

The impact of different styles of 'leadership' and levels of 'organisational innovation' on 'organisational performance': a case of hospitality industry in Thailand

VISSANU ZUMITZAVAN¹, PhD and SARINTHREE UDCHACHONE²

Maharakham Business School

Maharakham University

Kantarawichai, Maharakham, 44150

THAILAND

[1vissanu.z@acc.msu.ac.th](mailto:vissanu.z@acc.msu.ac.th), [2sarinthree.u@acc.msu.ac.th](mailto:sarinthree.u@acc.msu.ac.th)

Abstract: -In the rapidly changing business environment, organisations call for managers capable of adopting innovative knowledge to participate in the digital era. In this research, a total of 419 completed questionnaires were received from managers of hotels in Thailand, exploring the relationship between the demographics of respondents, leadership styles, organisational innovation, and organisational performance. The findings indicate that leadership styles and organisational innovation are associated with organisational performance. In addition, results show that the association between leadership styles and organisational performance is mediated by the organisational innovation. Recommendations for future research and implementation are also discussed.

Key-Words: - Human Resource Management, Leadership Styles, Organisational Innovation, Organisational Learning, Organisational Performance, Personal Development

1 Introduction

The success of an organisation in the age of the dynamic marketplace is solidly connected to how innovative executives manage in the digital economy. Hagen and Lodha[1] endorsed the importance of managers' contribution in the highly competitive context of globalisation. Presently, academic researchers are suggesting that innovative organisations require innovative managers, whilst organisational innovation calls for invention, investigation and evaluation [2-4] they are also interested in the relationship between the role of leadership and the factors influencing organisational performance through organisational learning and organisational innovation.

Therefore, scholars have proposed the concepts of organisational learning to enhance performance [5, 6] in which managers encourage a learning environment within their organisations; knowledge needs to be distributed through every level of the organisation. In addition, in Small Business Enterprises (SMEs), managers are the key persons making day-to-day decisions, considered the most imperative drivers of success in enabling firms to achieve their organisational goals [7-9]. This confirms that the decisiveness of the manager is an essential contribution towards organisational success [10]. Furthermore, Daft[11] emphasised that leadership is one of the most significant aspects in

organisations seeking to transform themselves through organisational learning, with the purpose of encouraging organisational innovation. Similarly, Handy[12] stressed that managers play an important role in contributing knowledge and encouraging a learning environment in the organisation.

Hotels can be classified as a sub-category of SMEs, and the leadership of hotel managers is confirmed as a core competency in the hospitality industry [13]. The interconnections between leadership styles, organisational innovation and organisational performance can be developed. Moreover, recent academic researchers have found that different leadership styles may lead to different levels of organisational performance [14, 15]. At the same time, Mabey and Ramirez[16] proposed that different leadership styles can create different levels of organisational innovation.

More explicitly, scholars have indicated that leadership styles and innovation are important and interrelated variables contributing to organisational performance. Since appropriate leadership styles can lead to the creation of innovation within an organisation, maintaining customer satisfaction, there is a critical need to examine these relationships [17-20]. Leadership can be observed as a part of learning processes taking place through carrying out day-to-day responsibilities, and in turn influencing the creation of innovation and leading to an increase in organisational performance [16]. Hence, adopting

appropriate leadership styles can help to encourage learning in the organisation and this can lead to innovation and improvement in employees' skills, which in turn can improve organisational performance overall.

2 Research Background

The unit of study of this research is hotels in the hospitality industry in Thailand. Statistics from the Bank of Thailand and Ministry of Commerce show that the service sector represented approximately 52.3 per cent of the Gross Domestic Product (GDP) in 2012, clearly the largest sector [21, 22]. The growing numbers of tourists travelling all around the world will be boosted in Thailand by the *ASEAN Economic Community (AEC)* event in 2015. This increase in the numbers of inbound tourists visiting Thailand implies further growth in the service sector. Hence, for the development of organisations within the hospitality industry, how to meet customers' expectations must be understood [23].

According to the Resources Based View (RBV), internal capabilities enhance competitive advantage and performance. For example, Helfat and Raubitschek [24] found that a system of knowledge and learning increases competitive advantage through innovation and strategic linkage of products. More specifically, an emerging source of competitive advantage for service industries includes notions, skills and attitudes of their organisational members [25]. Certainly, development of a 'service quality' culture accounts for significant increase in competitive advantage in service organisations; this results from the practice of best training in human resource management (HRM) and from a strategic approach to implementation. Contributions from HRM are seen as the origin of competitive advantage. Helfat and Raubitschek also suggested high-performing service organisations actively engage in best practice across the areas of recruitment and selection, training and development, communication and team working [26]. Similarly, López-Gamero et al. [27] found that the hospitality industry, and especially the hotel sector, acquires competitive advantage through innovation. Their studies proved that organisations' resources and competitive advantage act as mediator variables for a positive relationship between environmental protection and financial performance. They also suggested that uncontrollable variables such as environment may influence levels of overall organisational performance.

