

# The Mediating Effect of Innovation on Organisational Culture and Hotel Performance: A Proposed Theoretical Framework

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## ABSTRACT

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*This study aims to propose the theoretical framework of the mediating effect of innovation on the relationship between organisational culture and hotel performance in Malaysia. To the best of the researcher's knowledge, little is known about the role of innovation effect in the relationship between the components of organisational culture using the Competing Values Framework and hotel performance in Malaysia. Therefore, this study will determine which types of culture lead to innovation and improve performance. The use of Resource-Based View theory and its justifications among studies on the proposed framework are highlighted. A three-phased process to create this framework begins with a detailed explanation of the literature related to every component of Organisational Culture as a factor influencing hotel performance. Then, the framework inserts innovation as a strategy to improve hotel performance. Finally, innovation as a mediator between the relationship between each component of Organisational Culture and hotel performance is explained. The primary data will be gathered through a questionnaire survey sent to all the general managers of the 234 four- and five-star hotels listed on the official website of the Ministry of Tourism and Culture. The data will be analysed using SPSS and PLS-SEM. The significance of this study will support the government and the relevant organisations in developing a suitable culture related to improving and developing the hospitality industry. Furthermore, the finding will help property owners, industry players, and academicians understand the key factors that should be encouraged in order to improve organisations' performance and contribute to the literature by providing managers with practical knowledge about the significant effect of innovation on hotel performance in Malaysia.*

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# 1. INTRODUCTION

The tourism industry is one of the world's fastest-developing industries. (Balli et al., 2021). It is recognised as a significant economic growth driver (Henderson, Avis, & Tsui, 2018; Nepal, Irsyad, & Nepal, 2019), accounting for 10.2% of the world's total gross domestic product (Langford & Weissenberg, 2018). Tourism is also classified as the fifth-biggest industry in the world (Roper, 2018). Being one of the most popular tourist destinations, tourism is becoming a crucial sector for Malaysia. When travellers spend money in hotels, restaurants, and entertainment facilities, the hospitality business makes a significant contribution to the local economy. Tourist expenditures on retail goods, pharmaceuticals, and locally produced crafts and souvenirs indirectly support national economies. In addition, the hospitality industry is responsible for 313 million jobs worldwide, representing 9.9% of total global employment (WTTC, 2018). Tourism Malaysia, an agency under the Ministry of Tourism, recorded an increase in both domestic and international travel to Malaysia (refer to Figure 1). However, the numbers have dropped due to the COVID-19 pandemic, which forces the government to impose travel restrictions on international and domestic tourists.

