

## Proactive personality and organisational performance of hotels in Cyprus

Foad Irani <sup>1\*</sup>, Sima Rahimizhian <sup>2</sup>, Kayode Kolawole Eluwole <sup>3</sup>  
and Taiwo Temitope Lasisi <sup>4</sup>

<sup>1</sup> School of Tourism and Culinary Arts, Final International University, Kyrenia, North Cyprus via Mersin 10, Turkey, Email: foad.irani@final.edu.tr

<sup>2</sup> Eastern Mediterranean University, School of Computing and Technology, Famagusta, North Cyprus, Mersin 10, Turkey. Email: sima.rahimi@emu.edu.tr

<sup>3</sup> Department of Gastronomy and Culinary Arts, Faculty of Fine Arts, Istanbul Gelisim University, Istanbul, Turkey. Email: kkeluwole@gelisim.edu.tr

<sup>4</sup> Department of Recreation and Tourism, Faculty of Informatics and Management, University of Hradec Kralove, Hradec Kralove, Czech Republic. Email: Taiwo.lasisi@uhk.cz

\*Corresponding author

### Abstract

This paper investigates the impact of a manager's proactive personality on organisational performance. Furthermore, this study explores the mediating mechanism of service innovation and the moderating impact of organisational resilience on the relationship between a manager's proactive personality and organisational performance. The study applies resilience theory to support the proposed framework. Using data from several sources, including hotel managers in Cyprus and their staff, the researchers developed a model to illustrate how managers with proactive personalities contribute to organisational performance. Findings from the structural equation modelling revealed that a proactive personality strongly influences organisational performance. Furthermore, service innovation mediates the relationship between organisational resilience and organisational performance of hotels. Finally, this paper discusses the theoretical and managerial implications and limitations of the study as well as future research possibilities.

**Keywords:** Manager's proactive personality, service innovation, organisational resilience, organisational performance, hotel industry

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## 1. Introduction

The hospitality industry continues to undergo significant growth and rapid technological progress in broad social and economic areas, but trade battles, risks, instabilities, volatility, crises, and disasters risk the industry's development. In addition, consumer expectations may shift, and competition forces service organisations to make significant investments to respond to client needs and maintain a competitive edge. Consequently, the business environment is more dynamic, uncertain, and highly competitive, requiring ongoing innovation by businesses to ensure their long-term existence (Senbeto & Hon, 2020). Innovation is essential to the survival of many organisations in a rapidly changing market (Ogunmokun *et al.*, 2020). However, service innovation takes various forms, including innovation in products, processes, services, and business models. Service innovation, which is a collection of business activities designed to produce, encourage, and recognise new ideas, leads to organisational success (Hadi *et al.*, 2020; Li *et al.*, 2017; Messmann & Mulder, 2014).

Service innovation, which is a matter of management discretion, is the only means for an organisation to convert change into opportunities and thus succeed. Consequently, many studies have investigated the antecedents that drive organisational innovation (Mennens *et al.*, 2018; Tajeddini *et al.*, 2020). Personality traits are fundamental individual factors associated with organisational innovativeness (Madrid *et al.*, 2014; Tajeddini *et al.*, 2020; Woods *et al.*, 2018). As organisations seek to cope with more competitive conditions, they have become increasingly interested in staff that is not only supportive but also self-starting and constructive in helping their organisations run more effectively (Crant, 2000; Haddood & Irani, 2020; Irani *et al.*, 2021). Proactive people shape their surroundings (Hornig *et al.*, 2016) and select work situations that are a good fit for their passions and interests (Greguras & Diefendorff, 2010).

Furthermore, proactive individuals may modify their circumstances rather than being dominated and molded by them because of the interaction component of the personality trait (Liguori *et al.*, 2013). Thus, proactive personalities are more active in detecting and addressing issues, whereas less proactive personalities are more passive and adapt to their environments rather than changing them (Hsieh and Huang, 2014). Therefore, to foster proactive behaviour in the workplace, organisations must first choose employees with proactive personalities and then equip them with the resources they need to succeed (Akgunduz *et al.*, 2020).

