and performance of the hospitality organisation.

Theoretical Underpinning

This study is primarily guided by the Resource-Based View (RBV), which suggests that organisations may achieve stronger performance and competitiveness when they possess valuable, rare, inimitable, and non-substitutable internal resources (Barney, 1991). In service-based industries such as hospitality, employees are among the organisation's most important internal resources because they directly shape service delivery, workplace coordination, and the overall guest experience. Organisational competitiveness is also closely linked to internal capabilities, including employee competence, organisational culture, service quality, and managerial practices (Harahap et al., 2024; Kotenko et al., 2021).

The RBV is relevant to this study because the hotel context depends heavily on employee commitment, communication, teamwork and responsiveness. From this perspective, employee behaviour and employee perception can be viewed as internal factors within the organisation, related to perceived organisational competitiveness rather than merely human resource management concerns. Positive employee conduct can contribute to service consistency and on-the-job collaboration; positive employee perception can reflect a work environment that promotes employee effectiveness. The RBV therefore provides a valuable theoretical starting point for explaining the link between employee behaviour and employee perception as they relate to perceived organisational competitiveness in the selected full-service hotel.

Hypotheses Development

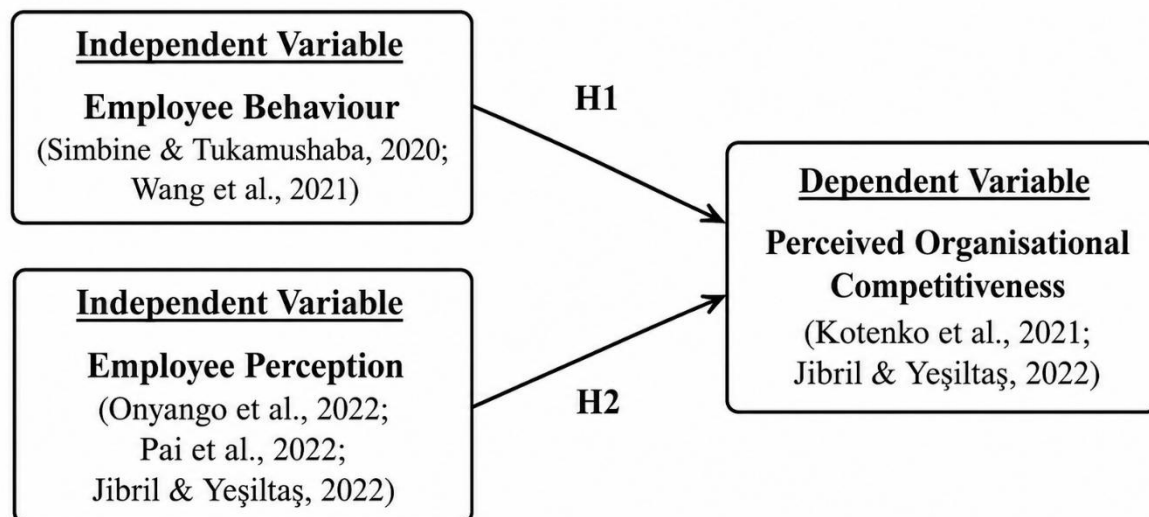
Based on the literature reviewed, employee behaviour and employee perception are expected to be positively associated with perceived organisational competitiveness within the selected hotel setting. In hospitality organisations, employees' workplace behaviour, attitudes and

perceptions of support can affect internal organisational strength and effective performance. The following hypotheses are therefore proposed:

H1: Employee behaviour has a significant positive relationship with perceived organisational competitiveness in the selected full-service hotel.

H2: Employee perception has a significant positive relationship with perceived organisational competitiveness in the selected full-service hotel.

H3: Employee behaviour and employee perception jointly explain perceived organisational competitiveness in the selected full-service hotel.



H3: Employee behaviour and employee perception jointly explain perceived organisational competitiveness

Figure 1: Conceptual Framework

Source: Author's own work

Methodology

To investigate the relationship between employee behaviour, employee perceptions, and the perceived competitiveness of the organisation, a quantitative, cross-sectional, and correlational research design was adopted for this study at a selected full-service hotel in Kuala Lumpur, Malaysia. This strategy was suitable because employees' responses were measured numerically and the statistical relationship between the variables was analysed. In hospitality sector studies, a similar quantitative survey was used to examine various aspects related to employees, workplace competitiveness, and organisational outcomes (Jibril & Yeşiltaş, 2022; Pai et al., 2022; Simbine & Tukamushaba, 2020). The employees of the selected hotel were chosen as the population for data collection in 2024. Both the hotel name and the case organisation name are not disclosed to ensure organisational confidentiality, as the aim of the study is not to assess the hotel as a case organisation but to examine employee-related factors within a hotel workplace setting.