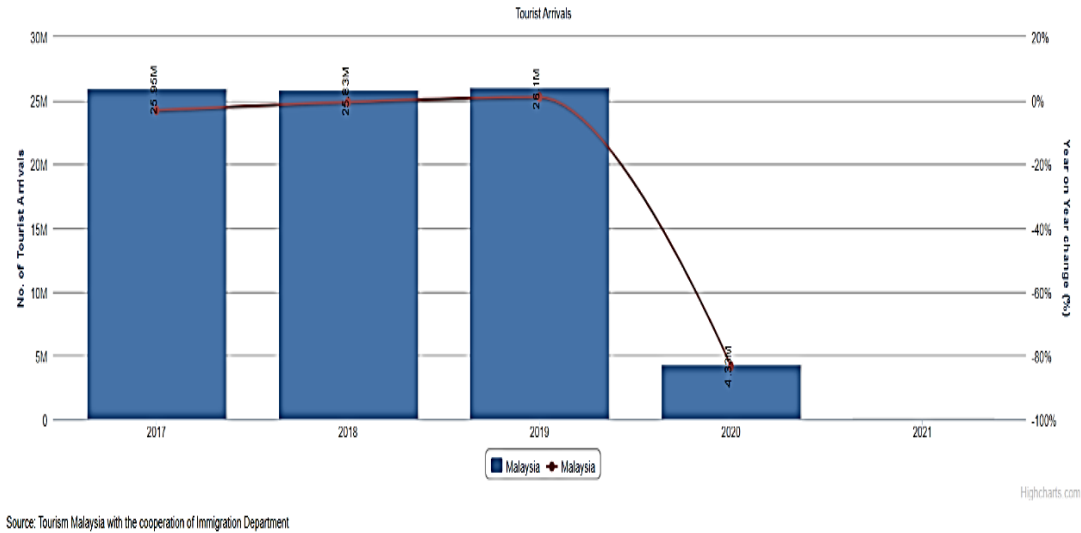


Figure 1: Tourist arrival between 2017 to 2020

The global spread of the novel coronavirus disease (COVID-19) posed an unprecedented challenge to the tourism industry in 2020. Initially, Malaysia imposed a partial restriction in the same year and subsequently a full travel bans on visitors from China, its second-largest tourism market, to contain the spread of the virus. Since then, travel and tourism worldwide have plummeted as countries throughout the world were forced to impose travel restrictions to prevent the virus from spreading. The Malaysian Tourism Board had also planned to revitalise the tourism industry after the pandemic. The Minister of Tourism, Arts, and Culture, YB Dato' Sri Hajah Nancy Shukri, had developed the Stimulus Recovery Plan (PRE) with the support and active participation of various agencies and industry players to boost the tourism sector. Besides the government's strategic planning to help the tourism industry recover, the hospitality industry must act fast and efficiently to identify factors influencing hotel performance. Organisations must adapt swiftly and consistently to changing customer demands, global competition, and technological changes (Im et al., 2012). Innovation is crucial for securing a sustainable competitive edge (Damanpour & Gopalakrishnan, 2001), and therefore, it is recognised as a factor affecting hotel performance in this study.

## ***1.1 Problem Statement***

The Malaysian economy depends heavily on the tourism industry. This industry contributed significantly to the global economy (Hanafiah & Harun, 2010; Nair et al., 2014). A recent report shows an increasing number of international tourists arriving in Malaysia, especially in Kuala Lumpur, between 2018 and 2019 (Tourism Malaysia, 2020). During these two years, the number of domestic tourists increased as well. However, the hotel industry demonstrated lower occupancy during this period. The hotel occupancy percentage decreased from 65.51% to 60.8% for the first nine months of 2019 compared to the same period in 2018 (MAH, 2019), indicating the probability of unsatisfactory performance in the hotel industry. The number of return visitors has also decreased, suggesting that hotels' performance has been adversely affected by the rise of short-term accommodations, such as Airbnb and local homestays (Bansal & Taylor, 2005; Jung et al., 2017). Other than the factors discussed above, the industry has become worse with the outbreak of COVID-19. Previous research has highlighted concerns about hotel performance during these critical times (Köseoglu et al., 2021; Pascual-Fernández et al., 2021). Based on the problem mentioned earlier, enhancing or improving the business performance of the hotel industry has caught the researchers' attention because of the volatility, uncertainty, complexity, and ambiguity of the business world.

In extremely volatile and tough environments, such as most modern marketplaces, innovation is critical to a company's survival and success (Saunila, 2014, 2016). For this reason, companies need to develop the ability to continuously innovate. Innovation is critical to a company's survival and success (Saunila, 2014, 2016). For this reason, companies need to develop the ability to continuously innovate. Prior research has demonstrated the positive impact of hotel innovation on performance (Tajeddini, 2011; Chen et al., 2011). However, little is known about innovation in relation to hotel performance in Malaysia. Therefore, the aim of this research is to determine how innovation and hotel performance in Malaysia are connected.

Previous literature concurred that OC is one of the factors that influence innovation (Abdel Razek & Alsanad, 2014; Büschgens et al., 2013; Lin et al., 2013; Tellis et al., 2009). In the present economic environment, organisations must cope with increasing complexity and rapid change to survive. In such a context, organisations with innovative capabilities will respond faster to challenges, produce better products and services, and be better able to capitalise on market opportunities than companies that are not innovative (Jiménez-Jiménez, Sanz-Valle, & Rodríguez-Espallardo, 2008). To date, there is limited research on innovation as a mediator in the relationship between OC and hotel performance in Malaysia.