A proactive personality is an enduring characteristic in which individual acts and circumstances respond to highly multifariousness and dynamic customer requirements and provide quality services (Yang *et al.*, 2020). Many people have long considered the service sector a technologically retrospective industry, with innovation playing a vital role in explaining the sector's overall success and competitive strategies (Feng *et al.*, 2020; Gadrey & Gallouj, 2002; Li *et al.*, 2021; Martín-Rios & Ciobanu, 2019). Empirical research focused on service innovation is relatively limited. Innovation is empirically correlated with higher performance (Khan & Manopichetwattana, 1989). While most prior studies have focused on product innovation, this study focuses on service innovation as a way for companies to increase their market performance and productivity, leading to competitive advantages in today's business world. In fact, many companies compete with their services rather than physical goods (Wang *et al.*, 2020).

Proactive leaders have a significant positive impact on service performance in the organisational context (Yang *et al.*, 2020). Hence, this study proposes a research model based on resilience theory that combines a manager's proactive personality, service innovation, and organisational performance and tests the moderation effect of organisational resilience on this relationship. The model aims to

accomplish two research goals: (1) to investigate the mediating impact of service innovation between proactive personality and organisational performance and (2) to test the moderating role of organisational resilience on the link between service innovation and organisational performance.

This study explores how uncertain situations and highly competitive markets shift an organisation's priorities from discretionary to required activities to guarantee survival and flexibility. However, to date, there has been little research on the influence of market instability on employee service innovation, specifically on the role of resilience and preparation for change. Thus, this study seeks to answer the following research questions:

- How does organisational resilience regulate the influence of market instability on service innovation?
- How and when does organisational resilience affect service innovation in turbulent times?

To address these concerns, we suggest that resilience theory comprehensively explains the importance of service innovation in improving organisational market performance in a highly competitive and uncertain market.

## **2. Theoretical Background and Hypotheses Development**

### *2.1 Resilience Theory*

Researchers have various opinions of resilience but generally consider it a component of achieving success despite adverse conditions (Luthans *et al.*, 2006). Resilience is a motivational mindset a person gains by obtaining self-actualisation and altruism through spirituality (Richardson, 2002). Resilience is especially relevant to the unpredictable, risky ways that people react to and adapt to instability and their capacity to recover and change in the face of uncertainty (Senbeto & Hon, 2020). In the psychological context, resilience theory examines how humans relieve stress and adversity by being adaptive and flexible. Scholars have also used the theory to explain the ability of people or organisations to recover from adversity and trauma (Huang & Farboudi Jahromi, 2021).

According to resilience theory, individual resilience is either a personal characteristic gained through psychological strength or a skill obtained by practicing or having human–environment experiences (Egeland *et al.*, 1993). Resilience theory argues that organisational resilience depends on variables linked to internal policies, and it promotes designed and applied resilience from a human–environmental view (Greene *et al.*, 2004). Resilience theory takes a system-level approach to the fundamental issue of making a system more adaptive to complicated changes and responsive to market volatility. Because the definition of organisational performance has been expanded to include systems, this study focuses on improving the organisational system's resilience from a broad perspective and focuses more on proactivity and innovation in the workplace to improve performance. Furthermore, the moderating effect of organisational resilience increases service innovation.

### *2.2 Proactive Personality and Service Innovation*

Proactive individuals understand the power of experience and talent, which allows them to accumulate capital to alleviate the shortage of resources that companies face (Frohman, 1997; Hameed *et al.*, 2021; Presbitero, 2015; Yang *et al.*, 2020). Individuals' proactive personalities influence their attitudes toward flexibility, creativity, participation, and teamwork (Afsar *et al.*, 2014). A proactive business manager will demonstrate innovative behaviour in the workplace (Avolio *et al.*, 2004; Franco *et al.*, 2021; Wallace *et al.*, 2013). Experts in service industry (Crant, 1996; Crant & Bateman, 2000; Kirkman & Rosen, 1999; Parker & Sprigg, 1999; Ruan *et al.*, 2020; Seibert *et al.*, 2001) are increasingly studying the career influence of proactive personalities on organisational success. Proactive entrepreneurs are core service innovation

providers for small and medium-sized enterprises (SMEs) (Abid *et al.*, 2021; Yang *et al.*, 2020). These entrepreneurs are vital in motivating businesses to rapidly improve the corporate environment (Alikaj *et al.*, 2020).