Georgellis et al. [28] suggested that organisational innovation helps to contribute products and services, and is closely related to maintaining competitive advantage. Even though the system may be restricted by managers' prior experience, Brush and Chaganti [29] emphasised that managers' human capital is expanded through the introduction of systems of organisation. These systems might be adopted from formal training to address specific problems such as quality, or from customers or business support agencies, or from specific techniques such as HRM policies [30]. For example, the emphasis of organisational innovation such as changing the way people work, is on producing goods and services different from those of competitors. For example, Microsoft Australia emphasises values such as self-directed teamwork, information sharing, risk-taking, experimentation, tolerance of non-critical mistakes, tolerance of ambiguity and uncertainty as the tasks change rapidly, and a strong orientation towards the marketplace and clients [31]. Particularly, Hofstede [32] found that Thailand is one of the countries in which managers of SMEs can be classified as 'collectivist' as they are likely to work as a team; they favour 'high uncertainty avoidance' as they are not likely to take risks in business matters, and 'high power distance' as they tend to respect others according to hierarchical authority and seniority. This suggests that managers in different areas and types of business may have different management styles, including different ways of applying and encouraging predominant leadership styles and organisational innovation. Hence, it may be useful to study hotel managers in Thailand.

One of the challenges in the tourism and hospitality industry is that it is a people-business relationship requiring a large number of organisational members with innovative competencies to reach customers' needs [33]. This recognition is particularly relevant in Asia, where regulations are not as stringent as in other developed economies [33]. Shaw et al. [34] envisaged that in 2017 the greatest number of employees in the travel and tourism industry would be in Asia: China, India, Japan, Indonesia and Thailand respectively [33]. This clearly shows that Thailand is making the most of business opportunities in the service sector under the AEC. Thai businesses have good prospects following the gradual reduction in goods, services and trade facilitation, although the pace of liberalisation is slower than expected [35].

2.1 Originality of the Research

This research aims to investigate the relationship between demographics, leadership styles and organisational performance which may be mediated by organisational innovation. In particular, the unit of study is hotels in Thailand which has not previously been studied. Hence, the findings of this research can contribute to the body of knowledge for both academic researchers and practitioners.

2.2 Research Conceptual Framework



Fig.1 Research Conceptual Framework

Independent variables: The demographics of managers, number of employees and leadership styles. At the same time, the levels of innovation created in each organisation were investigated.

Dependent variable: Organisational performance the manager of each hotel was asked to evaluate their financial performance compared with other hotels in their sector.

Figure 1 illustrates the connection between leadership styles, innovation and organisational performance. These concepts are applied to explain the association between leadership styles, organisational innovation and organisational performance, given the unit of study, hotels and their survival in contemporary business in Southeast Asia, especially in Thailand. More specifically, in view of the forthcoming AEC event of 2015, consideration is focused on the continually growing numbers of tourists travelling all around the world. Hence, how to meet customers' expectations may be needed for the development of organisations.

3 Related Literatures

Macpherson and Holt [36] found that in small firms like those in the hospitality industry, resources are indispensable for opportunity recognition and innovation, while managerial resources are necessary to provide systems and processes to facilitate opportunity exploitation. Thus, development may be associated with the procedure through which knowledge is acquired and implemented [37]. Thus, the possession of knowledge may characterise the level of organisational performance [38]. Macpherson and Holt [36] studied the relationship between the transition of knowledge and organisational

performance. They found that the capabilities of the managers, their role in creating the organisation, or their relationship to their network, may affect the translation of knowledge into organisational performance. They considered managers' capabilities as acquirable assets whose ownership has a fundamental influence on organisational performance (i.e. subjective versus objective measures, see for example, [14, 15, 39, 40]).

Different traits of managers (i.e. gender, age, experience, and education) may lead to different levels of organisational performance. Although a variety of leadership concepts have been introduced [41], Burns [42] proposes that the most promising are transformational and transactional leadership. He suggests that transactional leadership is more commonplace than is transformational leadership, if less dramatic in its consequences. Bass [43], however, further develops the concepts of transactional and transformational leadership. He recognises them as two discrete theories and distinguishes their different features [44]. Bass [45] proposes that transformational managers are likely to make their employees trust, respect, and admire them by focusing on idealised influence, individualised consideration and inspirational motivation which, in turn, implies that they serve as a charismatic role model and express a creative vision. This style of leadership also suggests a need for intellectual stimulation, defined as questioning former assumptions and the status quo [46]. The transformational leadership style describes managers who tend to focus on higher motivation development and motivate their subordinates by inspiring them with a vision of the future [47].

Transformational leadership is composed of the following:

- inspirational motivation: providing followers with a sense of meaning and challenge in their work;
- intellectual stimulation: encouraging subordinates to question assumptions, discover new ideas and methods, and develop new perspectives;
- idealised influence: behaviours that subordinates attempt to follow; and
- individualised consideration: special consideration to each subordinate's needs for accomplishment and progression.