Although culture and innovation have been the topic of numerous academic studies, few have been conducted in the context of Malaysia's hotel industry. Hogan and Coote (2014) explore OC using Schein's dimension (1992) among law firms, while Nguyen et al. (2019) conducted a similar study focusing on the IT industry, and Aboramadan et al. (2020) examined the banking industry. Naranjo-Valencia et al. (2016) have asserted that innovation positively mediates the link between each type of organisational culture and performance in Spanish organisations and in the Pakistan Electric Power Company (Zeb et al., 2021). A number of studies agreed that for the hotel industry to improve its performance, innovation plays an important role (De las Heras-Rosas & Herrera, 2021; Pascual-Fernández et al., 2021). Balli et al. (2021) investigated types of OC in firm innovation in the hotel industry among hotel employees. However, few studies have emphasised organisational culture and innovation in the hotel industry among the top management. Therefore, this study will gather data among the general managers of four- and five-star hotels in Malaysia.

The relationship between OC and performance has been studied in numerous empirical and theoretical studies, which seem to produce different performance outcomes in different research settings (Yesil & Kaya, 2013; Chang & Lin, 2007). Therefore, this study assesses OC using the Competing Values Framework (CVF) by Cameron and Quinn (2011) because it has been emphasised in several studies that it influences performance (Abu Tayeh & Mustafa, 2021; Asif & Sajjad, 2018; Khedhaouria et al., 2020; Lee & Kim, 2017; Mohammed & Ababneh, 2020). The application of CVF by Cameron and Quinn (2011) in the hotel business environment has yet to be explored specifically in Malaysia. Hence, the current research is taking on the challenge of employing CVF to support this study and will determine which types of culture have the most influence on innovation.

## **2. LITERATURE REVIEW**

According to empirical research, there is a significant connection between innovation and performance (Anning-Dorson, 2017; Naranjo-Valencia et al., 2016; Oltra et al., 2018). There have also been a number of studies on innovation and improving the performance of organisations (Kalmuk & Acar, 2015). These studies led to the discovery of the elements that assist organisations in becoming innovative. Innovation is considered a "competitive mechanism for organisational performance and success and is an important tool for adapting to an ever-changing business environment" (Blackwell, 2006). It also refers to new products, services, processes, or technologies that must be accepted and eventually adopted and implemented (Damanpour, 1991; Thompson, 1965; Zaltman et al., 1973). Innovation is the driving force behind innovative processes that result in new products and services, new technologies, and unique ideas (Sutanto, 2017). There are four categories of innovation. First, product innovation refers to radical changes or improvements in products and services. Second, process innovation refers to significant changes in the production system or delivery method. Third, organisational innovation, or the introduction of new business processes that affect business operations within the company or external relations, Finally, marketing innovation is defined as any modification to any of the four marketing Ps (product, pricing, placement, and position) (OECD and EUROSTAT, 2005).

There are two types of innovation: the first is known as radical innovation, which refers to completely new products or services on the market. The second type of innovation is called "incremental," which means making small changes and improvements to products or services that are already on the market (Slater et al., 2014; Snyder et al., 2016). Innovation could help hotels reduce costs and improve their services with the growing competition in this industry (Vij, 2016). Accordingly, scholars have suggested that hotels encourage their employees to develop, promote, and implement new ideas to meet customer expectations and contribute to innovation in the hotel industry (Baradarani & Kilic, 2018; Chang, Way, & Cheng, 2017). Organisations' members will likely pursue actions that will make customers' lives easier in terms of better and improved products and services, foster innovativeness, and prepare the hotels to compete with new emerging hotels due to the chances of high investment potential in this sector. Therefore, it is undeniable that fostering innovation would help hotels respond to changing customers' expectations amid the new developments in the hotel industry in Malaysia.

Several studies have looked into the antecedents of innovation because it is essential to the success of an organisation (Crossan & Apaydin, 2010). Previous research looked for the components necessary to improve an organisation's innovation performance and capability (Koc & Ceylan, 2007). Organisational culture is one of the critical aspects of innovation (Büschgens et al., 2013). Service providers should highlight the significance of service innovation to improve the quality of services and give customers a better experience (Arshad

et al., 2018; Cheema et al., 2019). Consequently, promoting innovative capability, which could serve as a crucial catalyst for service innovation for the hotel firms amidst the rising competition and growth in the hotel industry, is fundamental and needs time globally, particularly in Malaysia's context. Due to stiff competition in the hotel industry, some hotels have started to foster innovative ideas to suit the current situation. For example, self-sanitising doors during the pandemic helps contain the spread of the virus and also self-checks in kiosks to avoid contact between guests and employees.