Individual competencies fall into a different category of abilities that assist entrepreneurs in finding markets and generating value with their limited resources. Consequently, we propose the following hypothesis:

**H<sub>1</sub>:** *A manager's proactive personality exerts a significant positive influence on employees' service innovation.*

### 2.3 Proactive Personality and Organisational Performance

A proactive personality is an attributive characteristic that reflects the degree to which people are willing to change their environment (Bateman & Crant, 1993; Gupta *et al.*, 2020; Thomas *et al.*, 2010). For example, before achieving success, engaged workers try to identify available resources, show initiative, and handle unforeseen circumstances (Aryee *et al.*, 2005). Research shows that a proactive personality positively affects results, such as managing job restrictions and improving leadership ability (Crant & Bateman, 2000; Cheng *et al.*, 2021; Parker & Sprigg, 1999). Previous studies have also suggested that a proactive personality relates to task achievement (Seibert *et al.*, 1999; Shahzad *et al.*, 2020), innovative job behaviours (Seibert *et al.*, 2001; Zheng *et al.*, 2020), and work performance (Crant, 1995; Thompson, 2005; Tuan, 2021).

The current research considers the effects of proactive personalities on organisational performance based on these conclusions. As researchers have explained, proactive individuals are more likely to identify and modify the components of their jobs that may not help them achieve their professional goals (Tims & Bakker, 2010). Furthermore, this concentration on work development shows how proactive proactivity connects to increased work performance in organisations (Alrowwad & Abualoush, 2020; Shahzad *et al.*, 2020; Tims & Bakker, 2010). In addition, proactive people demonstrate various instrumental behaviours that promote performance, such as gathering information, learning skills, using logic, negotiating, raising money, marketing products and services, and being creative (Gupta *et al.*, 2020; Thomas *et al.*, 2010).

Furthermore, proactive tendencies directly impact success by motivating individuals to closely monitor their surroundings, helping people anticipate future obstacles, and influencing environmental issues (Thomas *et al.*, 2010). Moreover, from the standpoint of the human–environment, proactivity assists employees in customising their workplaces in ways that accentuate their talents and improve efficiency (Crant, 2000). Thus, we propose the following hypotheses:

**H<sub>2</sub>:** *A manager's proactive personality exerts a significant positive influence on organisational performance.*

**H<sub>3</sub>:** *Service innovation exerts a significant positive influence on organisational performance.*

### 2.4 The Mediating Role of Service Innovation

As the primary antecedents of workplace innovation, proactivity and service innovation positively foster organisational performance. Extant research suggests that innovation mediates the relationship between proactivity and organisational performance (Darroch, 2005; Heinonen & Strandvik, 2020; Irani *et al.*, 2022; Irani & Kilic, 2022; Jimenez-Jimenez *et al.*, 2008; Jiménez-Jiménez & Sanz-Valle, 2011). Specifically, scholars have provided empirical evidence of the mediating impact of service innovation

on the linkage between proactive personality and organisational performance in an organisational context (Alrubaiee et al., 2015). For example, innovative work behaviour plays a mediating role between knowledge generation and company performance in the United Arab Emirates (Zacca et al., 2015). Thus, we propose the following hypothesis:

**H<sub>4</sub>:** *Service innovation mediates the relationship between a manager's proactive personality and organisational performance.*

### 2.5 The Moderating Role of Organisational Resilience

Organisational resilience refers to an organisation's capacity to sense and mitigate exposure to uncertainties, rethink company policies in the face of change, remain conscious of change, and respond proactively until the change becomes evident (Burnard & Bhamra, 2011; Prayag et al., 2020). Resilience is a dynamic framework, and people may understand it differently. Some scholars suggest that resiliency is the personal attribute or characteristic of an individual to thrive in unfavourable circumstances, whereas others believe that resilience is a beneficial consequence or action in an adverse situation (Connor & Davidson, 2003; Hillmann & Guenther, 2021; Hu et al., 2021; Masten, 2001). Organisational resilience is one of the most vital business skills. Organisational resilience requires physical and operational capabilities (Cutter et al., 2008; Gupta & Srivastava, 2020). The prosperity of an organisation relates to its ability to not only predict and adapt to change, but also sustain change.