However, it has also been recommended that transactional leadership has a positive correlation with organisational innovation and organisational performance [4, 48-52]. It can be found that in the hospitality industry, the manager of the hotel needs to emphasise his/her vision and focus on customers and employees as individuals. Similarly, researchers

have established that there is a strong correlation between transformational and transactional leadership and a lower rate of turnover, higher levels of organisational performance and greater customer satisfaction [53-56].

As in the US economy, almost eighty per cent of Thailand's economy is service-based, and the quality of service is a major factor in consumers' perceptions and organisational performance [57]. To offer a high-quality service, Dong et al. [58] recommended that firms should concentrate on research and development as a core component of their strategies. Those organisations are on the leading edge of product development or service, and their capability to innovate and introduce new products or services is a new success factor. Innovation has become the most important factor in satisfying demanding consumers in today's technological world [59].

Ford and Evans [60] also found that organisational innovation could lead a business to greater levels of performance. However, organisational innovation is no longer strictly the purview of research and development departments; it is imperative for all characteristics of a business and all processes [28, 61-66]. For example, the Malcolm Baldrige National Quality Award concentrates on leadership and recognises it as a factor of performance excellence.

Similarly, Baldwin [67] highlights that Motorola's former CEO, Bob Galvin, made a habit of making quality the first item on the agenda of executive staff meetings, leaving the meeting before discussion of finance. If quality were taken care of, financial performance would follow. His leadership guided Motorola to become one of the first winners of the Malcolm Baldrige National Quality Award [60]. Hence, this suggests that the manager can apply appropriate leadership styles, to encourage organisational innovation and in turn create higher levels of organisational performance.

3.1 Research Question

The research is designed to answer the question 'To what extent are the leadership styles of hotel managers supportive of their business through organisational innovation?' This research question was generated to investigate the relationship between leadership styles, organisational innovation and organisational performance.

4 Sample and Data Collection

There are approximately 2,400 hotels registered in Thailand [68]. Samples were classified by the

stratified random sampling method, ensuring that they were equitably selected with different locations in various provinces. Prior to conducting the questionnaires, postal letters, e-mails, and telephone calls were made to arrange the time and to ascertain that these managers were willing to participate in the survey. Respondents were assured of the confidentiality of their answers.

Questionnaires were distributed to managers of selected hotels. Thailand was chosen to study because it is ranked by the tourists worldwide as one of the most desirable countries to visit [69]. Krejcie and Morgan's formula is commonly used to determine sample size [70]; their table shows that a population size of 2,400 requires a sample size of at least 331. Correspondingly, Ames [71] suggests that mail surveys are expected to have response rates of 11 to 15 per cent. In this research, therefore, questionnaires were sent out to 1,000 organisations. A total of 419 completed questionnaires were received, which amounted to a response rate of 41.90 per cent. This is an extremely positive response rate, which could improve the validity of the research and generalisability of the findings. More precisely, Hair et al. [72] suggest that a ratio of 5:1 is the standard to achieve to ensure that the data collected adequately reflects the phenomenon being studied; taking into account all the independent variables, a sample that is at least one-fifth of the target population size is required. Thus, the high response rate could further contribute to the representativeness of the data collected. In this research, nine independent variables were analysed: gender, age, work experience, education, number of employees, transformational leadership, transactional leadership, laissez-faire leadership and organisational innovation. In addition, to ensure reliability and validity, a pilot study was tested before conducting the actual questionnaire.

The questionnaire had four sections: demographics, leadership styles, organisational innovation and organisational performance. The first section comprised questions relating to gender, age, education and experience, with the number of employees as a controlled variable. The second and third sections used a 1-6 Likert scale [73] where 1 was the least and 6 was the most agreed. In the last section, managers were asked to evaluate their company's organisational performance by focusing on financial results through providing a percentage score against other organisations in their sector.

4.1 Reliability and Validity

The most frequently used method for calculating internal consistency is Cronbach's coefficient alpha

[74], which was applied to ensure the level of reliability. Therefore, as shown on Table I. the result showed that the levels of Cronbach's coefficient alpha for both leadership styles and organisational innovation are acceptable for an attitude scale.

Table I: Cronbach's Alpha, Reliability Coefficients (N = 419)

Variables	Cronbach's Alpha	Number of Items
Transformational Leadership	0.788	18
Transactional Leadership	0.794	6
Laissez-faire Leadership	0.734	3
Organisational Innovation	0.902	6
More Organisational Innovation		
Less Organisational Innovation	0.873	3

Internal validity refers to the extent to which the research design really allows the researcher to draw conclusions about the relationships among variables. In this research, using the quantitative approach, statistical techniques are applied to test the relationships among variables; in support, Burns [75] suggests that the standardised test is helpful in forming an important part of the body of necessary information. Hair et al. [72] recommended that the most common test for normality is the Kolmogorov-Smirnov test, which determines the level of significance of the differences from a normal distribution. The most commonly used significance level is 0.05. Hence, the organisational performance was tested for normality using this test (see Table II). The results indicated that a significant level of the sample is greater than 0.05, confirming that the sample has a normal distribution. This implies that the sample conforms to acceptable formats.

