

The Mediating Role of Competitive Intelligence on Organizational Culture and Hotel Performance: A Proposed Theoretical Framework

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ABSTRACT

The tourism industry is widely acknowledged in modern economies. However, to remain competitive, hotels are encouraged to implement strategic planning. The primary goal of this study is to propose a theoretical framework that integrates the role of Competitive Intelligence (CI) in the relationship between organizational culture and hotel performance. Therefore, an in-depth study on CI practices in the hotel industry is needed. However, a lot of previous research has been conducted on CI in other industries, especially in the SME industry. Nonetheless, to the best of the researcher's knowledge, little is known about the role of Competitive Intelligence (CI) practices in the relationship between Organizational Culture (OC) and hotel performance in Malaysia. Therefore, the use of Resource-Based Theory and Knowledge-Based theory and their justifications among studies on CI is highlighted. A three-phased process to create this framework begins with a detailed explanation of the literature related to OC as a factor influencing hotel performance. Then, the framework inserts CI practices as a strategy to improve hotel performance. Finally, CI as a mediator between the relationship of OC and hotel performance is explained. This quantitative study uses a questionnaire survey of the top-level management of 240 Four and Five-star hotels obtained from the Ministry of Tourism, Arts, and Culture Malaysia and will be analyzed using PLS-SEM. This study adds to the growing body of CI literature and contributes to industry practitioners to better understand the factor and strategies to improve hotel performance.

Keywords: *Competitive Intelligence, Hotel Industry, Hotel Performance, Organizational Culture*

INTRODUCTION

The tourism industry is one of the fastest-growing industries globally (Balli et al., 2021). The industry is recognized as a significant economic growth driver (Henderson et al., 2018; Nepal, et al., 2019) and

is classified as the fifth-biggest industry in the world (Roper, 2018). The tourism industry plays a vital role in driving prosperity and empowering women, youth, and other social groups. The tourism industry in Malaysia also experienced the same scenarios where the industry contributed around 5.9% to the total Gross Domestic Profit in 2018. Moreover, recent statistics highlighted an increase in tourist arrivals from 25.83 million in 2018 to 26.1 million (Tourism Malaysia Data, 2019). The increase in foreign and domestic tourists visiting the country has increased hotels and room supply. Tourism Malaysia reported that hotels in Malaysia have increased from 4,750 in 2018 to 4,826 in 2019. Overwhelming tourist arrival has created demands for accommodation among tourists.

Tourism Malaysia stated the increasing number of tourists arriving in Malaysia was between 2018 and 2019, however, the hotel industry has demonstrated lower occupancy during these two years (MAH, 2019). The hotel occupancy percentage decreased by 4.71% coming out to 60.8% for the first nine months of 2019 compared to 65.51% for the same period in 2018 (MAH, 2019). According to Tourism Malaysia, there was an influx of 4.9% or 13.4 million international tourist arrivals in August 2019. Still, hotel occupancy has declined by 4.75% compared to the same period in 2018. According to the Malaysian Association of Hotel (MAH) executive directors, the increase in arrivals as reported is not reflected in higher hotel occupancy (The Edge Market, 2020). Therefore, the published results raised more concerns and higher authorities' attention to the causes of low occupancy. According to the CEO of MAH in the New Strait Times portal (2019), there were reasons behind the situation which involved the change of spending pattern for Malaysians, and many avoid international travel due to the weak ringgit and other economic pressures. Other than that, the CEO added that domestic travelers have turned to prudent spending. He also claimed that Airbnb had become a popular choice for discerning travelers due to its affordable price ranges. In addition, the increase in room inventory has also been considered an oversupply of rooms in the market.

Overwhelming tourist arrival from the previous year has created demands for accommodation among tourists. Therefore, other types of accommodation such as Airbnb and Homestay have created an oversupply of hotel rooms which has affected hotel room occupancy. This is because tourists prefer Airbnb because of the cheaper rates, home facilities, and economical stays (Ozkan, 2019). Poon and Huang (2017) also found that tourists are more concerned about prices than services. Besides the factors mentioned above, these short-term accommodations are not regulated under the MAH. Therefore, their properties' occupancy is also not being reported in the Malaysian hotel room statistics.

Consequently, hotel rooms are in lower demand due to the rise of these unregulated accommodations available in the country. The Malaysian Association of Hotels (MAH) in 2019 supports this assertion, claiming that hotel occupancy rates have decreased. Furthermore, the Covid-19 pandemic has also affected the tourism industry, especially the hotel industry, which presents a difference of negative 27% between the years 2019 and 2020 in hotel average occupancy. Therefore, the increasing development of accommodation and the pandemic has caused hotels to face challenges to sustain in the market, especially in raising the numbers in hotel occupancy.