The respondents of this study comprised 139 employees working in the selected full-service hotel. Employees who were available and willing to participate were invited to complete the questionnaire, yielding 103 valid responses through convenience sampling. Respondents

included staff from various operational and support departments, including Front Office, Housekeeping, Administration, Finance, Human Resources, Kitchen, Maintenance, Security, Food and Beverage, and Sales and Marketing. The respondents were from different departments, but the distribution was uneven, with some departments having fewer respondents than others. Thus, it is recommended that the results be interpreted in the context of the chosen hotel and should not be generalised to all hotels in Malaysia.

A structured questionnaire was designed, and data were collected using Google Forms. Through the questionnaire link shared via WhatsApp and the company's email, selected employees were asked to complete it in accordance with suggestions from the human resources department. The questionnaire was provided online so that respondents could complete it at their convenience. Respondents were informed of the study purpose prior to completing the questionnaire, and informed consent was obtained. All participation was voluntary, and respondents were told that their responses would be kept confidential and anonymous. Ethics approval was obtained from the responsible university committee prior to data collection.

The questionnaire included three constructs: employee behaviour, employee perception, and perceived organisational competitiveness. Six items were used to assess employee behaviour, covering pride in working for the hotel, happiness in coming to work, willingness to put in extra effort, intention to remain with the organisation, perceived fairness of pay, and perceived quality of benefits. Six items were used to measure employees' perceptions of access to information about their jobs, managerial appreciation, feeling valued, communication, team spirit, and opportunities to learn new skills. Three items assessed perceived organisational competitiveness in relation to trust in the organisation and employees' perceptions of colleagues demonstrating care and doing the right thing. This study conceptualised the dependent variable as employees' perceptions of selected internal conditions in their workplace, rather than objective measures of competitiveness such as financial performance, market share, occupancy rate, or customer-based performance measures. All items were rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

The data were analysed using the Statistical Package for the Social Sciences (SPSS). The demographic characteristics of the respondents and the mean scores of the study variables were summarised by descriptive statistics. Cronbach's alpha was used to investigate the internal consistency of the constructs. The strength and direction of the relationships among employee behaviour, employee perception and perceived organisational competitiveness were explored by using Pearson correlation analysis. A multiple regression analysis was then performed to determine if employee behaviour and employee perceptions accounted for perceived organisational competitiveness. Tolerance and the variance inflation factor (VIF) were used before interpreting the regression results to assess multicollinearity. The study employed a cross-sectional correlational design, so the findings should not be interpreted as definitive causal evidence but rather as evidence of association.

Results

Demographic Profile of Respondents

A total of 103 valid responses were obtained from employees of a selected full-service hotel in Kuala Lumpur, Malaysia. Respondents came from several departments in the hotel, including Front Office, Housekeeping, Administration, Finance, Human Resources, Kitchen,

Maintenance, Security, Sales and Marketing, and Food and Beverage. The demographic profile of the respondents is shown in Table 1.

Table 1: Demographic Profile of Respondents

Variable	Group	Frequency	Percentage (%)
Gender	Male	36	35.3
	Female	66	64.7
	Total valid responses	102	100.0
Department	Front Office	20	19.4
	Housekeeping	1	1.0
	Administration	4	3.9
	Finance	13	12.6
	Human Resource	2	1.9
	Kitchen	25	24.3
	Maintenance	6	5.8
	Sales and Marketing	6	5.8
	Security	10	9.7
	Food and Beverage	16	15.5
	Total responses	103	100.0

The demographic findings indicate that amongst the sample (including only valid gender responses), the majority of respondents were female (64.7%), while male respondents accounted for 35.3%. One respondent did not provide gender information. The kitchen department had the greatest number of respondents at 24.3% of the sample. This was followed by front office employees (19.4%) and food and beverage employees (15.5%). The others were from the finance, security, maintenance, sales and marketing, administration, human resources and housekeeping departments. The participation of employees from various departments allows for broad-based insights into employee behaviour and perceptions in the hotel workplace.

Reliability Analysis

The internal consistency of the constructs was assessed using Cronbach's alpha. The reliability of employee behaviour, employee perception and perceived organisational competitiveness is shown in Table 2.