Organisational culture is one of the key drivers of innovation, according to earlier research (Büschgens et al., 2013). Considering the significance of culture as a tool for innovation, little study has been conducted in this area (Zeb et al., 2021). Previous research has shown a strong relationship between organisational culture (OC), which refers to collective expectations, values, and practises that guide team members, and innovation (Chang & Lee, 2007; Obenchain & Johnson, 2004; Tellis et al., 2009). Furthermore, it is crucial to acknowledge and assess organisational culture as a factor that could affect innovation and understand their relationships (Abdel Razek and Alsanad, 2014; Tellis et al., 2009). Therefore, organisational culture is able to promote innovation among employees because they are likely to accept innovation as the philosophy of the organisation (Hartmann, 2006). Different values of culture have been considered as a means to promote innovation.

Given how important innovation is in various organisational contexts, several studies have attempted to discover the factors that influence it. (Koc & Ceylan, 2007). Organisational culture is one factor that has been demonstrated to influence innovation (Büschgens et al., 2013; Lin et al., 2013; Martins & Terblanche, 2003; Tushman & O'Reilly, 1996). Therefore, this study investigates whether innovation influenced by different types of culture could function as a mechanism that enhances the relationship between organisational culture and hotel performance. Organisational culture, or OC, can promote innovative behaviour among members of an organisation because it leads and guides them to accept and commit to innovation as a fundamental value of the organisation (Hartmann, 2006). Empirical research supports a significant correlation between culture and innovation (Büschgens et al., 2013; Chang & Lee, 2007; Lau & Ngo, 2004; Lin et al., 2013; Miron et al., 2004). Yet, it was not clearly stated in the study examining how culture impacted innovation in Malaysia's hotel industry. For this study, the Competing Values Framework (Cameron & Quinn, 1999) was utilised, which is among the most prevalent and widely used frameworks in organisational culture research (Yu, 2009). The following chapter provides further detail on each type of model.

OC has a huge impact on strategy and performance. However, managers frequently overlook or disregard OC as a tool in acquiring an organisation's goals (Dwyer et al., 1998). Although empirical research has shown which types of culture are related to performance, the mediating mechanism of innovation between each component of OC in the existing literature is mostly underexplored (Aboramadan et al., 2020; Naranjo-Valencia et al., 2016; Zeb et al., 2021). Therefore, in addressing the research gap, this study delineates the role of innovation as a mediating mechanism between the relationship of every component of OC and hotel performance.

In the domain of innovation and performance, researchers have, over the years, analysed numerous organisational innovation dimensions. "Innovation is the implementation of a new or significantly improved product or process, a new marketing terminology, or a new organisational approach in the field of business" (OECD, 2010). "The generation, acceptance, and implementation of new ideas, processes, products, or services" is usually defined as

innovation (Ferreira et al., 2020). Previous research on innovation in these service-based organisations has drawn significant interest from academics worldwide (Okoe et al., 2018). In order to meet client expectations and contribute to service innovation in the hotel business, scholars advise hotel operators to motivate their employees to develop, promote, and implement innovative ideas (Baradarani & Kilic, 2018; Chang, Way, & Cheng, 2017).

The characteristics of organisational culture described by Cameron and Quinn (2011) were classified into four groups (clan culture, adhocracy culture, market culture, and hierarchical culture) that influence how individuals behave. Clan culture refers to the adaptability and independence of individuals to foster teamwork and employee engagement. In contrast, an adhocratic culture motivates employees to be more creative and innovative by prioritising the external environment. The objective of market culture is to uncover unoccupied market positions. Lastly, the hierarchical culture promotes formalisation and order in the execution of duties with a top-down communication style (Cameron & Quinn, 2011). This study utilised the Competing Values Framework, or CVF, which characterises organisational cultures along two dimensions: emphasis and structure (Quinn & Rohrbaugh, 1983). The attention dimension differentiates between organisations that prioritise the internal environment and those that prioritise the external environment and its separation. The structure factor differentiates organisations that value adaptability and autonomy from those that prioritise stability and control.

