

MY LEADER IS INNOVATIVE AND SO AM I: COLLECTIVISM AS A MODERATOR IN THE CONTEXT OF HOSPITALITY INDUSTRY

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Abstract

This study has a purpose to examine the relationship between leader's entrepreneurial ability and innovative work behavior, as well as the moderating effect of collectivism on that relationship. The unit of analysis was 317 hotels, each represented by a hotel manager. The data was processed using SEM-PLS. We found the result that leader's entrepreneurial ability has positive effect on innovative work behavior. Collectivism is also revealed to have moderating effect on the relationship between leader's entrepreneurial ability and innovative work behavior. The relationship is stronger when the hotel team has higher tendency towards collectivism. These findings add insights towards innovation literature, especially focus on seeing the innovative work behavior from the perspective of collectivist country such as Indonesia. This study provides empirical proof of the impact of collectivism towards the relationship between leadership and innovation which will be an interesting addition towards the organizational culture literature.

Keywords: Collectivism, Hotel, Leader's Entrepreneurial Ability; Innovative Work Behavior

INTRODUCTION

Innovativeness is regarded to be one of the driving forces in ensuring good performance in organizations (Oktavio et al., 2019). Innovative organizations can create new practices in delivering their business processes (Kavadias & Ulrich, 2020), and come up with new products development with high market values (La Rocca et al., 2016). Even though some researchers stated that innovation is shaped by organizational (Fan et al., 2021; Gorzelany et al., 2021; Jena & Memon, 2018), but Czajkowski et al. (2014) argued that innovation originates from the human capital within an organization. This is plausible, since the creators and implementers of innovation are human beings. Therefore, innovative work behavior of the workers becomes a major concern for organizations seeking to achieve good performances.

Previous studies stated that leadership is a key role in shaping innovative work behavior (Karimi et al., 2023; Nurmala & Widyasari, 2023). A leader's ability to balance between transforming workers into leaders and the use of rewards and punishments with the emphasis of fairness and ethical conduct towards the workers will reinforce the workers' innovative behavior (Jin et al., 2022; Li et al., 2019; Liu et al., 2023; Mostafa et al., 2021). This indicates that innovative work behavior can actually be shaped by a capable leader (Khan et al., 2020). In other words, the need of a capable leader in an organization is stronger than the need of recruiting a lot of creative or innovative workers, since this behavior can be shaped by the leader. Cao et al. (2022) stated that human resources within an organization are the ones responsible for innovation instead of a system. Furthermore, it is stated that when the workers feel that innovation is encouraged, their innovative behavior in the workplace, or innovative work behavior, will also be exhibited more.

Therefore, organizations need to be clear on what kind of ability that the leader should have. Schweitzer (2014) stated that leaders need to possess a ability of creating a continuous change in an organization to create competitive advantage strategically with the emphasis on innovation. This leader should be able to anticipate the future, plan the action accordingly while maximizing the use of organization's resources to achieve the future goal of the organization (DiLiello & Houghton, 2006). Liñán (2008) portrayed this ability as entrepreneurial ability. It can be assumed that an organization needs a leader with entrepreneurial ability to stimulate innovation within the organization to achieve its goals.

As a mean of achieving goals, leaders with entrepreneurial ability will try to foster employee creativity as well as operational efficiency by creating an environment where innovation is encouraged (Cai et al., 2019; Oktavio et al., 2019). Innovation itself has been found to have positive effect on organizational performance in the sense that it creates new ways of solving problem, new products, and efficiency in service delivery (Gomes et al., 2022; Stenberg, 2017; Walker et al., 2011). Therefore, creating this environment is mandatory for leaders to be able to achieve good performance.

In consideration of the foregoing, this study believes that innovative work behavior is achieved by focusing on strengthening organization's internal factor such as leadership. However, there is also external factor affecting innovation such as culture (Deckert & Schomaker, 2022; Tehseen et al., 2021). Xie & Paik (2019) found that different culture produces different result in innovation. Some culture will strengthen innovation, and some will weaken it. Gorodnichenko & Roland (2012) stated that whether a culture is more individualist or collectivist in nature will determine the rate of innovation within a country, although it could not be found an empirical study regarding this matter, especially from the view point of collectivist country.