The hospitality industry is one of the most resistant to challenges. Therefore, forming an organisational resilience (OR) that reduces failures and that ensures the continuation of organisational operation is vital (Prayag et al., 2020). Scholars have researched innovation as an essential component of building organisational resilience (Dahles & Susilowati, 2015). Pre-planning and adaptive capacity are vital to enhancing organisational resilience during a disaster. Therefore, organisational resilience is a crucial component of guaranteeing the continued survival of a business (Citrin & Weiss, 2016; Dahles & Susilowati, 2015; Prayag, 2018; Sawalha, 2015; Treglown et al., 2016). Thus, we propose the following hypothesis:

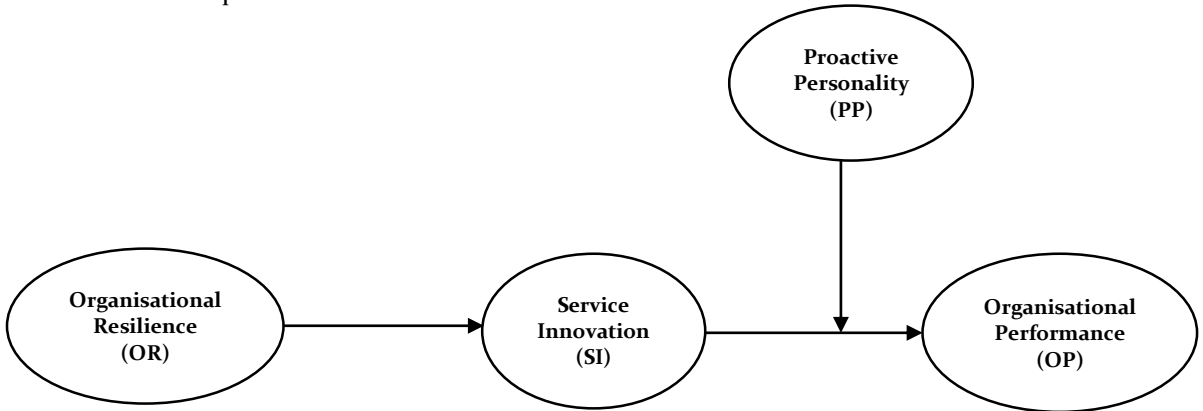
**H<sub>5</sub>:** *Organisational resilience moderates the mediating impact of service innovation on the relationship between a manager's proactive personality and organisational performance.*

## 3. Methodology

### 3.1 Sample and procedure

Hotel managers and employees of international hotels in Cyprus were selected for this study. The use of managers and employees as data sources was due for several reasons. First, according to Hu, Trivedi, and Teichert (2022), hotel guests attributed their overall hotel experience to their interactions with frontline employees and the management approach of such hotels. In other words, both managers and employees together create the customer experience. Second, using this multi-source data collection approach was part of our effort to reduce the effect of method variance on the study's findings (Eluwole et al., 2022). Third, the study concentrated on all international hotels in the area to foster the generalizability of the study results. The hotels have been selected based on the star rating, and all 4-star and 5-star hotels have been considered for further investigation in this study. According to Cyprus Hotelier Association, at the time of this research, there are 23 five-star and five four-star hotels (KITOB, 2022). Fourth, the hotel management explained the study's objectives and purpose and received permission for data collection. The research team assured the anonymity and confidentiality of the respondents to reduce the potential common method bias (Lasisi et al., 2020a; Podsakoff et al., 2003). Four hundred employees were selected and contacted using the convenience sampling method. The