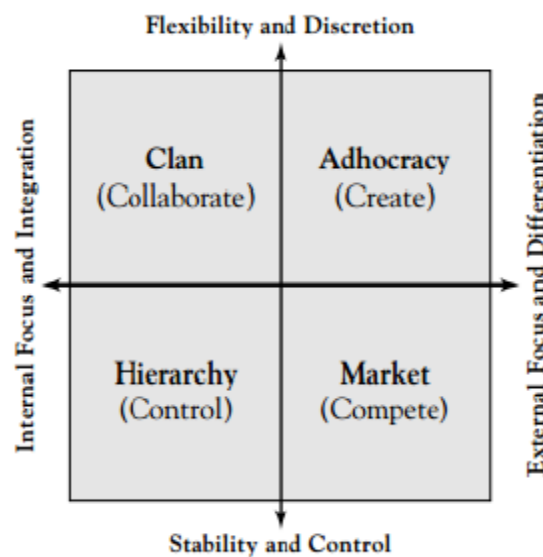


Figure 2: Competing Values Framework (Cameron & Quinn, 2011)

CVF defines organisational cultures and provides additional information on how it facilitates communication and the blending of cultures. In a fast-changing world, Quinn (1988) proposed that organisations with diverse communities and a strong presence of all four forms of organisational culture have an advantage. The above-mentioned cultures were clustered and presented as part of the study's organisational culture construct. Clan culture emphasises the organisations environment and relies on adaptability and discretion. In organisations with this type of culture, the work atmosphere is conducive to employee morale, cohesion, and commitment. It promotes teamwork in which peers trust and share information (Wei et al., 2014). In an adhocracy culture, employees aspire to be creative and innovative (Hartnell et al., 2011). This culture is characterised by a high degree of adaptability and an open system for its employees. In addition to focusing on the external environment, organisations with an

adhocracy culture stress flexibility, independence, and adaptation (del Rosario & René, 2017). Market culture emphasises stability and the external environment. This culture governs a rational organisation that pursues a larger market share and enhanced performance (Hartnell et al., 2011). A results-oriented culture emphasises control and task completion, values success, and acknowledges individual accomplishment. The core principle of market culture is that employees should act in accordance with their aims and be compensated based on their performance in achieving stakeholder expectations (Hartnell et al., 2011). The hierarchical culture has a structure and follows established norms and regulations. The culture of hierarchy emphasises the internal environment, stability, and control (Dwyer et al., 2003). This culture is characterised by a centralised authority that regulates organisational processes and a cautious and circumspect leadership style (Di Stefano et al., 2017). In addition, such organisations require their personnel to follow formal protocols while interacting with clients and other stakeholders (Hartnell et al., 2011).

Numerous studies have studied the relationship between organisational culture and performance (Kemp & Dwyer, 2001; Sinclair & Sinclair, 2009). Managers are concerned with organisational performance because it enables them to quantify the performance of elements of organisational strategy. While scholars prefer to use the terms performance and efficiency interchangeably (Pfeffer & Sutton, 1999; Sellani, 1994; Werther et al., 1995), efficiency is typically employed to define organisational potential, whereas outcomes quantify performance.

Organisational culture can be a significant factor in the development of hotel management practises and eventually influence the success of an organisation (Kemp & Dwyer, 2001). The relationship between diverse organisational cultures and organisational performance has been investigated by a number of researchers. For instance, Gordon and DiTomaso (1992) and Denison and Mishra (1995) discovered that a strong organisational culture is favourably associated with short-term financial performance. In contrast, a "culture of adaptable values" can significantly enhance long-term performance in comparison to short-term performance (Kotter & Heskett, 1992).

