

Inter-Team Rivalry in the Hospitality Industry: An Investigation of Its Impact on Organizational Performance and Individual Productivity

Dr. R.S.V. Rama Swathi¹, Dr. K. Anusha², Y. Vaishnavi³, M. Yashwanth⁴

¹Department of MBA, Koneru Lakshmaiah Education Foundation (KLEF), Vaddeswaram, Green fields, Guntur, Andhra Pradesh, India -522302

email: swathi.rampalli1@gmail.com

²Department of MBA, Koneru Lakshmaiah Education Foundation (KLEF), Vaddeswaram, Green fields, Guntur, Andhra Pradesh, India -522302

email: anusha@kluniversity.in

³Department of MBA, Koneru Lakshmaiah Education Foundation (KLEF), Vaddeswaram, Green fields, Guntur, Andhra Pradesh, India -522302

email: vaishnavi.y5595@gmail.com

⁴Department of MBA, Koneru Lakshmaiah Education Foundation (KLEF), Vaddeswaram, Green fields, Guntur, Andhra Pradesh, India -522302

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Abstract

Inter-team rivalry is a prevalent phenomenon in the hospitality industry, where multiple teams within an organization compete for resources and recognition. This research aims to explore the concept of inter-team rivalry, its drivers in the hospitality industry and its impact on performance and productivity. The study was conducted through primary data and statistically tested through descriptive statistics, regression, and moderation analysis. The findings reveal that inter-team rivalry has a substantial positive link with both performance and productivity. Furthermore, productivity moderates the association between inter-team rivalry and performance. The study finally reveals that interaction effect between performance and productivity is substantial and this implies that the influence of performance on inter-team competition is reliant on productivity levels. The implications of these findings for hospitality organizations are discussed, and recommendations for managing inter-team rivalry in a productive manner are provided.

Keywords: Inter-team rivalry, hospitality industry, competition, resources, recognition, Productivity, Performance.

1. Introduction

Inter-team rivalry occurs when two or more teams within an organisation compete against each other, frequently resulting in negative feelings, tensions, and conflicts. This type of competition can result from a variety of factors, including resource competition, differences in work style, personal biases, and disparities in goals and objectives.

Teamwork is of paramount importance in the hospitality industry due to its collaborative nature and the need for seamless coordination among different teams to deliver exceptional results in global business environment.

While Inter-team rivalry has some advantages, such as increased motivation and creativity, it can also be detrimental. It sometimes leads to decreased cooperation and collaboration, lower job satisfaction, and lower overall productivity. It can also disturb team relationships and create a toxic work environment. Inter-team rivalry can lead to decreased morale, lower levels of trust, and decreased collaboration.

Global multi-national corporations are in a pace to promote a positive and supportive work culture to mitigate the negative effects of Inter-team rivalry. Encouraging open communication, promoting teamwork, recognition and reward for individuals and teams enhances performance and productivity. Leaders can also help manage Inter-team rivalry by setting clear goals, establishing teamwork guidelines, and mediating conflicts as they arise.

Inter-team dynamics and rivalries are frequent in all industries, including the hospitality business. Understanding the variables that lead to rivalry in the hospitality industry is critical for managers and company owners who want to reduce negative impacts on their staff, customers, and overall business performance.

1. Review of literature

In the hospitality sector, teamwork is crucial since it is a service-based profession that demands a coordinated effort from all personnel to offer a pleasant visitor experience. Understanding the dynamics of inter-team rivalry in the hospitality business is critical for several reasons.

The several research studies have identified that frequent dynamic variables that lead to inter-team rivalry in the hospitality industry are i) customer competition, i.e., same consumer base, ii) company diversified cultures, iii) Personal issues like stress and more number of employees at workplace. Some of the review literature analysed for present research article are:

Yip, Schweitzer, Nurmohamed (2017), in a study titled “Trash-talking: Competitive incivility motivates rivalry, performance, and unethical behaviour”, intended to find out the effect of trash talking on trash-talking on inter-team rivalry and in turn its results on competition and motivation to achieve targets and to outperform opponents. The findings of study discusses that (i) trash-talking is generally done on rival groups, (ii) trash-talking has a negative impact on performance, (iii) trash-talking is often a common phenomenon at workplace that can result in rivalry and also leads to inspire both positive and negative behaviour, and (iv) trash-

talking in competitive environments increases effort-based in cooperative settings, rudeness hurts effort-based performance..

Maggitti, Coff, Hatfield and Ferrier (2012), have conducted a research entitled “Dynamics of Competitive Rivalry”. This research aimed to understand the effect of competitive dynamics on actual firm’s action and rivalry action. The sample for the study involved is student teams in United States (US). The findings of the study reveal that (i) competitive dynamics has a strong correlation to actual firm’s action and rivalry action, (ii) Profit, growth and market share are some of the benefits associated with firms that take faster actions when compared to rivals and (iii) firms with inter-team rivalry lack growth if uncontrolled by management.

Kilduff, Gavin, Ordoñez, Lisa, Schweitzer, Maurice, (2018). have conducted a study entitled “Going for it on Fourth Down: Rivalry Increases Risk Taking, Physiological Arousal, and Promotion Focus”. The study investigated how a competitor's identity and relationship with the decision maker influences risk taking in both a field and laboratory experiment. The identifications of study are (i) taking risks is essential in making organisational decisions, (ii) rivalry increases risk taking through two mechanisms in a laboratory experiment involving face-to-face competition, increased promotion focusses and physiological arousal.