Table 2: Reliability Analysis

Variable	Number of Items	Cronbach's Alpha
Employee Behaviour	6	0.839
Employee Perception	6	0.806
Perceived Organisational Competitiveness	3	0.645

The reliability results indicate that employee behaviour had a Cronbach's alpha of 0.839, and employee perception had a Cronbach's alpha of 0.806. The internal consistency for both constructs was good based on these values. The Cronbach's alpha for perceived organisational competitiveness was 0.645. This is lower than the generally desired level of 0.70 and should

be interpreted with caution as the construct is measured by only three items. Thus, the data on perceived organisational competitiveness must be interpreted with caution, and future research should employ additional or more refined items to better measure the perceived competitiveness construct.

Descriptive Analysis

The descriptive analysis summarises the mean and standard deviation for each item. Higher mean scores indicate stronger agreement among respondents, and the standard deviation reflects the amount of variation or spread in the responses.

Table 3: Descriptive Analysis for Employee Behaviour

No.	Survey Item	N	Mean	Std. Deviation
1	I am proud to work at this hotel.	103	4.53	0.669
2	I feel happy to come to work here.	103	4.38	0.781
3	The way I am treated makes me willing to put in extra effort at work.	103	4.40	0.758
4	I can see myself working at this company for the next two years.	103	4.00	1.085
5	I get paid fairly for the job I do.	103	4.26	0.939
6	Benefits are as good as or better than other companies.	103	4.28	0.785

The results in Table 3 show that the mean scores for employee behaviour ranged from 4.00 to 4.53. The highest mean score was recorded for the statement "I am proud to work at this hotel" ($M = 4.53$, $SD = 0.669$). This was followed by willingness to put in extra effort ($M = 4.40$, $SD = 0.758$) and happiness in coming to work ($M = 4.38$, $SD = 0.781$). The lowest mean score was recorded for the item "I can see myself working at this company for the next two years" ($M = 4.00$, $SD = 1.085$). Although the score remained positive, the higher standard deviation suggests greater variation in respondents' intention to remain with the organisation.

Table 4: Descriptive Analysis for Employee Perception

No.	Survey Item	N	Mean	Std. Deviation
1	I get the information I need to do my job.	103	4.42	0.665
2	My manager thanks me for the work I do.	103	4.29	0.836
3	My manager makes me feel valued.	103	4.35	0.763
4	Everyone simply communicates messages.	103	3.79	1.169
5	My manager creates a strong team spirit.	103	4.41	0.798
6	I have been given enough opportunities to develop my skills for the future.	103	4.31	0.919

As seen in Table 4, the mean scores for employee perception ranged from 3.79 to 4.42. The highest mean score obtained was for the statement "I get the information I need to do my job" ($M = 4.42$, $SD = 0.665$), followed closely by "My manager creates a strong team spirit" ($M = 4.41$, $SD = 0.798$). These findings indicate that, generally, respondents held positive attitudes towards information availability in the workplace and team spirit. The lowest mean score was

for the communication item "Everyone just sends messages" ($M = 3.79$, $SD = 1.169$). This suggests communication could be improved further, especially given the relatively high standard deviation in respondents' experiences.

Table 5: Descriptive Analysis for Perceived Organisational Competitiveness

No.	Survey Item	N	Mean	Std. Deviation
1	The hotel is a company that I trust.	103	3.49	1.035
2	I see colleagues showing they care.	103	3.54	0.928
3	I see colleagues doing the right thing.	103	4.03	1.341

As indicated in Table 5, the mean scores for perceived organisational competitiveness ranged from 3.49 to 4.03. The highest mean score was for the item "I see colleagues doing the right thing" ($M = 4.03$, $SD = 1.341$). This means that respondents generally agreed that employees demonstrate appropriate workplace conduct. A mean score of 3.49 ($SD = 1.035$) for the statement "The hotel is a company that I trust" indicated a moderate level of trust in the organisation. The findings suggest that, while there are positive perceptions of colleagues' behaviour, organisational trust may require further attention from management.

Pearson Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships among employee behaviour, employee perception, and perceived organisational competitiveness. The correlation results are shown in Table 6.

Table 6: Pearson Correlation Analysis

Variable	Perceived Organisational Competitiveness	Employee Behaviour	Employee Perception
Perceived Organisational Competitiveness	1.000	0.364**	0.341**
Employee Behaviour	0.364**	1.000	0.797**
Employee Perception	0.341**	0.797**	1.000

Note: ** Correlation is significant at the 0.01 level.