Table II: Test of Normality

	Kolmogorov-Smirnov	
	Number of Respondents	Sig.
Organisational Performance	418	0.077

H_0 : the sample is normal distribution.

H_1 : the sample is not normal distribution.

The result indicates that P-value is 0.077 which is greater than 0.050. Therefore, the null hypothesis cannot be rejected. This means that the sample is normal distribution.

In contrast, external validity reflects the degree to which the sample is actually representative of the population from which it is drawn. In this study, the respondents have been stratified based on the

location of their hotel to ensure that each sample from the different locations had an equal chance of being selected. A probability or random sample technique was then applied. This means that the samples were randomly selected, contributing further to the generalisability of the data gathered.

5 Data Analysis and Discussion

In the hierarchical form, the set of independent variables is entered cumulatively in the R^2 and partial regression and correlation coefficients are determined when each independent variable joins the others [76]. A full hierarchical procedure for a set of independent variables consists of a series of regression analyses, each with one more variable than its predecessor. The choice of a particular cumulative sequence of independent variables is made in advance, as emphasised by the purpose of the research. Moreover, the researcher should be guided by the theoretical foundation that originally led to the research question [77]. The higher the correlation between the independent and dependent variables, the better prediction equation they could provide [77, 78]. This research framework has three main groups of independent variables: Demographics of Respondents and Number of Employees; Leadership Styles; and Organisational Innovation. As a result, the relationship between independent and dependent variables was tested to attain the results precisely, and hierarchical regression analysis was applied.

5.1 Hypothesis

H_1 : The relationship between demographics, leadership styles, and organisational performance may be mediated by organisational innovation.

6 Findings

6.1 Mediation Testing

Table III: Coefficient (Standardised Coefficients of 1st and 2nd Equations)

Variables	Standardised Coefficients (1 st Equation)			Standardised Coefficients (2 nd Equation)		
	Sig	R ²	Adjusted R ²	Sig	R ²	Adjusted R ²
	Beta	Tolerance	VIF	Beta	Tolerance	VIF
	0.000	0.403	0.392	0.000	0.498	0.487
Number of Employees	0.001	0.973	1.028	- 0.009	0.972	1.029
Age	0.212	0.364	2.746	0.168	0.361	2.766
Gender	-0.003	0.992	1.009	-0.003	0.986	1.014
Education	0.112	0.975	1.026	0.075	0.961	1.040
Experience	- 0.010	0.377	2.650	- 0.002	0.377	2.650
Transformational	0.454	0.482	2.074	0.397	0.474	2.108
Transactional	0.119	0.497	2.012	0.111	0.497	2.013
Laissez-faire	- 0.068	0.977	1.024	- 0.058	0.976	1.025
Organisational Innovation	-	-	-	0.322	0.912	1.097

Dependent Variable: Organisational Performance

1st Equation: *Organisational Performance* = α *Number of Employees and Demographics of Respondents* + α *Leadership Styles*

2nd Equation: *Organisational Performance* = α *Number of Employees and Demographics of Respondents* + α *Leadership Styles* + α *Organisational Innovation*

Hair et al. [72] strongly suggest the adjusted R² in comparing models with different numbers of independent variables. The adjusted R² is also useful in comparing models with different data sets because it will compensate for the different sample size. Hence, in this research, the adjusted R² is considered for comparing two equations. It was found that the adjusted R² for the second equation is 0.487, which is greater than the adjusted R² of the first equation, 0.392. This indicates that the set of independent variables in the second equation explains the dependent variables more fully than the set of independent variables in the first equation. In addition, when adding the Organisational Innovation variable into the equation, the Beta Coefficient values of the Leadership Styles variables change. This suggests that the effect of Leadership Styles on Organisational Performance is mediated by Organisational Innovation. Hence, hypothesis I was accepted. It can be concluded that the relationship between demographics of managers, leadership styles, and organisational performance is mediated by organisational innovation.

7 Recommendations

The results suggest that the set of predictors is statistically associated with the dependent variable.

Moreover, findings indicate that the relationship between managers' demographics, leadership styles and organisational performance was mediated by organisational innovation. This suggests that it may be necessary to further investigate the extent to which leadership can or cannot be trained to sustain organisational innovation. Furthermore, the findings underline the fact that transformational and transactional leadership are associated with organisational performance. Hence, organisations may need to provide leadership programmes to encourage their managers to practise the predominant components of those leadership styles (i.e. encouragement through both on-the-job and off-the-job training; see for example, [79]). Effective leadership can be achieved through a suitable hospitality leadership development training programme, the results suggest that organisational innovation acts as a mediator. Therefore, any organisation desiring to improve its organisational performance may need to encourage its managers to maintain organisational innovation. Intrinsically, in encouraging organisational innovation, additional budgets may be required [80-82].