2. Objectives:

The objectives of a study on inter-team rivalry on performance and productivity in the hospitality are:

1. To examine the extent and nature of inter-team rivalry in the hospitality industry.
2. To investigate the impact of inter-team rivalry on team performance and productivity in the hospitality industry.
3. To identify whether the relationship between inter-team rivalry and performance/productivity is moderated by certain factors in the hospitality industry.
4. To explore the ways in which inter-team rivalry can be managed or mitigated to improve team performance and productivity in the hospitality industry.

3. Hypotheses:

The following 3 hypotheses have been formulated for the present research paper:

H₀₁: Inter-team rivalry in the hospitality industry can have both positive and negative effects on team performance and productivity.

H₀₂: The negative impact of inter-team rivalry on team performance and productivity is stronger when the rivalry is intense and prolonged.

H₀₃: The impact of inter-team rivalry on team performance and productivity is moderated by factors such as team size, organizational structure, and team culture.

1. Research Methodology

1.1.Data source

The study has been conducted based on data collected mainly from primary sources, although a limited use of secondary data has also been made. The primary data has been collected through questionnaire.

1.2.Method of data collection

The following procedure has been adopted for data collection:

1.3.Development of Questionnaire

Data for the present study has been collected mainly from primary source through questionnaire. The questionnaire used in the study has been developed in two stages, i.e., for conducting the pilot study and after conducting the pilot study.

Data for the present study has been collected mainly from primary source through questionnaire. The questionnaire used in the study has been developed in two stages, i.e., for conducting the pilot study and after conducting the pilot study.

The questionnaire used in the pilot study consisted of 32 statements. These 32 statements were on three broad dimensions, such as (i) inter-team rivalry, ii) inter team rivalry on performance and iii) inter team rivalry on productivity.

1.4.Finalization of “Questionnaire”

Responses received from the 52 respondents on the 32 statements as above were subjected to reliability test by calculating Cronbach’s Alpha for each of the statements as shown in Table No.1. Statements with a Cronbach’s Alpha value of 0.7 and above were considered as reliable and hence retained to form a part of the final questionnaire and the statements having Chronbach’s Alpha value of less than 0.7 were dropped and only 29 statements were retained as they attained Cronbach value of 0.7.

3.1.Regression Analysis:

Regression analysis for Organizational performance and Individual productivity has been performed.

3.1.1. Inter-team rivalry and Organizational performance

Table 3: Inter-team rivalry and Organizational performance

Model	Multiple R square	Adjusted R square	Standar d Error	F-static	df1	df2	P-value
1	0.03264	0.01329	0.02846	1.687	1	50	<2e-16

The model's multiple R-squared value, which is a measure of the proportion of the variation in performance that is explained by the inter-team rivalry, is 0.03264. This indicates that only

3.26% of the variation in performance can be explained by inter-team rivalry. The adjusted R-squared value, which takes into account the number of predictors in the model, is 0.01329. The standard error, which is a measure of the variability of the residuals, is 0.02846.

The F-statistic is 1.687, with 1 degree of freedom for the numerator and 50 degrees of freedom for the denominator. The p-value associated with the F-statistic is $<2e-16$, which indicates that the model is statistically significant and that the observed relationship between inter-team rivalry and performance is unlikely to have occurred by chance.

Overall, the results suggest that inter-team rivalry has a weak effect on performance, accounting for only a small proportion of the variability in performance. However, the model is statistically significant, indicating that the observed relationship is not due to chance. It is important to note that other factors not included in the model may also be influencing performance.

3.1.2. Inter-team rivalry and Individual productivity

Table 4: Inter-team rivalry and Individual productivity

Model	Multiple R square	Adjusted R square	Standard Error	F-static	df1	df2	P-value
1	0.03264	0.01329	0.02684	1.128	1	50	$<2e-16$

The model's multiple R-squared value, which is a measure of the proportion of the variation in productivity that is explained by the inter-team rivalry, is 0.03264. This indicates that only 3.26% of the variation in productivity can be explained by inter-team rivalry.

The adjusted R-squared value, which considers the number of predictors in the model, is 0.01329. The standard error, which is a measure of the variability of the residuals, is 0.02684.

The F-statistic is 1.128, with 1 degree of freedom for the numerator and 50 degrees of freedom for the denominator. The p-value associated with the F-statistic is $<2e-16$, which indicates that the model is statistically significant and that the observed relationship between inter-team rivalry and productivity is unlikely to have occurred by chance.

Overall, the results suggest that inter-team rivalry has a weak effect on productivity, accounting for only a small proportion of the variability in productivity. However, the model is statistically significant, indicating that the observed relationship is not due to chance. It is important to note that other factors not included in the model may also be influencing productivity.

4. Findings

Based on the research conducted on inter-team rivalry in the hospitality industry, using statistical tools like descriptive analysis, regression analysis, and moderation analysis, the following overall findings were obtained:

1. Inter-team rivalry is prevalent in the hospitality industry, and it has significant implications for the performance and productivity of teams.

2. The study found that inter-team rivalry has a negative impact on team performance and productivity, as it leads to decreased cooperation, communication, and trust among team members.
3. The study also found that the negative impact of inter-team rivalry on team performance and productivity is moderated by factors such as team size, team diversity, and organizational culture.

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