This research focuses on the relationship between leader's entrepreneurial ability and innovative behavior from the perspective of Indonesian hotel industry landscape. Indonesia leans towards collectivism with a culture called gotong royong. Gotong royong has developed in the civilization of the Indonesian people for a long time, deeply rooted in the lives of many Indonesian cultures (Simarmata et al., 2020). Until now, gotong royong has become synonymous with one of the cultural values of the Indonesian nation which emphasizes collectivism. This culture means working together to achieve a certain goal. Therefore, this study would like to see whether the collectivism has tendency to hind innovation, specifically innovative work behavior exhibited by Indonesian hotel workers.

The findings of this research will add insights towards innovation literature, because this study focuses on seeing the innovative work behavior from the perspective of collectivist country such as Indonesia. This study also aims to provide empirical proof of the impact of collectivism towards the relationship between leadership and innovation which will also be an interesting addition towards the organizational culture literature.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Figure 1 below reflects that leader's entrepreneurial ability is highly valued by hotel workers because it could be encouraging innovative work behavior.

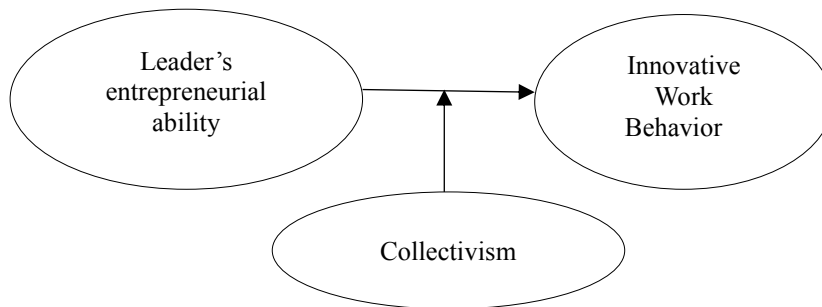


Figure 1: Research Model

Leader's Entrepreneurial Ability and Innovative Work Behavior

Previous researchers stated that a leader plays an important key in shaping innovation climate in an organization (Eustace & Martins, 2014; Hoang et al., 2021; Koziol-Nadolna, 2020). In doing so, the leader continuously motivates the workers to be able to innovate which have positive impacts towards the companies (Cai et al., 2019; Karimi et al., 2023). Workers who are motivated to innovate continuously will try to create more and better innovation (Oktavio et al., 2019). Workers will create better innovation because they will be accustomed to planning and implementing new ways in doing the job or creating valuable new products.

Utoyo et al. (2020) stated that a leader with entrepreneurial ability seeks to innovate by exploring or exploiting both organization's internal and external environment. When communicated properly, it will become a model for the workers. Based on social learning theory, the workers will follow this leader's behavior resulting in the increase in tendency to innovate, exhibiting innovative work behavior.

Hypothesis 1: Leader's entrepreneurial ability has positive effect with innovative work behavior

Collectivism as a Moderator

Social culture as an external factor of organization has a certain positive interaction effect to the relationship between leadership and innovation (Kamaruddeen et al., 2018). A few social culture will strengthen the tendency to innovate, while others will weaken it. Gorodnichenko & Roland (2012) in their research found an interesting subject regarding culture and innovation. They described that countries with higher collectivism traits tend to less innovate more than those with higher individualism traits. A culture with strong individualism traits will reward innovation individually, triggering the willingness to innovate to achieve the reward (Gorodnichenko & Roland, 2011). On the other hand, the collectivist culture will possess a more efficient work rhythm (McAtavey & Nikolovska, 2010). Innovation is not regarded as

much compared to individualist culture. However, it is easier for organization to mobilize the workers to achieve certain goal, since the willingness to cooperate is higher.

The research findings of Kamaruddeen et al. (2018), which stated that social culture moderates the relationship between leadership and innovation, indicate that collectivism could also moderate the same relationship. In this study context, collectivism could moderate the relationship between leader's entrepreneurial ability and innovative work behavior. Since Indonesia is a country with high tendency towards collectivism, the moderation effect of collectivism should strengthen the relationship.

Hypothesis 2: When workers possess high collectivism, the relationship between leader's entrepreneurial ability and innovative work behavior will be stronger.

METHODS

The unit of analysis of this research is 317 hotels which are located in Indonesia. Each hotel will be represented by an operations manager; considering that this manager represents hotel as an organization. Hotel operations managers usually operate directly under the hotel general manager as the strategic leader. Operations managers are often invited to strategic meetings by the strategic leader. Therefore, they are exposed to the strategic leadership exhibited by their leaders. Hotel operations manager is also the one who interacts daily with the hotel team, enabling this manager to identify certain behavior and nature exhibited by the team. These managers were contacted prior to the data collection period (May-September 2022) with explanations regarding the research purpose as well as the procedure. In reducing common method bias (Podsakoff et al., 2003), the identity of managers will not be published. Furthermore, the data was analyzed using Structural Equation Modeling (SEM) approach.

