

# Disruptive Leadership in Enhancing Business Performance in Hotel Industry of Thailand: The Mediating Role of Innovation

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***Abstract**---This study aims at exploring the association among the disruptive leadership, innovation and business performance. In addition, the mediating effect of innovation in the relationship between disruptive leadership and business performance is examined. The study tries to learn how the technological innovation or innovation affects the business performance of an enterprise. The data used in analysis was collected from 288 managers working in hotel industry in Thailand, the study finds empirical backing to support each hypothesis. The disruptive leadership is demonstrated to be a significant antecedent of business performance and innovation. Next, business performance is substantially predicted by innovation. Lastly, the innovation mediates between the association of disruptive leadership and business performance. The study even possessed the practical implications for the hotel managers in Thailand.*

***Keywords**---Disruptive leadership, Innovation and Business performance*

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## I. Introduction

The achievements of a business are determined through positive outcomes in this competitive world. The functionality of the enterprise is examined against the set missions as well as perspective of the business. The concept of business performance is very essential. ineffectiveness of a business is due to the inadequate policies or structure that have to be corrected in a cautious way. The outcomes in the shape of tools utilized for assessing the goals and objectives of a company are active in the business performance. Various views are proven by numerous investigations concerning the functionality of an institution (Damanpour et al., 2009). Based on Abu Jarad et al. (2010 ) and Chowdhury et al. (2018), the idea of organizational efficiency is emerged to dilemma for considerable factor in the debate of investigators. Based on Heffernan and Flood (2000), it is challenging to assess the business performance. The capability of a business to attain its objectives and goals through maximum allocation of resources is known as organizational capabilities (Daft, 2000).

The emphasis of this research is on Thai hotel industry. There is an international crisis within the hotel industry, specifically, a labor as well as skill deficit (Ashton, 2015; Dainty, Ison, & Root, 2004; Marchante, Ortega, & Pagan, 2006; Michael & Wang, 2011; Watkins, 2014). A crisis is described as an episode start with a recognized precipitating occasion and then possibly no noticeable effect or by a bit of response that involves monthly or even relatively longer to solve (Ashton, 2017). Although the market has a top demand for human capital, Grisseemann, Plank and Brunner-Sperdin (2013) argued that the resort and tourism market is actually crucial to financial success. The continuing crisis is actually a high priority concern which must be solved as the continuing viability is being threatened by it fast growing hospitality segment (Wang and

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Michael, 2011; Watkins, 2014). Thailand is among the developing nations which depends mainly on the tourism business. It was believed that the absolute contribution of travel & tourism physical activities to Thailand's GDP throughout 2016 was \$ 82.5 billion, that had been 20.6 % of GDP (World Travel and Tourism Council, 2017). Based on the travel and tourism competitiveness index developed by World Economic Forum, Thailand is positioned 35 out of 141 countries around the world (Crotti and Misrahi, 2015).

The role of information technology (IT) is essential in deciding the organizational performance (Sutduean, Joemsittiprasert, & Jermittiprasert, 2019). The effectiveness of organizational working is influenced by (IT). Several businesses have still not applied information technology as a standard mean (Goodwin, 2014). IT implementation demands substantial expenditures and training is necessary for the workforce. Because of this, many businesses haven't applied IT, because they have to generate finances. The expenditure of applying IT is high and the employees needs training to learn its usage and adjust appropriately. This would require another expenditure by the enterprise. Studies have revealed that organizations switching to newest equipment and tools of technologies are able to endure and become successful. Such organizations grow their knowledge management levels. The organizational efficiency is enhanced by utilization of IT (Melville et al., 2004).

This study, analyze precisely how technological innovation or innovation impacts the efficiency of an organization. Prior studies, emphasized on respondents relating to production businesses (Rasula et al., 2012; Elad et al., 2017). The emphasis of this research is on the service sector, specifically the assessment of business performance in hotel industry. Furthermore, the research seeks at identifying the execution of performance procedures in hotel businesses. The outcomes of the research could be used as an implication with the hotel industry for enhancing their performance.