### ***2.1 Underpinning Theories***

Considering the Resource-Based View (RBV) outlined above allows the researcher to better understand how managers might foster innovation to improve organisational performance. This also differentiates academic research on strategic management from industrial organisational economics. In accordance with the RBV theory, one of the roles of management is to reposition the organisation as opportunities and resource endowments change. In contrast, industrial organisation economics considers managers' roles to be reactive. The reason managers need to use strategic assets is because their role is viewed as adaptive and proactive in RBV theory (Lado and Wilson 1994). The logic is that using strategic assets according to the resource-based approach leads to improved organisational performance.

The RBV considers the firm as a collection of historically contingent assets or resources that are semi-permanently bound (Wernerfelt, 1984). The resource-based perspective is exemplary in management science since it promotes fruitful discussions in the field of strategic management. The resource-based approach draws a large number of researchers due to the framework's encouragement of ongoing discourse between scholars with diverse perspectives. Specifically, three significant research programmes are currently linked to the resource-based approach (Penrose, 1959; Wernerfelt, 1984). First, the resource-based perspective integrates the fundamentals of conventional strategy research. The distinctive competencies of heterogeneous firms, for example, are a crucial component of the resource-based perspective, which produces

organisational culture as intangible assets to improve organisational performance (Andrews, 1971; Ansoff, 1965). Second, the resource-based methodology aligns well with the subject of organisational economics (Barney & Ouchi, 1986). Third, resource-based analysis supports industrial organisation analysis (Bain, 1968; Porter, 1980; Stigler, 1968). Lastly, the resource-based viewpoint overview and understanding within mainstream strategy research, organisational economics research, and industrial organisation research offers a platform for enhanced dialogue between different study orientations.

In response to the recent calls and addressing the gap in the existing literature, this study therefore aims to identify the link between each component of CVF and innovation as well as hotel performance.

**2.2 Proposition Development**

Therefore, investigating the component of organisational culture using CVF in predicting hotel performance via innovation in Malaysia is ideal. However, to the best of the researchers’ knowledge, there has been minimal research about the mediating role of innovation in the relationship between organisational culture and hotel performance. Thus, this research contributes by linking organisational culture to hotel performance through the mediation of innovation in the context of the hotel industry in Malaysia. Although there are various studies on innovation related to the hotel industry, little could be found related to the Malaysian context using the competing values framework. Hence, below are the authors’ propositions:

Proposition 1: Each component of organisational culture using the CVF model (Clan, Adhocracy, Market, and Hierarchy) has a significant relationship with innovation.

Proposition 2: Innovation has a positive relationship with hotel performance.

Proposition 3: Innovation mediates the relationship between the components of organisational culture (Clan, Adhocracy, Market, and Hierarchy) and hotel performance.

**2.3 Proposed Theoretical Framework**

Based on the reviews and recommendations of several scholars, this study has developed a theoretical framework that conceptualises the mediating role of innovation between

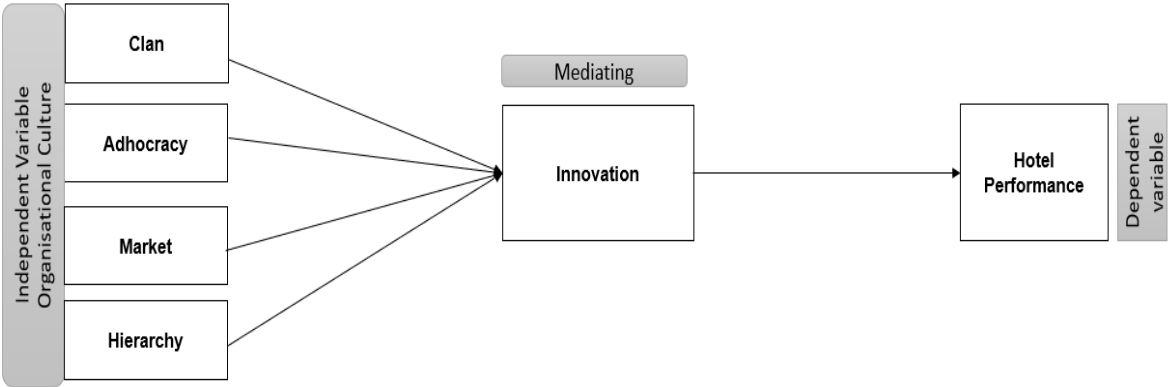


Figure 3: Proposed Theoretical Framework



organisational culture and hotel performance in Malaysia (Figure 3). In this study, the components of organisational culture are the independent variables. The study will use subjective measures to determine hotel performance (a dependent variable) based on the top management's perceptions. Innovation acts as a mediating variable in this framework.