Measures

All variables are assessed using self-report measures on a five-point scale ranging from strongly disagree to strongly agree. The questionnaire has been adjusted to hotel context. The measurement of leader's entrepreneurial ability was adopted from Liñán (2008) with the composite reliability score of 0.858. An instrument that developed by Scott & Bruce (1994) was using to measure innovative work behavior. This instrument has the Cronbach's Alpha score of 0.89, ensuring its reliability. Finally, collectivism was measured using an instrument developed by Clugston et al. (2000) with the Cronbach's Alpha score of 0.77 indicating that the instrument is reliable.

RESULTS

Table 1 shows the indicators of each variable that have positive numbers and loading factors score > 0.5. This shows that each indicator measures its respective variable well

Table 1: Loading Factor Scores

Leader's Entrepreneurial Ability	Loading Factor	Innovative Work Behavior	Loading Factor	Collectivism	Loading Factor
LEA1	.79	IWB1	.91	C1	.84
LEA2	.96	IWB2	.88	C2	.87
LEA3	.84	IWB3	.77	C3	.84
LEA4	.86	IWB4	.94	C4	.93
LEA5	.92	IWB5	.90	C5	.88
LEA6	.83	IWB6	.89	C6	.91
LEA7	.85				

Source: SmartPLS output

Furthermore, Table 2 presents the calculation of the AVE score and composite reliability. All of the AVE scores are greater than 0.5, indicating that the variance captured by each construct is greater than the variance that was generated from measurement error. Therefore, it can be concluded that each construct has good validity score. Meanwhile, the results for composite reliability for each construct has good internal consistency reliability. It can be concluded that the scales used in this research can measure the constructs effectively

Table 2: AVE and Composite Reliability

Constructs	AVE	Composite Reliability
Leader's Entrepreneurial Ability	0.87	0.91
Innovative Work Behavior	0.82	0.93
Collectivism	0.83	0.91

Source: SmartPLS output

After conducting the outer model tests, Table 3 describes the result of hypothesis test. Based on Table 3, leader's entrepreneurial ability has positive and significant effect with innovative work behavior. In other words, when leader has better entrepreneurial ability, the workers will tend to exhibit more innovative work behavior. This result supports the hypotheses 1 which stated that leader's entrepreneurial ability is positively related to innovative work behavior of hotel workers. Meanwhile, hypothesis 2 proposes that collectivism will moderate the relationship between leader's entrepreneurial ability and innovative work behavior, in which this relationship will be stronger when the hotel team possesses high tendency towards collectivism. Our findings support the hypothesis. There is a moderation effect on the relationship between leader's entrepreneurial ability and innovative work behavior. However, the effect is positive. Therefore, it can be said that collectivism moderates the relationship between leader's entrepreneurial ability and innovative behavior, in which the relationship will be stronger when the hotel team possess high tendency towards collectivism.

Table 3: Hypothesis Test

Variable	Coefficient	Standard deviation	t-Statistic	Remarks
Leader's entrepreneurial ability → Innovative work behavior	0.89	0.66	21.15	Significant
Collectivism * Leader's entrepreneurial ability → Innovative work behavior	0.10	0.11	4.26	Significant

Source: SmartPLS output

DISCUSSION

Innovation is regarded to be a key in achieving good organizational performance (Walker et al., 2011). It has to be noted that the creators and implementers of innovations are human beings (Czajkowski et al., 2014). Therefore, understanding the predictors of innovative work behavior is crucial for organizations as well as relevant in entrepreneurship research. This research highlighted the relationships between leaders' entrepreneurial ability and innovative work behavior with regard to collectivism. This study initial thoughts were that there would be significant and positive relationship between that two constructs, and collectivism would moderate it's the relationship where the stronger collectivism is, the stronger the relationship becomes. The results suggest that hotels with leaders possessing good entrepreneurial ability creates an environment where hotel managers feel supported in creating innovation. This is in line with the findings of previous researchers which state that leaders with entrepreneurial ability will create an environment encouraging innovation in the organizations in which they work (Cai et al., 2019; Karimi et al., 2023; Utoyo et al., 2020). When the managers feel supported to innovate, they will create an internal innovation environment in the hotels they work for. This will encourage the innovative work behavior of the hotel team (Cai et al., 2019; Karimi et al., 2023). Utoyo et al. (2020) stated that a good leader tends to innovate more by developing or expanding both products and services of an organization. This behavior will then be learned by the subordinates and they will also tend to come up with more innovation (Oktavio et al., 2019).