## **II. Literature Review**

### **Organizational performance**

A crucial role of the achievements of the organizations is played by organizational performance. This is a constant course of action of tasks of a company to realize its goals. Businesses continue to keep on advancing for accomplishing business overall performance. The accomplishment of a company against the set of goals is assessed from the business performance. Nevertheless, it is complicated to evaluate and determine the idea. The business performance was determined by Georgopoulos and Tannenbaum (1957) while in 50s it is a component of objective and organizational enhancement. During that period, the performance was assessed through people, its working, and organizational structure. In era of 60s and 70s, Yuchtman and Seashore (1967) outlined the idea of business performance and this was an opportunity to have access to the resources in environment. The marketplaces started to be competitive and challenging in 80s as well as 90s, where the idea of business performance was viewed to be a success factor regarding effectiveness and efficiency.

It was previously mentioned by Lusthaus and Adrien (1998) that the functionality of a company using limitless resources was to attain the appealing objectives. The concept of business performance is very subjective in nature and consequently difficult to evaluate in any public or private sector enterprise. Additional work is necessary to make certain the effective performance of a company (Elshamy & Ahmed, 2017). It has been previously mentioned by Ling et al. (2010) that the efficiency of a company will be the overall accomplishments made by almost all its departments operating towards mutual objective at a certain period. The business performance was defined differently in each decade. The idea is now complicated over years. The idea is grounded on the functionality of a business through its administrative and operational functions. These functions lead to performance and output. This study has conceptualized the business performance as it is connected to fairness, efficiency, and effectiveness. The functionality of an organization like information technology is influenced by several factors. Through development in processes, organizations are able to enhance their efficiency (Moustaghfir &

Schiama, 2013). For boosting productivity and quality of work, the elements of effectiveness and fairness are also provided. An efficient supervisor is necessary for achieving enhanced business performance (Al-Zu 'bi, 2010). The perception of a person about the fair treatment of business is another factor that may impact the effectiveness (EmenikeKalu & Obasi, 2016). The business productivity increases depending on these elements in an indirect approach.

### **Innovation**

It is hard to explain innovation due to unavailability of information to generate its outcomes. You will find various definitions of innovation discussed in literature (Fongtanakit, Somjai, Prasitdumrong, & Jernsittiparsert, 2019). In this particular research, the absence of information to produce the findings for innovation can make it hard to explain. The majority of the definitions of innovation are associated with the thought of performing a novel behavior or perhaps employing an innovative concept in a business (Damanpour et al., 2009). Moreover, innovation will be the outcome of individual's behavior over an accidental event. New strategies and tools are used as knowledge management and methods are engaged in innovation (Bates & Khasawneh, 2005). This involves use of new ideas and skills for the improvement of innovative services and products along with processes and procedures. The present tasks tend to be exchanged with modern techniques. Innovation is known as useful resource, that is intangible. Additionally, innovation stands out as the result associated with a nonlinear course of action between the environment as well as the business (Esiagu et al., 2016). Occasionally, firms incur enormous expenditure on innovation however they are unable to participate in terms of revolutionary production. Resources usually are not essentially used, which lead the businesses endure (Unger et al., 2011). Regardless of the scale of a company, the innovation is usually associated with business performance. A good impact is mirrored by innovation on the businesses regardless of the scale of a company (Kemp et al., 2003). Nevertheless, the connection among performance and innovation is uncertain (Essien et al. 2016). The enterprise is permitted to achieve competitive edge through innovation, which improve profit margin and substantial business performance. Businesses are in a position to have capacity for making modifications as per the demand of environment by development (De Jong & Den Hartog, 2008).