The correlation results indicate that employee behaviour was positively and statistically significantly related to perceived organisational competitiveness ($r = 0.364$, $p < 0.01$). Employee perception was also positively and statistically significantly related to perceived organisational competitiveness ($r = 0.341$, $p < 0.01$). These findings indicate significant positive relationships between employee behaviour and perception and perceived organisational competitiveness. The results also demonstrate a significant positive correlation between employee behaviour and employee perception ($r = 0.797$, $p < 0.01$), indicating that employees with positive workplace behaviour also tended to report positive workplace perceptions.

Before conducting the regression analysis, multicollinearity was assessed using tolerance and variance inflation factor (VIF) values. Tolerance and VIF values for employee behaviour and employee perception were 0.365 and 2.742, respectively. Although the correlation between the two predictor variables was high, the VIF remained below the acceptable threshold of 5.00 and

tolerance was above 0.10, indicating that multicollinearity was not severe and neither variable needed to be excluded from the regression model.

Multiple Regression Analysis

Multiple regression analysis was used to examine whether employee behaviour and employee perception, when considered together, explained perceived organisational competitiveness. The model summary is presented in Table 7.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.374	0.140	0.122	0.799

As indicated in the model summary, overall, 14.0% of the variance in perceived organisational competitiveness was accounted for by employee behaviour and employee perception ($R^2 = 0.140$). This means that the two predictors explained a small percentage of the variance in perceived organisational competitiveness.

Table 8: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.355	2	5.177	8.112	0.001
Residual	63.823	100	0.638		
Total	74.177	102			

The ANOVA result indicates that the regression model was statistically significant, $F(2, 100) = 8.112$, $p = 0.001$. This indicates that employee behaviour and employee perception, when considered together, significantly explained the variance in perceived organisational competitiveness.

Table 9: Multiple Regression Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
Constant	4.096	1.741	-	2.353	0.021
Employee Behaviour	0.171	0.105	0.252	1.637	0.105
Employee Perception	0.097	0.106	0.140	0.913	0.364

Dependent Variable: Perceived Organisational Competitiveness

Employee behaviour had a positive coefficient ($B = 0.171$, $Beta = 0.252$), but it was not statistically significant ($p = 0.105$). The coefficient for employee perception was also positive ($B = 0.097$, $Beta = 0.140$), but it was not statistically significant ($p = 0.364$). These findings indicate that the overall regression model is significant, but neither employee behaviour nor employee perception has a significant individual predictive effect.

Overall, the regression results indicate that employee behaviour and employee perception, when considered together, have a significant effect on perceived organisational competitiveness. However, the individual coefficient values indicate that neither employee behaviour nor employee perception was a statistically significant single predictor. This means

that employee-related factors are relevant to perceived organisational competitiveness, but their individual predictive effects should be interpreted with caution. Perceived organisational competitiveness may also be associated with other factors not included in this model, such as leadership style, compensation practices, organisational culture, communication quality, employee engagement, customer satisfaction, and operational strategy.

Discussion

The results of this study provide useful insights into the relationships among employee behaviour, employee perception, and perceived organisational competitiveness in a selected full-service hotel in Kuala Lumpur, Malaysia. Respondents generally indicated positive workplace behaviour and favourable perceptions of the work setting. High mean scores were recorded for pride in working for the hotel, willingness to put in extra effort, access to job-related information, managerial appreciation, team spirit and development opportunities. These findings suggest that, in general, the participating employees had a positive attitude towards their workplace and were willing to contribute to hotel operations and service delivery.

The positive results for employee behaviour are consistent with the view that employees are important internal resources in hospitality organisations. Working in a hotel requires daily behaviour, cooperation, communication and responsiveness that are crucial for service quality. Simbine and Tukamushaba (2020) argued that employee behaviour is connected to organisational competitiveness because hotel operations require close coordination across departments. Likewise, Ramalakshmi and Ravindran (2022) found that organisational citizenship behaviour is associated with organisational competitiveness. Employees' pride, willingness to contribute, and positive attitudes towards the workplace suggest that constructive employee behaviour may contribute to a service-oriented and cooperative hotel environment, as observed in the present study.