initial screening resulted in 389 employees opting to join this research. After discarding questionnaires with incomplete data, the total number of valid responses for further analysis was 357 (see Table 1). In total, 45 managers assessed 357 employees' service innovation and organizational performance. This multi-source data collection approach is widely used in hospitality studies (Eluwole et al., 2022, Lasisi et al., 2020). The original version of the questionnaire was in English, translated to Greek and Turkish (i.e., the official languages in Cyprus) by using two independent multi-lingual experts fluent in English and Turkish. Before data collection, a pilot study involving 25 employees was conducted. The results illustrate that the questions were understandable.



**Figure 1.** Proposed Research Model

### 3.2 Measurements

A questionnaire was used as a data collection tool in this empirical study. The questionnaire was composed of two parts. The first part measured respondents' demographics by age, gender, marital status, educational level, and organizational tenure. In the second part, the study's variables were measured using the extant literature items. This study used a 7-points Likert scale ranging from 1-strongly disagree to 7-strongly agree to measure scale items. All measures used to assess the underlying variables were derived from prior research (See Appendix A). Adapting ten items from Delle and Amadu (2016) measured the construct of proactive personality. Four items measuring service innovation were slightly adapted from Hameed *et al.* (2021). The organizational resilience construct was measured by using 13 items utilized by Pathak and Joshi (2021). Finally, four items were used to measure the organizational performance construct adopted by Hameed *et al.* (2021). Employees in the selected hotels measured their proactive personality and organizational resilience, while their managers measured employees' service innovation and organizational performance variables.

## 4. Results

### 4.1 Demographic findings

The cross-section of our sample demonstrates that the hospitality workforce in Cyprus comprises individuals across a broad spectrum of age categories. Furthermore, the participants showed that educated, single-male individuals dominate the workforce—the total frequency report of the sample is presented in Table 1.

**Table 1.** Frequencies of the demographic profile of participants (N=357)

	Levels	Counts	% of total
<b>Age</b>	21-30	48	13.4 %
	31-40	137	38.4 %
	41-50	142	39.8 %
	51 or above	30	8.4 %
<b>Gender</b>	Male	188	52.7%
	Female	169	47.3%
<b>Marital Status</b>	Single	146	40.9%
	Married	197	55.2%
	Separated	11	3.1%
	Others	3	0.8%
<b>Educational Level</b>	High school diploma	62	17.4%
	Two-year degree	68	19.0%
	Bachelor degree	127	35.6%
	Masters	100	28.0%

4.2 Data adequacy and validity

Since the relevance of the empirical findings from the research is a function of the adequacy of the data used to measure the constructs of interest, we assessed the adequacy of our data through normality checks and other psychometric properties such as internal consistencies and reliability of the constructs (Lasisi et al., 2020b). As reported in Table 2, the result of the multivariate normality check indicated that our data was normally distributed with skewness values ranging from -0.178 to 0.641 and kurtosis values ranging from -0.78 to -1.53. Of the reliabilities of the constructs, the result of internal consistency and Cronbach’s alpha also demonstrated that the data for the study was reliable. The internal consistency and Cronbach’s alpha values were above the recommended threshold of 0.7 (Ukeje et al., 2021).

Furthermore, we assessed the discriminant validity of the variables of interest using the widely accepted criterion of Fornell and Larcker (1981). As expected, the average variance extracted (AVE) for all constructs was above the required benchmark of 0.5. Moreover, the square root of the AVEs was also more significant than the inter-construct correlations of the latent constructs. Hence, the discriminant validity of the study was ascertained (see Table 2 for full results).