### **Disruptive Leadership**

Past-acquired skills are brought by a leader and knowledge in their backpack, importantly, their expertise. Based on the designation and job description, the preferred enterprise knowledge might differ. The steps performed by leaders would be the motivating factor for improvement. The majority of leaders take steps based upon the business situations and usually are formed by the knowledge and expertise they have gathered during their professional life. The activity can be in order to defer or maybe delegate to others or even to apply their experience like leading execution of lean production, using an enterprise wide program, and industry expansion based upon merchandise / operation know-how. Decision-making styles are able to arise as inclusive or maybe commanding, expanding or maintaining, and other methods which happen to have an effect on the organization 's long term span. Disruptive leadership is just how you bring your personal values and traits to professional life (Billington & Ellersgaard, 2017). Additionally, in Thai production as well as services sectors, the role of top leaders have been played by a lot of modern employees. Contrary to the background of financial view, businesses might concentrate on advertising change and advancement (Bledow, Rosing, & Frese 2013), taking more useful resource benefits as well as management power to disruptive leaders. However, when a new generation of employees understand that such leaders do not adequately allocate innovation resources and do not effectively support innovation investment, their perceptions of injustice and exploitation are even worse, leading to loss of psychological resources and disrupting creative ideas and innovation. Based on above discussion following hypothesis are developed:

**H1:** Disruptive leadership has a significant association with business performance.

**H2:** Disruptive leadership has a significant association with innovation.

**H3:** Innovation has a significant association with business performance.

**H4:** Innovation has a mediating effect between the relationship of Disruptive leadership and business performance.

### **III. Methodology**

A quantitative technique is used for the present research along with an adapted questionnaire is utilized to obtain the desired feedback. Managers from the hotel industry are selected as the sample or respondents for the research. Overall 330 questionnaires were delivered to the specific respondents. It took around 2 weeks to obtain the questionnaires back. The questionnaire consisted of 4 sections and the items had been developed in English. The inquiries concerning experience of the respondent, such as; ethnicity, income, job category, marital status, education level, age, gender, and length of service are involved by section A. Meanwhile, perceptions about the variables of the study are involved by Section B, Section C, and section D. The Likert scale 1 to 5 was used as a measurement scale, where 1 represents strongly disagreed, 2 for disagreed, 3 for neutral, 4 for agreed, and 5 for strongly agreed. The focused respondents picked for the analysis were around 510. Out of 330 sent out questionnaires, merely 288 were returned, consequently, the response rate came out to be 69 %, which was much higher compared to the threshold level i.e. 45-50 % and were then further used for statistical analysis. The mean age for the respondent was 43. Nevertheless, the number of female and male respondents were 245 and 85, respectively, whereas the mean score of work experience came out to be 9 years.

### **IV. Data Analyses**

#### **Construct Reliability and Validity**

A structural equation modelling (SEM) was utilized in this research. SEM is an effective technique, which all at once runs the linear regression as well as the multiple regression, with no small errors. Though, SEM generally entails factor and multiple regression analysis though it is able to further successfully determine instrument possessing multiple regression equations. In between different academicians and researchers, PLS-SEM is a well-known procedure due to different reasons. Urbach and Ahlemann (2010) examined various reasons of researcher and scholars for utilizing PLS method. According to Hair Jr et al. (2016) PLS is much more appropriate especially when the sole objective is usually to obtain comprehensive explanation and also the predictive significance of the variables. The current research included this technique for its minimum requirement regarding sample size, versatility, and powerful management of multiple regressions analysis. Moreover, the PLS-SEM design discriminate two variables, i.e. formative and reflective. The objective of this study is considering the prediction in between variables. The PLS-SEM was comprised of two models; the measurement model, and the structural model. Under PLS-SEM, the measurement model determines the association among noticed constructs as well as the latent variables of the study. While in measurement model evaluation, almost all survey items encounter several modifications. Thus, it is supposed that effective correlation prevails among the constructs that combines a construct.