In the hotel industry in Indonesia, strategic leader such as general managers rely on summary reports prepared by hotel managers who work under the general manager, one of whom is the operations manager. Therefore, it is difficult for the leader to understand the specific details of the problems, chances, and decisions made by the managers, unless it is critical. Thus, leaders with good entrepreneurial ability often delegates the decision making process and problem solving activities to the managers who are directly involved in daily hotel activities, including coming up with new ways of fixing problems or getting the work done more efficiently. Then, the leaders monitor the team performance using periodical reports.

Given this opportunity, the hotel manager will have freedom in coming up with new ways to handle problems, creating more efficient service flow, or even suggesting new menus based on guests' preference. Therefore, the manager will perceive that the organization as a whole supports this manager in creating innovation. It has to be noted, however, that the new ideas or

innovation will have to be submitted to the leader to be approved before it can be implemented. When this cycle happens, it can be said that the innovation environment in this hotel has been created. The innovation environment established will not only affect the hotel manager but also the hotel team because hotel managers work in a close proximity to the hotel team. They are involved directly in conducting briefings, evaluations, and even the daily operational activities. Therefore, managers will be able to communicate their innovative ideas directly to the hotel team using briefings and evaluations, and show the team directly how it is done by performing actionable steps in front of the team. The innovation environment will also encourage the hotel workers to come up with innovative ideas and present them to the managers during briefing or evaluation. As this behavior is encouraged, the team will get better ideas in time since it is practiced often. In other words, leader's entrepreneurial ability helps shape the innovative work behavior of the hotel worker. Contrary to the statement of Gorodnichenko & Roland (2011), this research finding also indicates that collectivism strengthens the relationship between leader's entrepreneurial ability and innovative work behavior. It has to be noted from previous researchers such as Gorodnichenko & Roland (2012) which was explained regarding collectivism as a culture in country level. What this research used was a collectivism scale which measures it in organization level. This might lead to the difference in result.

Another possible explanation regarding the moderation effect of collectivism is the nature of hotel industry, which is quite different from other industries. Workers will create more innovation when there are rewards for the deed. In this scenario, an individual who successfully created an innovation will be rewarded for the achievement. However, in hotel industry, specifically in Indonesia, rewards are given towards all of the hotel team members equally in the form of service charge. This is usually done to encourage teamwork. Therefore, the whole team will get higher service charge as well, which is distributed equally. This specific nature of hotel industry in Indonesia will encourage collectivism in the workplace. When an individual has an innovative idea, the whole team will support the idea to get the reward. These innovative ideas will be present more when a leader has good entrepreneurial ability as it was explained before, and collectivism will strengthen the relationship between the two constructs, since the whole team will back these innovative ideas to get higher service charge.

CONCLUSION

The aim of this research is to examine the relationship between leader's entrepreneurial ability and innovative work behavior as well as the moderation effect of collectivism on the relationship between leader's entrepreneurial ability and innovative work behavior. Apart from the moderation effect, the results support the findings of previous researchers.

In the context of hotel industry in Indonesia, actions to strengthen collectivism have to be taken. This is because collectivism will strengthen the relationship between leader's entrepreneurial ability and innovative work behavior. In other words, when the hotel team has higher tendency towards collectivism, the number of innovative ideas or even innovation will also increase, given the leader has strong entrepreneurial powers.

This research provides interesting additions towards innovation literatures and organizational culture literatures, in the sense that we provide empirical evidence on the moderation effect of collectivism towards the relationship between leadership and innovation constructs. It also strengthens previous research findings regarding entrepreneurship and innovation constructs as well as the relationship between those constructs.

Limitations and Further Study Recommendations

This research has its own limitations. First, this research collected the sample using cross-sectional method. This creates a barrier in determining the causal effects between the constructs used in this research. Further research could be collecting data in longitudinal design to address this issue. Second, the sample collected in this research is limited to hotel in Indonesia. Therefore, the result cannot be generalized to the global hotel industry. Thus, further research should look at adding hotel industry in another country. Third, it is also advised that further research should add reward such as benefits or service charge as a moderating variable besides collectivism to find empirical evidence on why collectivism strengthens the relationship between leader's entrepreneurial ability and innovative work behavior.

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