For the industry to sustain itself in this competitive environment, the hotel industry has to be proactive and innovative to counter increasingly volatile and complex demands (Wikhamn, 2019). In this context, hotels need to continuously adapt their services and processes to the evolving needs of tourists and, therefore, their ability to develop a new and unique service offering becomes critical to improve performance in the short term and to achieve a sustainable competitive advantage in the long-term (Hernández-Perlines et al., 2019; Jogaratnam, 2017; Tajeddini et al., 2017, 2020).

Therefore, the study will investigate the factors that influence hotel performance based on previous literature. Previous studies had investigated factors affecting the performance of an organization including leadership development (Subramony et al., 2018), green innovation (El-Kassar & Singh, 2019) the role of the contingency factors (Maletič et al., 2018), and organizational culture (Mandal et al., 2020). Recent studies claimed that the organizational culture influences performance (Taha & Espino-Rodríguez, 2020), organizational effectiveness, leadership competencies (Abbett et al., 2010),

efficiency, productivity, and commitment (Oz et al., 2015). Elnagar et al. (2018) also added that hotel employees had inadequate understanding and awareness of organizational culture. Robaki et al. (2020) support that organizational culture is a strategic tool for the tourism and hospitality industry, which contributes to its long-term viability (Uddin et al. 2012; Marinaki et al. 2018). In addition, the study by Qin et al. (2015) reveals that culture has played an important role in inspiring people, making them happy, and nurturing a caring environment. Therefore, this study proposed organizational culture as a factor influencing hotel performance.

According to previous studies, the critical role of organizational culture (OC) using the Competing Values Framework (CVF) in influencing performance has attracted great attention of researchers (Asif & Sajjad, 2018; Khedhaouria et al., 2020; Lee & Kim, 2017; Mohammed & Ababneh, 2020; Nayef et al., 2021). There were also studies determining organizational culture using CVF in Malaysia (Ahmad et al., 2018; Mohd Hashim & Abdul Latiff, 2019; Ramachandran & Chong, 2010). However, few studies highlighted CVF in the hotel industry in Malaysia. Therefore, this study proposed CVF by Cameron and Quinn (2011) in determining the organizational culture of the hotel industry. This study will also identify the dominant culture of hotels in Malaysia. It is because an effective organizational culture helps motivate employees to understand the business strategy used to improve hotel performance. Effective and comprehensive behavioral change in organizational culture is required for a successful CI practice (Ghannay et al., 2015).

Moreover, previous hospitality researchers have focused on improving performance by inserting strategic tools in the organization (Köseoglu et al., 2016, 2018; Salguero et al., 2019). This study proposed CI practices to understand what the competitors are doing to maintain and increase their profit. CI has a broad concept that includes all aspects of CI subtypes such as Market Intelligence, Technology Intelligence, and Competitor Intelligence. Although many studies have investigated CI, little has been emphasized on the importance of CI in the hotel industry (Garcia-Alsina et al., 2016; Khalifat & Gmira, 2017; Nenzhelele, 2016; Priporas, 2019; Shapira, 2020; Trong Tuan, 2017; Yap et al., 2013). There were a few studies solely focusing on the hotel industry, however, previous studies did not relate to the performance of hotels (Köseoglu et al., 2016, 2018; Salguero et al., 2019). Therefore, the hotel industry is encouraged to investigate the competitor's strategy because CI involves a few steps to get external information that needs to be converted into valuable output and lead the top management to make a wiser decision. Nenzhelele (2016) and Adidam et al. (2012) noted that CI is a critical success factor for all businesses within a highly competitive market. Petrisor and Strain (2013) stated the CI approaches and viewed them as one of the success factors in a business, especially during economic and financial turbulence. An effective strategy is essential for a company to position itself in the marketplace successfully. With the CI input, hotel managers will have the opportunity to access market development, guest source attributes, and competitors' strategies.

Therefore, this study aimed to fill the previous gap by linking CI to hotel performance. Furthermore, CI is the catalyst to improve performance because it includes environmental scanning. Thus, this study proposed the CI strategy because Yin (2015) stated that CI is positively associated with organizational performance, implying that CI influences both executives and the entire organization's decision-making behavior. The following section will further explain hotel performance, followed by factors influencing hotel performance. Then, CI will be further discussed as a mediating variable between organizational culture and hotel performance. In the context of this study, organizational performance refers to hotel performance.