Furthermore, investigating the validity of measurement model, i.e. whether or not the noticed variables are nicely signifies the constructs, a CFA (Confirmatory factor analysis) was applied. The 1st order constructs have been estimated through CFA (see Table 1). Moreover, almost all components of the design had been analyzed individually by using structural and reflective modelling. Internal consistency of a model decides the outcome consistency with the same examination items. Binz et al. (2013) recommended it measures even if the same scores are received from the construct evaluation. Consequently, composite reliability (CR) is analyzed to evaluate the reliability or perhaps internal consistency of the model. CR does not take into consideration constructs' identical factor loading (Binz et al., 2013). The composite reliability varies

from 0 to 1, in which 0.60 stands out as the cut-off value (Henseler et al., 2009), although most desired value is 0.7 and above. Whenever the level of CR is between 0.6 to 0.7, it presents average inner consistency, while a sufficient value of internal consistency takes place in between 0.7 to 0.90 (Nunnally & Bernstein, 1994). Later on, the convergent validity of the research had also been analyzed, and that is the level to which identical variable measures, that are theoretically similar are in fact associated with one another (Henseler et al., 2009). Hence, convergent validity echoes the scope of correlation among similar construct (Binz et al., 2013). Whereas, taking into account the convergent aspect of measurement model, average variance extracted (AVE) was used, possessing 0.50 and higher because the cut-off value (Henseler et al., 2009). The 0.5 value shows a sufficient amount of convergent validity (See Table 1). Thus, according to Binz et al. (2013) one half of the indicators' variance is explained through the latent construct also it establishes the appropriate convergent validity.

The Fornell and Larcker criterion is a widely used and effective tool for figuring out the discriminant validity of study. The association in between reflective variables as well as the other constructs is calculated by discriminant validity. The discriminant validity conceptualizes the integrated group of constructs. Therefore, the Fornell and Larcker criterion has been established to be a threshold for the discriminant validity examination. The reliability index should display its value to be the same as or perhaps in excess of 0.70 (See Table 2). The cross and outer loadings had been also ended up identical. As cross loadings observe the current correlation among the constructs, therefore the discriminant validity of all the variables and constructs have been analyzed in this research. Moreover, "Heterotrait Monotrait Criterion" values should be much less than 0.85 for setting the discriminant validity of research framework (Hair, Hult, Ringle, & Sarstedt, 2017). The value of HTMT criterion passes the threshold of discriminant validity criteria (See Table 3).

Moreover, outer loadings have been analyzed for monitoring the contribution of every factor within its variable. The level of outer loadings should be equal to or perhaps higher than 0.50 threshold value. Binz et al. (2013) recommended to thoroughly analyze the outer loadings, i.e. in case they are higher than 0.40 however, not higher than 0.70 subsequently it is suggested to be not considered whether it brings about rise in the level of CR and AVE After confirmation for the nonexistence of collinearity problem, assessing structural model will be the following phase. The crucial steps for estimating PLS-SEM 's structural model are significance of path coefficients, coefficient of determination (R<sup>2</sup>), the effect size (f<sup>2</sup>) and predictive relevance(Q<sup>2</sup>).

Table 1: Measurement Model

Construct	Items	Loadings	Cronbach's Alpha	CR	AVE
<b>Business Performance</b>	BP1	0.830	<b>0.760</b>	<b>0.831</b>	<b>0.502</b>
	BP2	0.681			
	BP3	0.799			
	BP4	0.536			
	BP5	0.657			
<b>Disruptive Leadership</b>	DL1	0.758	<b>0.749</b>	<b>0.834</b>	<b>0.503</b>
	DL2	0.759			
	DL3	0.691			
	DL4	0.745			
	DL5	0.574			

<b>Innovation</b>	In1	0.718	<b>0.868</b>	<b>0.897</b>	<b>0.501</b>
	In2	0.691			
	In3	0.773			
	In4	0.715			
	In5	0.643			
	In6	0.613			
	In7	0.560			
	In8	0.595			
	In9	0.963			

Table 2: Fornell and Larcker Criterion for Discriminant Validity

	<b>Business Performance</b>	<b>Disruptive Leadership</b>	<b>Innovation</b>
<b>Business Performance</b>	<b>0.709</b>		
<b>Disruptive Leadership</b>	0.629	<b>0.819</b>	
<b>Innovation</b>	0.653	0.582	<b>0.766</b>