**Table 2.** Correlations, AVE, Square root of AVE, and Reliabilities

	PP	SI	OP	OR
<b>Manager’s Proactive Personality</b>	<b>0.894</b>			
<b>Service Innovation</b>	0.667***	<b>0.872</b>		
<b>Organisation Performance</b>	0.553***	0.539***	<b>0.752</b>	
<b>Organisational Resilience</b>	0.630***	0.739***	0.643***	<b>0.846</b>
<b>Average Variance Extracted</b>	0.766	0.761	0.566	0.715
<b>Internal consistency</b>	0.975	0.927	0.838	0.970
<b>Cronbach’s alpha</b>	0.972	0.925	0.835	0.969
<b>Mean</b>	2.68	3.25	2.90	3.46
<b>Standard error of the mean</b>	0.06	0.07	0.06	0.08
<b>Standard deviation</b>	1.15	1.26	1.10	1.51
<b>Skewness</b>	0.641	-0.178	0.300	0.458
<b>Kurtosis</b>	-1.14	-1.53	-1.14	-0.78

Note: \*p < .05; \*\*p < .01; \*\*\*p < .001. Figures on the diagonal are the square root of AVE.

Confirmatory factor analysis was performed to assess the convergent validity of the study items. The result (presented in Table 3) showed that all items were loading appropriately under their parent constructs. The standardized factor loadings for all items were above the 0.6 required thresholds. All standardized factor loadings were also significant at  $p < .001$ . Thus, the convergent validity of the study was also ascertained. Next, we checked the fitness of our data with the proposed study model. The model fit statistics indicated that our four-factor model adequately fits the data. Specifically, the comparative fit index (CFI) = 0.933, Tucker-Lewis fit index (TLI) = 0.927, root mean error of approximation (RMSEA) = 0.07 and Standardized root mean residual (SRMR) = 0.06, all lend support to the fitness of our model with the data.

**Table 3.** Result of Confirmatory Factor Analysis

Factors	Indicators	Standardized Estimates	Standard Error	95% Confidence Intervals	
				Lower	Upper
<b>Proactive Personality</b>					
I am constantly on the lookout for new ways to improve my life.	PP1	0.90**	0.049	0.985	1.18
Wherever I have been, I have been a powerful force for constructive change.	PP2	0.88**	0.048	0.958	1.15
Nothing is more exciting than seeing my ideas turn into reality.	PP3	0.93**	0.050	1.021	1.21
I see something I don't like, I fix it.	PP4	0.93**	0.050	1.063	1.26
No matter what the odds, if I believe in something I will make it happen.	PP5	0.92**	0.049	1.006	1.20
I love being a champion for my ideas, even against others' opposition.	PP6	0.93**	0.058	1.214	1.44
I excel at identifying opportunities	PP7	0.91**	0.052	1.059	1.26
I am always looking for better ways to do things.	PP8	0.68**	0.074	0.933	1.22
If I believe in an idea, no obstacle will prevent me from making it happen.	PP9	0.92**	0.050	1.045	1.24
I can spot a good opportunity long before others can.	PP10	0.91**	0.049	1.002	1.19
<b>Service Innovation</b>					
The organisation is always engaged in developing new services.	SI1	0.88**	0.056	1.062	1.28
The organisation often improves existing services or introduces new services.	SI2	0.89**	0.056	1.081	1.30
The organisation accelerates the introduction of new services.	SI3	0.87**	0.066	1.210	1.40
The organisation increases its overall commitment to developing new services.	SI4	0.85**	0.059	1.040	1.27
<b>Organisation Performance</b>					
Our return on investment has increased.	OP1	0.69**	0.068	0.800	1.07
Our return on assets has increased.	OP2	0.84**	0.059	0.960	1.19
Our sales growth has increased.	OP3	0.75**	0.067	0.893	1.16
Our profit growth has increased.	OP4	0.72**	0.070	0.861	1.14
<b>Organisational Resilience</b>					
Our hotel proactively monitor tourism industry to have an early warning of any disaster/crisis.	OR1	0.74**	0.076	1.093	1.39