LITERATURE REVIEW

The Performance of the Hotel Industry In Malaysia

An analysis of a company's performance concerning its goals and objectives is known as organizational performance (Otley, 1999). Technically, it is described as an organization's ability to retain profit, have a competitive advantage, raise market share, and sustain long-term survival. It depends on effective operational strategies and action plans (Oyemomia et al., 2019). In this study, the researchers have identified competitive intelligence as one of the strategies used to improve hotel performance. In a highly competitive market, every business's goal is to improve performance. According to Sainaghi (2010), an organization's achievement is linked to considering an organization's value, including integrating financial and non-financial indicators, the participation of key stakeholders, and the organization's strategy. Brown, Spillman, Lee, and Lu (2014) claimed that performance input was derived from the managers' or owners' perspectives. Therefore, this study will measure the organizational performance based on the top management's feedback representing the organization (general manager or head of the department) who are usually responsible for every decision-making. For both practitioners and academics, hotel performance is an important topic (Sainaghi et al., 2019). Therefore, this study aims to assess hotel performance based on top management perspectives.

Factors that Influence Hotel Performance

There are many determinant factors for supporting organizational performance growth. Oyemomi et al. (2019) revealed that one of the determinant factors includes organizational culture (OC). The author analyzes OC that supports knowledge-sharing activities for organizational performance, innovation, and strategy (Oyemomi et al., 2019). On the other hand, Benn et al. (2014) emphasized that it is essential to build a dynamic culture in the organization to achieve organizational performance. Therefore, managers in the hotel industry should consider their property's unique characteristics and cultures by establishing a concrete tool for defining their industry's performance. González-Rodríguez et al. (2019) presented a comprehensive model that encompasses the interrelationships of CSR activities, organizational culture, and company reputation to improve performance in the hotel industry. The proposed model developed by González-Rodríguez et al. (2019) uses stakeholder theory and the perceptions of the general managers. The author found that organizational culture impacts various CSR dimensions such as CSR local, customers, employees, and environment.

Previous researchers have sought to build and create conceptual framework models or measurement tools to investigate specific OC models. There are a few examples of these models. Artifacts, values, and basic underlying assumptions were utilized by Schein (1988) to describe organizational culture. Denison's organizational culture model is based on four cultural traits: involvement, consistency, adaptability, and mission, has been emphasized to influence organizational performance (Denison & Mishra, 1993). Hofstede (2011) highlighted that those cultures are categorized into six dimensions: Power Distance, Individualism/Collectivism, Masculinity/Femininity, Uncertainty Avoidance, Long-term/Short-term Orientation, and Restraint/Indulgence. The following subsequent study discussed organizational culture in the hospitality industry. Kock and Ramarumo (2015) also used the previous OC models by Parker and Bradley (2000) on four dimensions: group, rational, developmental, and hierarchical culture to identify the impact of organizational culture on Job Stress and Burnout in South African Accommodations. Tajeddini and Trueman (2012) used Hofstede models to highlight the effect of culture and innovation, and customer orientation in Swiss Hotels; meanwhile, González-Rodríguez et al. (2019) investigated organizational culture influences the development and implementation of certain hotel CSR practices in Spain Hotels. Sarwar et al. (2020) examined the role of organizational ethical culture as a mediating variable in the relationship between ethical leadership, work engagement, and employee well-being towards performance. As mentioned earlier regarding organizational culture, the typologies provide a comprehensive understanding of the differences in how

theorists describe the concepts of organizational culture. Cameron and Quinn (1999) presented a theoretical model entitled Competing Value Framework (CVF) to diagnose OC, adopted in this study.

Some previous scholars used CVF to examine OC in their studies. A study by Nayef et al. (2021) concluded that CVF helps understand the dimensions of human relationships and activities within organizations in Jordanian hotels. Moreover, the hotel industry is an example of a complicated service industry where the role of OC is seen as critical (Chen, 2011; Rahimi & Gunlu, 2016; Úbeda-García et al., 2018). Service industries differ greatly from manufacturing industries in achieving optimal performance coordination in terms of heterogeneity in achieving optimal performance coordination (Zaborek & Mazur, 2019). As a result, in a highly competitive market, OC is important to the hotel industry's long-term profitability. Kao, Tsaor, and Wu (2016) stated that OC acts a dominant role in reaching the targeted goals and improving business results. It also emphasizes the importance of culture in improving employee performance (Dirisu et al., 2018). In the context of this study, organizational culture is defined as the set of shared norms and values shared by people in an organization (Deshpande & Webster, 1989). A previous study by Oz et al. (2015) suggested conducting organizational culture and motivation, performance, leadership, and other characteristics which guide the structure of the type of organizational culture for further study. Thus, this study proposed to link organizational culture and hotel performance.