Table 3: Heterotrait-Monotrait Criterion for Discriminant Validity

	<b>Business Performance</b>	<b>Disruptive Leadership</b>	<b>Innovation</b>
<b>Business Performance</b>			
<b>Disruptive Leadership</b>	0.758		
<b>Innovation</b>	0.747	0.71	

Later on, a bootstrapping technique was undertaken that starts with the assessment of path analysis for the direct effect of all the independent and dependent constructs, with absolutely no mediators (See Figure 1). The path analysis includes t values as well as path coefficients by utilizing bootstrapping procedure (Binz et al., 2013). The next phase entails path model evaluation through the mediation. The core issue is observing whether the association among mediator and exogenous variables and among endogenous variable and a mediator are considerable. Examining mediating effect is essential but is not enough. Finally, the product's standard error was divided by 2 significant path coefficients' products to evaluate the substantial role of the indirect effect (see Table 4).

### Hypotheses Testing

The research framework is consisted of two endogenous variables, one is the mediator (i.e. innovation and the other is the dependent variable of the study (i.e. business performance). The model explains 34 percent variance in innovation due to disruptive leadership and 75 percent variance in business performance due to exogenous variables of the study (that reflected in the values of coefficient of determination  $R^2$ ). Whereas, the value of  $Q^2$  is 0.15 and 0.31 of innovation and business

performance that established the predictive relevance of the research framework (Henseler, Ringle, & Sarstedt, 2012). Additionally, the end result of PLS bootstrap procedure which approves the substantial association of disruptive leadership with business performance with a beta value of 0.70, t-value of 19.24 and p-value < 0.05, disruptive leadership with innovation with a beta value of 0.58, t-value of 14.12 and p-value < 0.05, and innovation with business performance with beta value of 0.25, t-value of 5.73 and p-value < 0.05. The results likewise verify the substantial indirect impact of the disruptive leadership on business performance through innovation with a beta value of 0.14, t-value of 5.35 and p-value < 0.05). Thus, all of the hypotheses of the research are dependent on the outcomes of the PLS-SEM findings.

Table 4: Hypotheses Results

Hypothesis	Beta	S.E	T Value	P Value	CI <sup>BCa</sup>		Decision
					Low	High	
DL -> BP	0.700	0.036	19.242	0.000	0.614	0.757	Supported
DL -> In	0.582	0.041	14.109	0.000	0.494	0.651	Supported
In -> BP	0.245	0.043	5.729	0.000	0.174	0.332	Supported
DL -> In -> BP	0.142	0.027	5.347	0.000	0.094	0.196	Supported