However, the lowest mean score amongst the employee behaviour items was that for employees' intention to stay in the organisation in the next two years. The positive score indicates that, on average, respondents feel positive about long-term commitment, but the higher standard deviation suggests that their views are more spread out. This suggests that employee retention may require closer managerial attention in the participating hotel. Career development, pay, workload levels, recognition, and future opportunities all influence long-term commitment. This view aligns with that of Jibril and Yeşiltaş (2022), who emphasised the relevance of talent management practices and employee satisfaction for sustainable competitive advantage in hotels.

The results also indicate that employee perception plays a crucial role in the workplace. Respondents gave nearly unanimous responses that they were provided with information about the job, that they felt appreciated by the management team, that they felt a sense of team, and that they felt there were opportunities to grow in their job. Similar to Onyango et al. (2022) it was determined that knowledge management is linked to employee engagement in the hospitality industry. Speed and accuracy in information and communication are vital in a hotel setting, as service delivery requires these to appear well co-ordinated and sensitive to guests' needs. The positive perception of the development opportunities also aligns with previous studies, as noted by Pai et al. (2022), who highlighted the role of learning behaviour and training in enhancing the competitiveness of hospitality employees.

Although these findings were positive, communication had the lowest mean score in employee perception. This suggests that internal communication may be a problem at the hotel that participated in this study. In a hotel setting, not discussing things properly and clearly can lead to misunderstandings, miscommunication, wasted time, and disruptions to service flow. It is therefore important to have a supportive organisational culture so that the working environment's culture can determine employees' understanding and fulfilment of duties (Kim & Jung, 2022). Harahap et al. (2024) also linked employee competence and organisational culture with competitive advantage in the tourism industry, indicating that employee capability and the organisational environment should be considered together.

Compared to the results of employee behaviour and employee perception, the results for perceived organisational competitiveness were more moderate. Respondents generally agreed that colleagues were conducting themselves appropriately but gave a lower mean rating of trust in the organisation. This indicates that while employees' attitudes towards their colleagues' actions may be positive, trust in the organisation as a whole may still need further improvement. Organisational trust is significant not only because of its link to employees' willingness to cooperate, support organisational goals, and remain committed, but also because low levels of such trust may lead to poor performance and increased turnover. Studies have linked organisational trust and organisational citizenship behaviour to employee performance (Lay et al., 2020) and organisational justice and organisational citizenship behaviour with employee performance (Hermanto & Srimulyani, 2022). The findings indicate that consistency, managerial support, fairness, transparency, and recognition remain significant in enhancing employees' perceptions of the organisation.

Results indicated that the Pearson correlations between employee behaviour and employees' perceptions of organisational competitiveness were positive and significant. This suggests that employees with higher positive workplace behaviour and perceptions also had higher scores on perceived organisational competitiveness. This result is supported by other research linking employee-related factors to organisational competitiveness and workplace performance. For instance, Jibril and Yeşiltaş (2022) revealed the relationship between talent management and employee satisfaction for the sustainable competitiveness of hotels; Harahap et al. (2024) examined the relationship between employee competency and organisational culture for competitive advantage in the tourism industry. Similarly, Eltaher (2023) emphasised that employee competitiveness can be used to analyse staff effectiveness and the organisation's overall performance.

A strong positive relationship was also found between employee behaviour and employee perception. This implies that employees' actions and their interpretations of the workplace are closely connected. Employees who feel supported, recognised and informed are not only more likely to display positive workplace behaviour, but also to have more favourable perceptions of the organisation. However, the high correlation between the two variables suggests conceptual overlap. The multicollinearity assessment showed that tolerance and VIF values were within acceptable ranges, indicating that this was not severe. Nevertheless, the relationship between employee behaviour and employee perception should be considered when interpreting the regression results.

The multiple regression results provide a more cautious interpretation. The model was statistically significant and accounted for 14.0% of the variance in perceived organisational competitiveness. The combined effects of employee behaviour and employee perception

accounted for a small percentage of the variance in perceived organisational competitiveness. The individual coefficient results, however, indicated that employee behaviour and employee perception individually did not show a significant effect on perceived organisational competitiveness. These results should not be interpreted as proof of a direct causal relationship between either variable or perceived organisational competitiveness. Rather, the findings indicate that the two variables are relevant when studied together and that the organisation's perceived competitiveness might also be linked to other organisational factors not included in the model.

This aligns with Kotenko et al. (2021), who argued that organisational competitiveness is a multi-dimensional phenomenon which involves the organisation's internal capabilities and external positioning. Additionally, Akram et al. (2022) argued that internal systems, leadership direction, and employees' values can influence organisational outcomes and competitiveness. Perceived organisational competitiveness was assessed from employees' perceptions of several internal workplace parameters, including organisational trust and positive colleague behaviours. As such, results should be viewed as reflecting employee perceptions rather than objective measures such as market share, financial performance, occupancy rate, or customer-based performance.