In this study, the researchers will propose CVF by Cameron and Quinn (2011) which includes different types of cultures (clan culture, adhocracy culture, market culture, and hierarchical culture) that determine how people act and believe (Figure 2). Although different conceptualizations of organizational culture exist, this study adopts the Competing Values Framework (CVF) because it can reveal the relationship between organizational culture and organizational performance or effectiveness (Gregory et al., 2009; Cameron and Quinn, 2011). Clan culture refers to an individual's ability to use discretion and flexibility to encourage teamwork and employee participation. Meanwhile, by highlighting the external environment, an adhocracy culture encourages employees to be more innovative. The purpose of market culture is to find unexplored market opportunities. Finally, hierarchy culture promotes formalization and control in performing tasks and usually applies top-down communication (Cameron & Quinn, 2011).

CVF was created to assess organizational effectiveness (Quinn & Rohrbaugh, 1983). Therefore, the study also identifies the effectiveness of each culture in the organization towards CI practices in improving performance. Nayef et al. (2021) concluded that CVF helps understand dimensions of human relationships and activities within organizations (including hotels). Internal or external and stability or flexibility are the two axes or dimensions used to distinguish the four fundamental organizational cultures. The internal or external axis shows how organizations focus on internal issues like employee satisfaction against external factors like competitors (Quinn & Rohrbaugh, 1983). On the other hand, the stability or flexibility axis shows how concerned organizations maintain predictable behavior patterns versus allowing people to exercise solutions (Quinn & Rohrbaugh, 1983). These two axes form a quadrant that illustrates four different organizational culture types: clan culture, followed by adhocracy, market, and finally hierarchy culture (Cameron & Quinn, 1999). Further, the authors claimed that all organizations have four cultures, albeit in different proportions, so these cultures' proportions may vary over time.

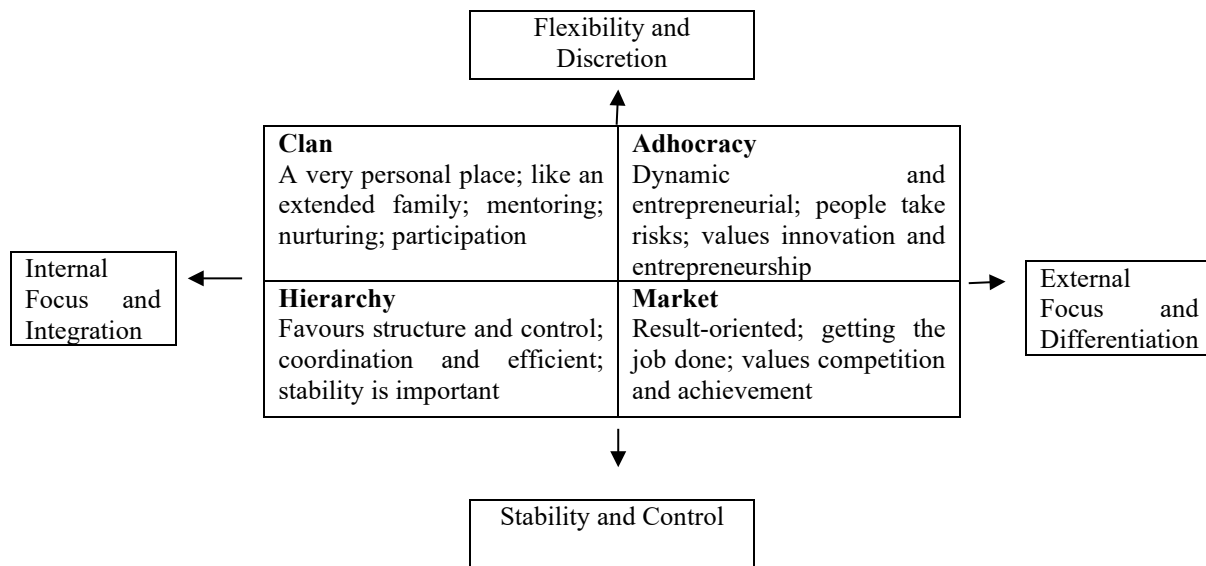


Figure 1. Competing Values Framework by Cameron and Quinn (2011)