### **3. METHODOLOGY**

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

#### ***3.1 Research and Sampling Design***

This study will be quantitative, with a cross-sectional design. The study's target population will be all hotels rated four and five stars in Malaysia by the Ministry of Tourism, Arts, and Culture (MOTAC). There were 234 hotels ranked from four to five stars registered under the MOTAC as of March 2023. The study will use purposive sampling, in which all four- and five-star hotels will be invited to participate. Thus, 234 hotels were star-rated and categorised under four, and five-star hotels will be selected as a sample for this study. The reason to select four- and five-star hotels is that the previous study claimed that four- and five-star hotels implementing organisational culture deliver greater performance in a competitive environment (Gunasekara et al., 2020). The respondents to this study will be the hotel's top managers (general manager or assistant general manager). The reason for selecting the respondents is because of their vast knowledge and experience related to their organisational culture and strategies. The respondents who are primarily involved in the decision-making process and are responsible for overall operational activities provide valuable information related to the organisation's performance (Arham et al., 2017; Chung-Wen, 2008). Thus, the unit of analysis for the current study will be the organisation. According to G\*power, the minimum sample size for the study will be 85 respondents.

#### ***3.2 Research Instrument***

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

### ***3.3 Data Collection and Analysis***

The researcher will obtain the list of four- and five-star hotels in Malaysia from the official website of the Ministry of Tourism, Arts, and Culture (MOTAC). The website displays all the hotels registered under MOTAC based on their star rating category. Based on the list, the researcher will personally approach to request participation in the survey using Survey Monkey (online data platform) via email. A total of 234 online questionnaire surveys will be sent to the top management via email. The authors will then export the data from Survey Monkey then code the data into the Statistical Package for the Social Sciences (SPSS) to describe the sample's demographic characteristics, such as frequency, percentage, mean, and standard deviation. Subsequently, Partial Least Squares Structural Equation Modeling (PLS-SEM) will be used to analyse the propositions. PLS-SEM will be used because this software is a form of regression analysis (Hair et al., 2011) and is appropriate when investigating several constructs and their relationships to the dependent variables.

## **4. CONCLUSION AND CONTRIBUTIONS**

This proposed theoretical framework clarifies the mediating mechanism of innovation in the relationship between the hospitality industry's organisational culture and hotel performance in Malaysia. Furthermore, it will expand the knowledge and organisational culture implemented in the hotel industry in Malaysia and identify the dominant culture that will lead to innovation. In particular, the implementation of innovation hopes to improve hotel performance. Based on the RBV, organisational culture is a crucial intangible resource for the firm's competitive advantage. Therefore, it is hoped that the resources could benefit the industry. Furthermore, the authors expect that the findings of this study will contribute to the existing literature, where the role of innovation between organisational culture and hotel performance is considered unique for the study. In sum, the findings will help the top management of the hotels better understand the factors that should be encouraged to improve hotel performance and hope to provide an essential solution and enhance the potential of initiating innovative practises among the four- to five-star hotels in Malaysia. This study will expand knowledge of product and service innovation by taking an integrated approach in response to academic recommendations from numerous scholars. This study intends to provide a collection of basic requirements for a greater understanding of innovation and its evolution in various cultural contexts and to demonstrate a strong basis for improving hotel industry performance.

The practical contribution of this study is to provide hotel managers with empirical and reliable information about changes in the market, guest dynamics, and their competitors, enabling them to make better and smarter decisions. The discussions covered in this study will benefit the hotel industry in developing countries in general and the hotel industry in Malaysia in particular. This study specifically exhorts hotel managers to foster a specific culture in order to create more innovative change initiatives that allow them to perform better. To this end, hotel managers must understand the advantages of innovation in services and products to improve hotel performance.

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## **AUTHOR'S CONTRIBUTION**

DAAMA wrote the entire research paper by herself, from the introduction to conclusion.

## **CONFLICT OF INTEREST**

None declared.

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