The results further indicate that good employee behaviour should be supported by effective organisational practices. In addition to employees willing to deliver a good level of performance, hotels need clear communication, fair treatment, opportunities for growth, recognition, and supportive practices. Kim and Jang (2020) determined that employee compensation impacts firm performance in the restaurant sector of the hospitality industry, and Ali and Anwar (2021) highlighted the importance of strategic competitiveness and internal capabilities for gaining competitive advantage. Furthermore, Wang et al. (2021) and Elidemir et al. (2020) pointed out the need for creativity and innovative behaviour among employees in the hospitality industry. This indicates that organisations need to enable, facilitate, and motivate employees to contribute more effectively to service improvement and workplace performance. From a practical standpoint, the participating hotel should focus on several key areas. First, employees' perception of communication was the lowest among the means; therefore, communication practices should be strengthened. Secondly, employee retention should be addressed as the intention to stay in the organisation among respondents varied. Thirdly, building organisational trust can be achieved through fairness, transparency, recognition, and consistent managerial support. An organisation's relationship between employee output and organisational performance may also be influenced by competitive strategy. According to Nkala et al. (2025), competitive strategies such as cost leadership and differentiation are associated with employee output in the hospitality industry. While the present study did not directly test competitive strategy, this aligns with the broader view that employee-related outcomes are linked to competitive strategy and organisational performance in the hospitality sector.

Overall, this study suggests that employee behaviour and employee perception are associated with perceived organisational competitiveness within the selected hotel setting. The findings should be interpreted in the context of the participating hotel, as the data were drawn from a single full-service hotel via convenience sampling. Hence, the results are applicable only to a specific context and should not be generalised across the Malaysian hotel industry. The findings indicate that communication, recognition, employee development, organisational trust, and

careful interpretation of employee-related factors are important for improving workplace conditions and service performance in similar hotel contexts.

Conclusion

This study examined the relationships among employee behaviour, employee perception, and perceived organisational competitiveness in a selected full-service hotel in Kuala Lumpur, Malaysia. The findings reveal generally positive workplace behaviour and positive perceptions of the work environment, including pride in being a hotel employee, readiness to put in extra effort, access to job-related information, managerial appreciation, team spirit and opportunities for skill development. These outcomes suggest that employees remain an important internal asset that can be utilised to support hotel operations and service delivery in the participating hotel.

The Pearson correlation results revealed significant positive relationships between employee behaviour and perceived organisational competitiveness, and between employee perception and perceived organisational competitiveness. Furthermore, when considered together, employee behaviour and employee perception were statistically significant in accounting for a proportion of the variance in perceived organisational competitiveness, although neither variable had a statistically significant individual predictive effect. This suggests that the collective examination of employee-related factors is important, and that perceived organisational competitiveness is likely shaped by a broader combination of organisational conditions not directly tested in this study.

In practical terms, the results of this study indicate areas that may be of concern to management in the participating hotel and other hotel establishments. The first area that needs to be reinforced is communication, as it received the lowest mean score of employee perceptions. Clear and consistent communication can support better coordination across departments and improve service flow. Secondly, attention should be paid to employee retention as the item pertaining to the intent to stay with the organisation had a larger range of responses. Thirdly, the authors recommend improving organisational trust, as the level of trust in the hotel was more moderate than the other items.

This study contributes context-specific insights into how employee behaviour and employee perception are associated with perceived organisational competitiveness in a hotel workplace setting. However, the results should be understood in light of the selected hotel, as convenience sampling and data from a single full-service hotel were used. Therefore, it is not advisable to generalise the findings to the broader hotel sector in Malaysia. Furthermore, perceived competitiveness was measured using employees' perceptions of selected internal workplace conditions rather than objective measures such as market share, financial performance, occupancy rate, or customer-based performance.

Future studies are recommended to include a larger number of hotels across different regions and hotel categories to allow broader comparison. Future research may also consider additional organisational variables such as leadership style, organisational culture, employee engagement, compensation, job satisfaction, customer satisfaction and service performance. A broader scale for measuring organisational competitiveness should also be adopted, combining employee-based, managerial, financial, and customer-based indicators. Longitudinal studies could

additionally be beneficial for investigating the link between employee-related factors and both perceived and actual organisational competitiveness over time.

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