Organizational Archetypes Toward Performance

Deshpande et al. (1993) discovered an inverse relationship between clan culture and performance; however, no significant implications were identified. Several researchers also found a positive relationship between clan culture and performance (Denison & Mishra, 1993; Fey & Denison, 2003; George & Nancy, 1992). Upadhyay and Kumar (2020) found that the effective performance of IT firms is directly related to supportive culture. The previous scholars discovered that organizations that focus on hierarchy had poor organizational performance than organizations that focus on adhocracy (Fey & Denison, 2003; George & Nancy, 1992; Han & Verma, 2012; Naranjo-Valencia et al., 2016). According to Zeb et al. (2021), adhocracy culture has the most positive impact on performance, whereas hierarchy culture has the most negative impact. Furthermore, Nadler (1998) also supported that hierarchical culture characteristics are related to low performance. Previous studies using a sample in a Greek company concluded that the achievement orientation (market culture) was related to performance. In contrast, humanistic orientation (clan culture) was not associated with performance and indicated that organizational norms fostering goal-setting, productivity, and effectiveness were linked to high performance (Fey & Denison, 2003; Xenikou & Simosi, 2006).

While some studies have revealed a strong and positive connection between hierarchy culture and performance (Chan et al., 2004), many general empirical studies have confirmed that hierarchical culture has a negative impact on performance (Gordon & DiTomaso, 1992; Han, 2012). Moving to more recent studies, the clan culture is positively related to performance, although the effect is lower than the effect of the adhocracy culture (Naranjo-Valencia et al., 2016). Based on a study by Asif and Sajjad (2018), the findings concurred the majority of SMEs in Pakistan have a hierarchical culture followed by market, clan, and adhocracy cultures, respectively. Moreover, previous research by Calciolari et al. (2018) stated that dominant rational and hierarchical culture types are associated, respectively, with higher competitiveness and better financial results in the healthcare industry.

According to Zeb et al. (2021), there is a positive connection between adhocracy culture followed by the clan and market culture towards organizational performance. Meanwhile, hierarchical culture produced a negative result on performance. Therefore, the study proposes identifying the culture has dynamism and effectiveness towards CI in improving hotel performance. Ghannay et al. (2015) have also drawn a conceptual framework on OC towards CI, however, it does not lead to any performance measurement. Moreover, the previous study has produced different results on different

types of cultures on performance. However, this study will contribute to the existing literature on the dynamism of different types of cultures toward CI in the hotel industry in Malaysia. Thus, it is possible that CI plays the mediating role between OC and hotel performance in this study.

Although previous studies by Yap et al. (2013) and Sundiman (2018) demonstrated the mediating role of CI between several independent variables, little efforts have been made to link the mediating effect of CI between organizational culture and hotel performance in a single study model, particularly, in the Malaysian hospitality industry. As a result, this study will contribute by connecting OC to hotel performance via CI in the Malaysian hotel industry.

The Role of CI as a Mediating Variable

Previous research has also clarified CI strategy to play the role of an underlying mechanism between different contextual factors in predicting organizational performance (Salguero et al., 2019; Waithaka, 2016; Yap & Rashid, 2011). The OC influences attitudes related to several CI activities (Ghannay et al., 2015). It is concerned with values, beliefs, behavior patterns, rules, structures, stories, and spaces in an organization (Choo et al., 2008), which guide the behavior of the organization's members as cited by Ghannay et al. (2015). Therefore, we predict that OC would lead them to practice and develop CI in the organizations. Furthermore, the implementation of CI is hoped to improve the performance of a hotel. Therefore, this study investigates whether CI influenced by OC can function as a mechanism that improves hotel performance.

CI also refers to a company's ability to identify and address the knowledge gap and the value differences between the organization and its competitors (Luu, 2013). CI is used for the ethical and legal collection, processing, and review of data obtained from external and internal contexts, including consumers, industry, direct and indirect competitors, potential environmental and consumer behavior patterns, and business interactions (Koseoglu et al., 2011). CI is a "systematic process undertaken by companies to gather and analyze information about competitors and the organization's overall socio-political and economic environment" (Colakoglu, 2011). According to Calof and Wright (2008), CI is concerned with an emerging mechanism that transforms data into valuable knowledge to understand their business environment to make better decisions and recognize opportunities and threats. CI is defined as the unique outcome of external data gathering, analysis, and decision-making in this study. CI also serves as a framework for research, development, and innovation for companies seeking profitability by integrating valuable information into their processes (Gilad, 1989; Calof, Arcos, and Sewdass, 2018).