8 Implications and Future Research

There are several implications of these findings. First, the impact of leadership styles on organisational performance may need to be observed over a long period of time in a longitudinal study. Thus, time limitation is one of the difficulties in conducting this research.

Secondly, this research should also be conducted with employees, who have the most influence on customers' satisfaction; and on how customers perceive the service as organised by hotel managers

and executive teams. Managers' perspectives of leadership styles, organisational innovation and organisational performance may not be adequate to fully explain the environment of the hotel industry overall. However, the different perceptions of employees and customers may lead future researchers to attain more insightful information.

Thirdly, within a service industry, it appears that customer orientation is important in increasing a hotel's performance. Tajeddini and Trueman [83] highlighted 'putting the customers' interests first' to achieve long-term profits. Although, it is essential to recruit well-qualified and experienced managers and employees [84, 85], this research may not have fully revealed whether the respondents are well-trained, with wide experience in the hospitality industry. In terms of education, it is likely that managers with higher levels of education are better equipped to understand the meaning of customer orientation, as well as being able to put innovative ideas into practice.

Fourthly, as this study relies on the quantitative approach, it may not fully allow for a complete understanding of complex relationships in the organisation. More importantly, the study focuses on a cross-sectional sample of one specific business type, hotels in the hospitality industry, which limits the degree to which the researcher can make causal references regarding hypothesised relationships. Hence, it is essential to complement the quantitative methodology with qualitative methods, for instance in-depth interviews.

Finally, Krull et al. [86] emphasised the importance of cultural differences. For example, an investigation of Korean managers suggested that, contradictory to the self-serving bias, they are likely to accept responsibility for organisational members [87]. The attribution theory was largely based on experiments with US and European organisations [86, 88], while the Korean study recommends paying attention to building attribution theory predictions in non-Western societies, especially in countries with strong collectivist traditions. This is obviously consistent with the study of Hofstede [32], which suggested that Thai managers are more likely to be collectivist, with high uncertainty avoidance and power distance. This indicates that a repetition of this research in different areas and industries may be useful to acquire more in-depth understanding of the attributes of managers in different cultures.

9 Conclusion

This research explains the relationship between the demographics of managers, leadership styles, organisational innovation, and organisational performance. The findings suggest that transformational and transactional leadership are supportive to the organisation. In addition, organisational innovation acts as a mediator between the demographics of respondents, leadership styles and organisational performance. Hence, the empirical findings suggest that the set of predictors in this research can act as guidelines for managers to improve organisational performance overall.

Acknowledgements

We would like to thank the Mahasarakham Business School (MBS), Mahasarakham University for the funding, and in particular, Associate Professor Dr Phraprukbaramee Ussahawanitchakit, Professor Dr Jonathan Michie, and Associate Professor Dr Titinun Auamnoy for their unending support in strengthening the conceptual framework of the research.

References:

- [1] A. Hagen and S. Lodha, "How do CEOs perceive suggested new rules of global competitiveness in the twenty-first century," *American Business Review*, vol. 22, pp. 62-69, 2004.
- [2] L. Gumusluoglu and A. Ilsev, "Transformational Leadership, Creativity, and Organizational Innovation," *Journal of Business Research*, vol. 62, pp. 461-473, 4// 2009.
- [3] V. J. García-Morales, *et al.*, "Transformational Leadership Influence on Organizational Performance Through Organizational Learning and Innovation," *Journal of Business Research*, vol. 65, pp. 1040-1050, 2012.
- [4] D. I. Jung, *et al.*, "The Role of Transformational Leadership in Enhancing Organizational Innovation: Hypotheses and some preliminary findings," *The Leadership Quarterly*, vol. 14, pp. 525-544, 8// 2003.
- [5] K. A. Neuendorf, *The Content Analysis Guidebook*. Thousand Oaks CA: SAGE Publications, 2002.
- [6] G. J. Langley, *et al.*, *The improvement guide: a practical approach to enhancing organizational performance*: John Wiley & Sons, 2009.