**Note:** DL = Disruptive Leadership, BP = Business Performance, In = Business Performance

\* Significance level < 0.05

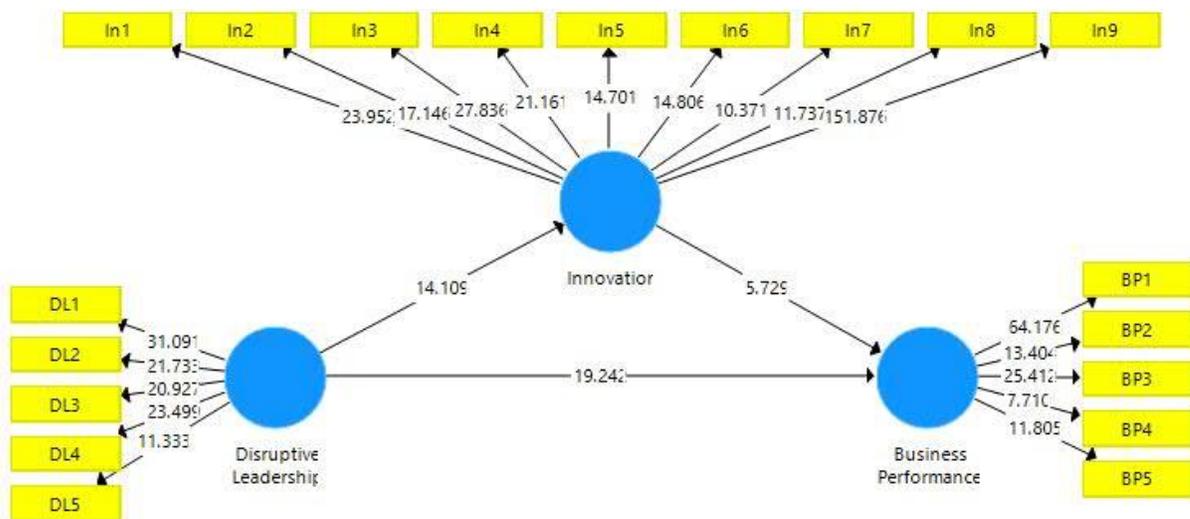


Figure 2: Estimations of Structural Model

## V. Discussions and Conclusion

This research aimed at exploring the relationship between information technology, innovation, and organizational performance with particular reference to the public sector organizations in Indonesia. The study has achieved all of its objectives. It has been revealed by the results that there was a positive and meaningful relationship between information

technology and organizational performance. It has been analyzed that through use of information technology, the publicly listed companies in Indonesia have improved their performance. Alternatively, no association was found between innovation and organizational performance with reference to Indonesia organizations. Additionally, significant relationship was observed among innovation and business performance. The research was effective in dealing with the established study aims. Nevertheless, potential research may carryout research in examining the various organizational factors and innovation for enhancing the functionality of the enterprise employing unique areas. Further research could be done with respect to this particular study. A comparative assessment could be done to assess the way in which business enterprise boost their performance by means of innovation, utilization of knowledge management approach. The emphasis of the research was on the hotel businesses. Thus, the potential research studies may concentrate on manufacturing industry and also come up with the contrast of results of service and manufacturing sector organizations. In order to develop the study much more significant, re-search could be done utilizing a blend of research method i.e. diverse research method such as questionnaires & secondary data. The research model may be extended using variables which are based on practices used in private or public or maybe some other kind of manufacturing companies. Practical a theoretical implication depending on the findings on the study are provided by the research study. The RBV theory partly supports the information technology and innovation leads to improving organizational performance. With the emphasis on public listed organizations in Indonesia, the analysis reveals that a positive effect is produced by info technology to enhance the functionality of the businesses and obtain competitive advantage. A vital instrument for efficient functioning is using innovation. On the other hand, workers also acquire edge by innovation to prevent lack of expertise. Additionally, innovation can also be used in collective functions like video conference.

### **Implications of the Study**

Regarding the managerial implications, this particular research might assist in enhancing the organizational performance showing disruptive leadership behaviors through introducing innovation in business operations. In an important time, when a lot of Thai hotels are changing into advanced services market, the unwanted delays in operation due to lack of innovation is frequently neglected. Especially, in the present Thai hotel industry, much more investment in innovation could boost the expectations and possibility of innovation output in shape of business performance. The latest model of disruptive leaders' management reduces the complexity and anxiety of workers at workplace by introducing the innovation process in general operations of organization. This research aimed to develop the influencing mechanism of innovation, reminds supervisors to analyze the outcome of disruptive leadership on revolutionary employee behavior that will also guide organizations to control and enhance guidance and restrictions on leadership. Additionally, this particular analysis is able to guide Thai hotel workers to boost their emotional intelligence to market innovative behavior. This study assessed in detail the facilitation impact of emotional intelligence on thought process of employees, that could help personnel in dealing with difficulties and pressure in originality, to handle emotional self-motivation and regulation much more properly inside the organizational design of managing rules and devote themselves to innovation with consistent as well as good mental state. Especially, for Thai hotel personnel's emotional intelligence is usually recognized by their past, given the continuous social and financial reforms. The innovative performance in turn might confirm the causal analysis in this particular research. Consequently, in innovation management activities, organizations must concentrate on how an employee can handle emotional management among Thai hotel employees and improve their emotional regulation and also self-motivation capability in the face of pressure and difficulties in work by perceiving disruptive behaviors of their leaders.

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