The tourist arrivals and tourism income has increased simultaneously. However, the percentage of accommodation experienced a slight decrease of 1.7% in 2019 compared to 2018. Therefore, the hotel industry needs to plan strategically to maintain in the current market. Strategic planning to strengthen the sector is vital to be implemented. It is necessary to implement competitive intelligence to improve hotel performance (Salguero et al., 2019). Most business executives need to believe that change forces will significantly impact if they implement CI in their organization. Therefore, the hotel industry is encouraged to plan strategic tools deliberately, for example, CI, because competitive intelligence and performance are related to successful strategic implementation (Brown & Dev, 2000).

The hospitality industry requires strategic planning to combat this scenario from becoming a trend. Furthermore, due to a decrease in occupancy percentage reported in the hotel industry, it is vital to implement an appropriate strategy to raise the numbers again. Previous research by Köseoglu et al. (2019) had not focused on a particular strategy tool, therefore, the authors suggest that future research focuses on a specific strategy tool because different strategy decision tools might affect hotel performance differently. Thus, the authors proposed CI as one of the strategies for improving performance. Bose (2008) hypothesized CI as a competitive environment management activity to provide actionable intelligence that would give the organizations a competitive edge. The CI processes' standard stages begin with focus and planning, collection, analysis, communication, process and

structure, organizational awareness, and culture (Dishman & Calof, 2008; Saayman et al., 2008). The CI Cycle is compiled based on the Society of CI Professionals (2014), shown in Figure 2.

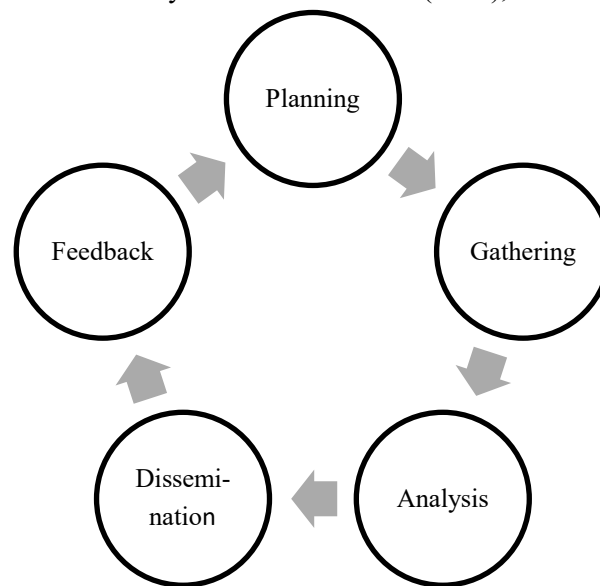


Figure 2. The cycle of Competitive Intelligence

As CI has potential for organizational decision-making, many organizations, both in the public and private sectors, are developing their CI platforms to guide their decision-makers. Therefore, there is a need to integrate the CI process with the process and practice of strategic management and situate it appropriately to enhance the value of the strategic management process in theory and practice (Quarm & Busharads, 2020). Implementing CI properly will achieve sustainable competitive advantage and improve organizational performance (Shahbandi & Farrokhshad, 2019). Even though it is undeniable that CI is becoming increasingly important in today's dynamic markets, many organizations still do not have a formal CI department (McGonagle & Vella, 2004). However, an increasing number of companies have formally used competitive intelligence (Markovich et al., 2019; Seyyed Amiri et al., 2017). Nasri (2011) concurred identifying organizational issues is essential at the beginning of the CI process. Therefore, hotels have established an intelligence system to forecast learning capacity to become resilient to uncertainty in a competitive environment (Hossain et al., 2020). According to Hossain et al. (2020), the hotel needs to be aware of its competitive market to get an advantage from CI. The authors also suggested that the managers need to increase awareness about CI to reach a competitive advantage because previous studies deduced that there was low CI awareness among the managers and employees (Köseoglu et al., 2016, 2018).