- [7] T. J. Arnold, *et al.*, "Understanding retail managers' role in the sales of products and services," *Journal of Retailing*, vol. 85, pp. 129-144, 2009.
- [8] R. G. Netemeyer and J. G. Maxham III, "Employee versus supervisor ratings of performance in the retail customer service sector: differences in predictive validity for customer outcomes," *Journal of Retailing*, vol. 83, pp. 131-145, 2007.
- [9] M. I. Gomez, *et al.*, "Customer Satisfaction and Retail Sales Performance: An Empirical Investigation," *Journal of Retailing*, vol. 80, pp. 265-278, 2004.
- [10] S. Elbanna and J. Child, "The Influence of Decision, Environmental and Firm Characteristics on the Rationality of Strategic Decision-Making," *Journal of Management Studies*, vol. 44, pp. 561-591, 2007.
- [11] R. L. Daft, *Management*, 5th ed. Orlando, FL: Harcourt College Publishers, 2000.
- [12] C. Handy, "Managing the dream," in *Learning Organization*, S. Chawla and J. Renesch, Eds., ed Portland, OR: Productivity Press, Inc. , 1995, pp. 45-55.
- [13] B. G. Chung-Herrera, *et al.*, "A Competencies Model: Grooming Future Hospitality Leaders," *Cornell Hotel and Restaurant Administration Quarterly*, vol. 44, pp. 17-25, June 1, 2003 2003.
- [14] J. Michie and V. Zumitzavan, "The impact of 'learning' and 'leadership' management styles on organizational outcomes: a study of tyre firms in Thailand," *Asia Pacific Business Review*, vol. 18, pp. 607-630, 2012.
- [15] J. Michie and M. Sheehan-Quinn, "Labour Market Flexibility, Human Resource Management and Corporate Performance," *British Journal of Management*, vol. 12, pp. 287-306, 2001.
- [16] C. Mabey and M. Ramirez, "Does management development improve organizational productivity? A six-country analysis of European firms," *The International Journal of Human Resource Management*, vol. 16, pp. 1067-1082, 2005/07/01 2005.
- [17] R. Hadikin and M. O'Driscoll, *The bullying culture: Cause, effect, harm reduction.*, Melbourn, Australia: Midwives, 2000.
- [18] B. J. Tepper, "Consequences of Abusive Supervision," *Academy of Management Journal*, vol. 43, pp. 178-190, 2000.
- [19] K. J. Harris, *et al.*, "An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of the relationship," *Leadership Quarterly*, vol. 18, pp. 252-263, 2007.
- [20] S. KUNDU, *et al.*, "E-banking process standardization—An evaluation of customer perception and satisfaction," *WSEAS Transactions on Business & Economics*, vol. 9, 2012.
- [21] Bank of Thailand. (2012, 1 August). *Thailand at a Glance* Available: http://www.bot.or.th/English/EconomicConditions/Thai/genecon/Pages/Thailand_Glance.aspx
- [22] Ministry of Commerce. (2012, 1 August). *Foreign Trade Statistics of Thailand*.
- [23] A. Camarda, *et al.*, "The management of changing the attitudes of the factors involved in the tourism industry," *WSEAS Transaction in Business and Economics*, vol. 7, pp. 201-210, 2010.
- [24] C. E. Helfat and R. S. Raubitschek, "Product sequencing: co-evolution of knowledge, capabilities and products," *Strategic Management Journal*, vol. 21, pp. 961-979, 2000.
- [25] M. SAMANOVIC, *et al.*, "Influence of Various Business Regulations on the Amount of Foreign Direct Investments," *WSEAS TRANSACTIONS on BUSINESS and ECONOMICS*, vol. 8, 2011.
- [26] V. Browning, *et al.*, "Realising Competitive Advantage through HRM in New Zealand Service Industries," *The Service Industries Journal*, vol. 29, pp. 741-760, 2009.
- [27] M. D. López-Gamero, *et al.*, "The whole relationship between environmental variables and firm performance: Competitive advantage and firm resources as mediator variables," *Journal of Environmental Management*, vol. 90, pp. 3110-3121, 2009.
- [28] Y. Georgellis, *et al.*, "Entrepreneurial Action, Innovation and Business Performance: The Small Independent Business," *Journal of Small Business and Enterprise Development*, vol. 7, pp. 7-17, 2000.
- [29] C. G. Brush and R. Chaganti, "Businesses without glamour? An analysis of resources on performance by size and age in small service and retail firms," *Journal of Business Venturing*, vol. 14, pp. 233-257, 1999.
- [30] M. Q. Patton, *Qualitative Research & Evaluation Methods*: SAGE Publications, 2002.
- [31] F. Graetz, *et al.*, "Managing Organisational Change: Organisational Change—Management," *Industrial Management*, 2011.
- [32] G. H. Hofstede, *Culture's Consequences: Comparing Values, Behaviors, Institutions and*