Tej Adidam et al. (2012) found that competitive intelligence influences a company's financial performance. In addition, Jaworski and Wee (1992) found that competitive intelligence helps companies build internal relationships, develop a higher quality of strategic planning, and achieve insight into the business environment. The organization that has performed scanning activities frequently using one of the CI processes is better than those not performing scanning activities (Daft et al., (1988). In addition, Fairouz et al. (2010) found that companies actively scanning the environment have a good business performance. Furthermore, Herring (1992) revealed that competitive intelligence helps companies picture the company's environment, predict the organization's future, and provide a challenge. The analysis indicated that competitive intelligence positively and significantly influenced firm performance (Santra, 2017). Recently, companies have had to endure pressure from suppliers and services, products, and new technologies in a global market. For this reason, top management requires information and the ability to convert it into useful information to make better business decisions; however, despite the growing importance of CI in business organizations, there has been little empirical

evidence about the relationship between CI practices and organizational performance in the literature (Yap & Rashid, 2011).

Theoretical Underpinning

This proposed theoretical framework was derived from two underpinning theories. First, the framework will be based on the Resource-Based View (RBV) theory, which focuses on intangible resources as predictors of organizational performance. The RBV talks about the organizational unique resources and capabilities that differentiate one organization from other organizations in a similar industry (Ahmed et al., 2018). As cited in Alsheikh et al. (2017), organizational culture and leadership style may be considered a unique intangible assets of the organization that impact performance (Lo, 2012). In the context of this study, the authors propose organizational culture as one of the factors in determining organizational performance. Therefore, it is important to know the dynamism of culture for improving hotel performance. The authors also link CI as a mediating mechanism between organizational culture and hotel performance. The study also indicates that CI will be adopted as one of the strategic management used in an organization to achieve success.

Therefore, CI's primary focus has emerged as a credible management strategy that organizations can adopt and utilize as a valuable asset in the strategic management process (Quarm & Busharads, 2020), supporting the RBV theory for competitive advantage. As an outcome, CI has emerged to assist organizations with strategic management by maximizing their success potential through information management and development (Salguero et al., 2019). This study also underpinned the knowledge-based view (KBV) theory, which extends the RBV. This theory provides solutions for organizations to gain a competitive advantage by enhancing the ability of their knowledgeable employees to achieve organizational goals. According to the theory and research, knowledge varies by organization and is mainly associated with desired organizational results (Grant, 1996). This theory holds that knowledge is a strategic resource in an organization (Kaplan et al., 2001). This is justified by the non-inimitability quality of resources from the resource-based view. The CI perspective defines data collected as knowledge accumulated and protected by the management for strategic management processes (Nickerson & Zenger, 2004).

Proposition Development

Therefore, investigating different types of organizational culture in predicting hotel performance via competitive intelligence practices in Malaysia is ideal. However, to the best of the researchers' knowledge, there has been minimal research about the mediating role of competitive intelligence practices in the relationship between organizational culture and hotel performance. Thus, this research contributes by linking organizational culture to hotel performance through the mediation of competitive intelligence in the context of the Malaysian Hotel Industry. Although various studies on CI related to the hotel industry, none could be found related to the Malaysian context. Hence, below are the authors' propositions:

Proposition 1: Effective Organizational Culture has a positive relationship with CI

Proposition 2: CI has a positive relationship with Hotel Performance

Proposition 3: CI mediates the relationship between Organizational Culture and Hotel Performance.

Theoretical Framework

Based on the reviews and recommendations of several scholars. This study has developed a theoretical framework that conceptualized the mediating role of CI between organizational culture and Hotel Performance in Malaysia (Figure 3). In this study, the organizational culture is the independent variable. The study will use subjective measures to determine hotel performance (dependent variable) based on the top management's perceptions. CI acts as a mediating variable in this framework.

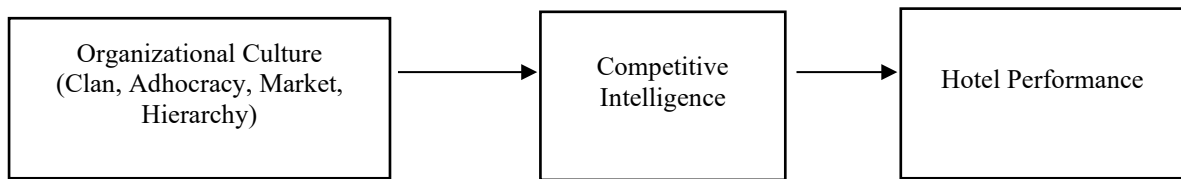


Figure 3. Proposed Theoretical Framework

METHODOLOGY

The section presents the research method, including the general research design, sampling design, research instrument, data collection, and data analysis:

(A) Research and Sampling Design

This study will be quantitative, with a cross-sectional design. The study's target population will be all hotels rated one to five stars in Malaysia by the Ministry of Tourism, Arts, and Culture (MOTAC). There were 4,655 hotels ranked from one star to five stars hotels registered under the MOTAC in 2021. The study will use purposive sampling where all Four and Five-star hotels will be invited to participate in this study. Thus, 240 hotels were star-rated and categorized under four, and five-star hotels will be selected as a sample for this study. The reason to select Four and Five-Star hotels is that the previous study claimed that Four and Five-Star hotels implementing organizational culture deliver greater performance in the competitive environment (Gunasekara et al., 2020). The respondents of this study will be the hotel's top managerial level (general manager or head of the department). The reason for selecting the respondents is that their knowledge and experience relate to their organizations' strategies. The respondents who are primarily involved in the decision-making process and are responsible for overall operational activities provide valuable information related to the organization's performance (Arham et al., 2017; Chung-Wen, 2008). Thus, the unit of analysis for the current study will be the organization. According to the G*power, the minimum sample for the study will be 129 respondents.

(B) Research Instrument

The researchers will be adopting several measurements from prior studies to examine each variable. The hotel performance constructs will be adopted using a subjective measure of financial performance comprising eight items, with a seven-point Likert scale, adopted from Köseoglu et al. (2019), ranging from “has deteriorated significantly” (1) to “has improved significantly” (7). Meanwhile, the measurement of OC will be adopted from the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2011). The questionnaires consist of 24 items and have already been carefully designed, tested, and validated using a five-point Likert Scale ranging from “strongly disagree” (1) to “strongly agree” (5). The instrument (OCAI) was proven by several studies in the Malaysian context in different industries such as SMEs (Vasudevan et al., 2021), cooperatives (Mohd Hashim & Abdul Latiff, 2019), and also in the educational industry (Ahmad et al., 2018). Finally, CI consists of seventeen items with a seven-point Likert Scale adopted from Nenzhelele (2014) and Abdul-Mohsin et al. (2015), ranging from “strongly disagree” (1) to “strongly agree” (7). Before the questionnaires are sent to the respective respondents, the instruments will be reviewed among academicians and industry players with vast experience in the subject matter. The purpose of instrument review is to obtain feedback on the questionnaire's understanding and ensure content validity.

(C) Data Collection and Analysis

A total of 240 online questionnaire surveys will be sent to the top management level management via email. The authors will then code the data into the Statistical Package for the Social

Sciences (SPSS) to describe the sample's demographic characteristics such as frequency, percentage, mean and standard deviation. Subsequently, Partial Least Squares Structural Equation Modeling (PLS-SEM) will be used to test the propositions. PLS-SEM differs from the first-generation modeling. For example, it can analyze the relationship between multiple level factors, the inner and outer models, and the relationship between latent variables.

CONCLUSION AND CONTRIBUTIONS

This proposed theoretical framework clarifies the mediating mechanism of CI practices on the relationship between the hospitality industry's organizational culture and Malaysia's hotel performance. Furthermore, it will expand the knowledge and organizational culture implemented in the hotel industry in Malaysia and identify the dominant culture that will lead to CI practices. In particular, the implementation of CI hopes to improve hotel performance. Based on the RBV, organizational culture is a crucial intangible resource to the firm's competitive advantage. Therefore, it is hoped that the resources could benefit the industry. Furthermore, the authors expect that the findings of this study will contribute to the existing literature where the role of CI between organizational culture and hotel performance is considered unique for the study. In sum, the finding will help the top management of the hotels better understand the factors that should be encouraged to improve hotel performance and hope to provide an essential solution and enhance the potential of competitive intelligence of four to five-star hotels in Malaysia.

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AUTHORS' CONTRIBUTION

The authors confirm their contribution to the paper as follows: study conception and design: Dian Aszyanti Atirah Mohd. Asri and Norzuwana Sumarjan; draft manuscript preparation: Dian Aszyanti Atirah Mohd. Asri and Ainul Mohsein Abdul Mohsin. All authors reviewed the whole manuscript and approved the final version of the manuscript.

CONFLICT OF INTEREST DECLARATION

We certify that the article is the Authors' and Co-Authors' original work. The article has not received prior publication and is not under consideration for publication elsewhere. This has not been submitted for publication nor has it been published in whole or in part elsewhere. We testify to the fact that all Authors have contributed significantly to the work, validity, and legitimacy of the data and its interpretation for submission to Jurnal Intelek.

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