- Organizations Across Nations*. Thousand Oaks: Sage, 2001.
- [33] R. A. Smith and J. Siguaw, *Strategic Hospitality Leadership: The Asian Initiative*: Wiley.com, 2011.
- [34] G. Shaw, *et al.*, "Aspects of service-dominant logic and its implications for tourism management: Examples from the hotel industry," *Tourism Management*, vol. 32, pp. 207-214, 2011.
- [35] EIC, "Insight: Business opportunities for service sector under AEC," in *Business opportunities for service sector under AEC*, S. Amornvivat, *et al.*, Eds., ed: SCB, 2012.
- [36] A. Macpherson and R. Holt, "Knowledge, learning and small firm growth: a systematic review of the evidence," *Research Policy*, vol. 36, pp. 172-192, 2007.
- [37] E. A. Brown and S. W. Arendt, "Perceptions of transformational leadership behaviors and subordinates' performance in hotels," *Journal of Human Resources in Hospitality & Tourism*, vol. 10, pp. 45-59, 2010.
- [38] R. Goffee and R. Scase, *Corporate realities: The dynamics of large and small organisations*: Routledge London, 1995.
- [39] D. E. Guest, *et al.*, "Human resource management and corporate performance in the UK," *British journal of industrial relations*, vol. 41, pp. 291-314, 2003.
- [40] T. D. Wall, *et al.*, "On the validity of subjective measures of company performance," *Personnal Psychology*, vol. 57, pp. 95-118, 2004.
- [41] B. Slagsvold and A. Sørensen, "Age, Education, and the Gender Gap in the Sense of Control," *The International Journal of Aging and Human Development*, vol. 67, pp. 25-42, 2008.
- [42] J. M. Burns, "Leadership New York," *Harper and Row Publishers*, 1978.
- [43] B. M. Bass, *Leadership and Performance Beyond Expectations*: The Free Press, 1985.
- [44] T. A. Judge and R. F. Piccolo, "Transformational and Transactional Leadership: A Meta-Analytic Test of their Relative Validity," *Journal of Applied Psychology*, vol. 89, p. 755, 2004.
- [45] B. M. Bass, *Leadership and Performance beyond Expectations* New York: Free Press and London: Collier Macmillan, 1985.
- [46] B. J. Avolio and B. M. Bass, "Individual Consideration Viewed at Multiple Levels of Analysis: A Multi-Level Framework for Examining the Diffusion of Transformational Leadership," *The Leadership Quarterly*, vol. 6, pp. 199-218, 1995.
- [47] B. M. Bass, *et al.*, "The transformational and transactional leadership of men and women," *Applied Psychology*, vol. 45, pp. 5-34, 1996.
- [48] G. I. Butnaru and C. Balcan, "Characteristics of Strategic Management in Innovation in the Field of Hotel Services in Romania," *International Journal of Academic Research in Business and Social Science*, vol. 2, pp. 428-442, 2012.
- [49] R. Matikiti, *et al.*, "An Empirical Evidence on the Usage of Internet Marketing in the Hospitality Sector in an Emerging Economy and its Relationship to Profitability," *International Review of Social Sciences & Humanities*, vol. 4, 2012.
- [50] P. Connolly and G. McGing, "High performance work practices and competitive advantage in the Irish hospitality sector," *International Journal of Contemporary Hospitality Management*, vol. 19, pp. 201-210, 2007.
- [51] B. P. Niehoff, *et al.*, "The impact of top-management actions on employee attitudes and perceptions," *Group & Organization Management*, vol. 15, pp. 337-352, 1990.
- [52] S. A. Eisenbeiss, *et al.*, "Transformational leadership and team innovation: integrating team climate principles," *Journal of Applied Psychology*, vol. 93, p. 1438, 2008.
- [53] B. J. Avolio and B. M. Bass, *Developing Potential across a Full Range of Leadership: Cases on transactional and transformational leadership*. Mahwah, NJ: Psychology Press, Lawrence Erlbaum Associates, 2002.
- [54] C.-Y. Tseng, *et al.*, "Configuration of innovation and performance in the service industry: evidence from the Taiwanese hotel industry," *The Service Industries Journal*, vol. 28, pp. 1015-1028, 2008.
- [55] M. Ottenbacher, *et al.*, "An investigation of the factors affecting innovation performance in Chain and independent hotels," *Journal of Quality Assurance in Hospitality & Tourism*, vol. 6, pp. 113-128, 2006.
- [56] H. Pechlaner, *et al.*, "Leadership and innovation processes—development of products and services based on core competencies," *Journal of Quality Assurance in Hospitality & Tourism*, vol. 6, pp. 31-57, 2006.
- [57] Ministry of Commerce. (2013, 1 August). *Foreign Trade Statistics of Thailand*. Available:

http://www2.moc.go.th/main.php?filename=index_design4

- [58] B. Dong, *et al.*, "The Effects of Customer Participation in Co-Created Service Recovery," *Journal of the Academy of Marketing Science*, vol. 36, pp. 123-137, 2008.
- [59] Z.-Y. LEE, *et al.*, "Customer Needs and Technology Analysis in New Product Development via Fuzzy QFD and Delphi," *WSEAS Transactions on Business & Economics*, vol. 9, 2012.
- [60] M. W. Ford and J. R. Evans, "Baldrige Assessment and Organizational Learning: The Need for Change Management," *Quality Management Journal*, vol. 8, pp. 9-25, 2001.
- [61] F. Damanpour, "Organizational innovation: A meta-analysis of effects of determinants and moderators," *Academy of management journal*, vol. 34, pp. 555-590, 1991.
- [62] D. Esty and A. Winston, *Green to gold: How Smart Companies Use Environmental Strategy to Innovate, Create value, and Build Competitive Advantage*: John Wiley & Sons, 2009.
- [63] K. R. Smerecnik and P. A. Andersen, "The diffusion of environmental sustainability innovations in North American hotels and ski resorts," *Journal of Sustainable Tourism*, vol. 19, pp. 171-196, 2011.
- [64] S. Sutthijakra, "Managing service subsidiaries through an innovation perspective: a case of standard interpretation in multinational hotels," *The Service Industries Journal*, vol. 31, pp. 545-558, 2011.
- [65] L. Fuglsang, *et al.*, "Dynamics of experience service innovation: innovation as a guided activity—results from a Danish survey," *The Service Industries Journal*, vol. 31, pp. 661-677, 2011.
- [66] A. Ladkin and K. Weber, "Leadership Issues and Challenges in the Tourism Industry: A Hong Kong Perspective," *Asia Pacific Journal of Tourism Research*, vol. 16, pp. 273-288, 2011.
- [67] T. T. Baldwin, *et al.*, "The evolution of learning strategies in organizations: From employee development to business redefinition," *The Academy of Management Executive*, vol. 11, pp. 47-58, 1997.
- [68] National Statistic Office, "Tourism: Hotel and Guesthouse," The Ministry of Information and Communication Technology, Bangkok, Thailand 2012.
- [69] Thai Ministry of Transport, "Population figures.," ed: Thai Ministry of Transportation, 2012.
- [70] R. V. Krejcie and D. W. Morgan, "Determining Sample Size for Research activities," *Educ Psychol Meas*, 1970.
- [71] P. C. Ames, "Gender and Learning Style Interactions in Students' Computer Attitudes.," *Journal of Educational Computing Research*, vol. 28, pp. 231-244, 2003.
- [72] J. Hair, *et al.*, *Multivariate data analysis: a global perspective*: Pearson Education, 2010.
- [73] T. Auamnoy, "Statistics and SPSS for 21st Century Research," ed. Bangkok, Thailand: Chulalongkorn University., 2002.
- [74] M. N. K. Saunders, *et al.*, *Research Methods for Business Students*: Financial Times/Prentice Hall, 2009.
- [75] R. B. Burns, *Introduction to Research Methods*, 4th ed. London: Sage Publications 2000.
- [76] J. B. Todman and P. Dugard, *Approaching multivariate analysis: An introduction for psychology*: Psychology Press, 2007.
- [77] A. W. Kerr, *et al.*, *Doing Statistics With SPSS*: SAGE Publications, 2002.
- [78] S. Kerr and J. M. Jermier, "Substitutes for leadership: Their meaning and measurement," *Organizational behavior and human performance*, vol. 22, pp. 375-403, 1978.
- [79] J. Ho, "Creating A Hospitality Leadership Development Training Program For a Country Club," Master of Hospitality Administration, Hospitality Administration, University of Nevada Las Vegas, 2012.
- [80] F.-L. Liu, "Study on China's Single-Star Hotel Business Situation and Development Strategy," *Research Journal of Applied Sciences, Engineering and Technology*, vol. 5, pp. 2908-2913, March 25, 2013 2013.
- [81] Y. Chen and J. Zhu, "Measuring information technology's indirect impact on firm performance," *Information Technology and Management*, vol. 5, pp. 9-22, 2004.
- [82] M. I. Salwani, *et al.*, "E-commerce usage and business performance in the Malaysian tourism sector: empirical analysis," *Information Management & Computer Security*, vol. 17, pp. 166-185, 2009.
- [83] K. Tajeddini and M. Trueman, "Managing Swiss Hospitality: How cultural antecedents of innovation and customer-oriented value systems can influence performance in the hotel industry," *International Journal of Hospitality Management*, vol. 31, pp. 1119-1129, 2012.

- [84] L. Y. Sin, *et al.*, "An analysis of the relationship between market orientation and business performance in the hotel industry," *International Journal of Hospitality Management*, vol. 24, pp. 555-577, 2005.
- [85] D. T. Donovan, *et al.*, "Internal Benefits of Service-Worker Customer Orientation: Job Satisfaction, Commitment, and Organizational Citizenship Behaviors," *Journal of Marketing*, vol. 68, pp. 128-146, 2004.
- [86] D. S. Krull, *et al.*, "The fundamental attribution error: Correspondence bias in individualist and collectivist cultures," in *Personality and Social Psychology Bulletin*. vol. 25, ed, 1999, pp. 1208-1219.
- [87] R. M. Steers, *et al.*, "Cross-Cultural Management Research The Fish and the Fisherman," *Journal of Management Inquiry*, vol. 1, pp. 321-330, 1992.
- [88] F. J. Smith, "Work attitudes as predictors of attendance on a specific day," *Journal of applied psychology*, vol. 62, p. 16, 1977.