Factors	Indicators	Standardized Estimates	Standard Error	95% Confidence Intervals	
				Lower	Upper
Our hotel has clearly defined priorities for what is important during and after disaster/crisis.	OR2	0.91**	0.071	1.442	1.72
Our hotel build relationships with organisations we might have to work with during and after disaster/crisis.	OR3	0.92**	0.070	1.456	1.73
Our hotel maintains sufficient resources to absorb some unexpected change during disasters like disaster/crisis.	OR4	0.88**	0.075	1.437	1.73
Our hotel has a focus on being able to respond to the unexpected disasters like disaster/crisis.	OR5	0.92**	0.073	1.517	1.80
There would be good leadership from within our hotel if any disaster or crisis hits.	OR6	0.77**	0.092	1.411	1.77
The way our hotel plan for the unexpected is appropriate.	OR7	0.87**	0.074	1.387	1.68
People in our hotel are committed to working on a problem until it is resolved.	OR8	0.89**	0.073	1.433	1.72
In our hotel, if key people are unavailable, there are always others who could fill their role.	OR9	0.88**	0.073	1.410	1.70
As a hotel, we are known for our ability to use knowledge in novel ways.	OR10	0.80**	0.077	1.250	1.55
Our hotel can make tough decisions quickly.	OR11	0.84**	0.074	1.317	1.61
There are few barriers stopping us from working well with other organizations.	OR12	0.85**	0.077	1.371	1.67
Our hotel believe emergency plans must be practiced and tested to be effective.	OR13	0.68**	0.071	0.895	1.17

Note: \*p < .05; \*\*p < .01; \*\*\*p < .001.

#### 4.3 Findings of testing the hypothesized model

The “medmod” R-module was used to estimate the direct, indirect, and interaction effects of proactive personality on organizational performance via the mediating role of service innovation and moderating role of organizational resilience in Jamovi 1.6.16 statistical package. All the estimations were performed using bootstrapping techniques with 5000 resample sizes at a 95% confidence interval.

Table 4 shows the path estimates for direct and indirect effects. Specifically, proactive personality positively and significantly influences service innovation in the Cyprus hospitality industry ( $\beta = 0.732$ ;  $t = 18.52$ ,  $p < .001$ ). Hence, hypothesis 1 received empirical support. The second hypothesis examined the direct effect of a proactive personality on organizational performance. Like hypothesis1, hypothesis 2 also received empirical support. Thus, proactive personality positively and significantly results in organizational performance ( $\beta = 0.333$ ;  $t = 5.19$ ,  $p < .001$ ). Hypothesis 3 proposed a direct relationship between service innovation and organizational performance. This hypothesis was also supported. Hence, the result showed a significant and positive linkage between service innovation and organizational performance ( $\beta = 0.268$ ;  $t = 4.49$ ,  $p < .001$ ).

**Table 4.** Path Estimates

			95% Confidence Interval						
	Label	Estimate	SE	Lower	Upper	t	p		
H1: Manager's Proactive Personality	→ Service Innovation	a	0.732	0.0395	0.655	0.809	18.52	< .001	
H3: Service Innovation	→ Organisational Performance	b	0.268	0.0597	0.156	0.387	4.49	< .001	
H2: Manager's Proactive Personality	→ Organisational Performance	c	0.333	0.0642	0.203	0.451	5.19	< .001	

			95% Confidence Interval						
Effect	Label	Estimate	SE	Lower	Upper	t	p	% Mediation	
H4: Indirect	a × b	0.196	0.0433	0.114	0.283	4.53	< .001	37.1	
Direct	c	0.333	0.0642	0.203	0.451	5.19	< .001	62.9	
Total	c + a × b	0.530	0.0409	0.451	0.607	12.95	< .001	100.0	

The fourth hypothesis of the study was that service innovation acts as a moderator in the relationship between proactive personality and organizational performance. As reported in Table 4, service innovation partially mediated the relationship mentioned above and accounted for about 37% of the effect of proactive personality on organizational performance. Although not hypothesized, we also reported the total impact of proactive personality on organizational performance (see Table 4). Lastly, we presented the interaction effect of organizational resilience on the association between service innovation and organizational performance in Table 5. The result indicated that organizational resilience moderated the relationship, as mentioned above. The detailed explanation of the sample distribution at one standard deviation above and below the mean revealed that the interaction effect is only significant at one standard deviation below the mean (see Table 5). This finding is further illustrated with the simple slope plot presented in Figure 2.

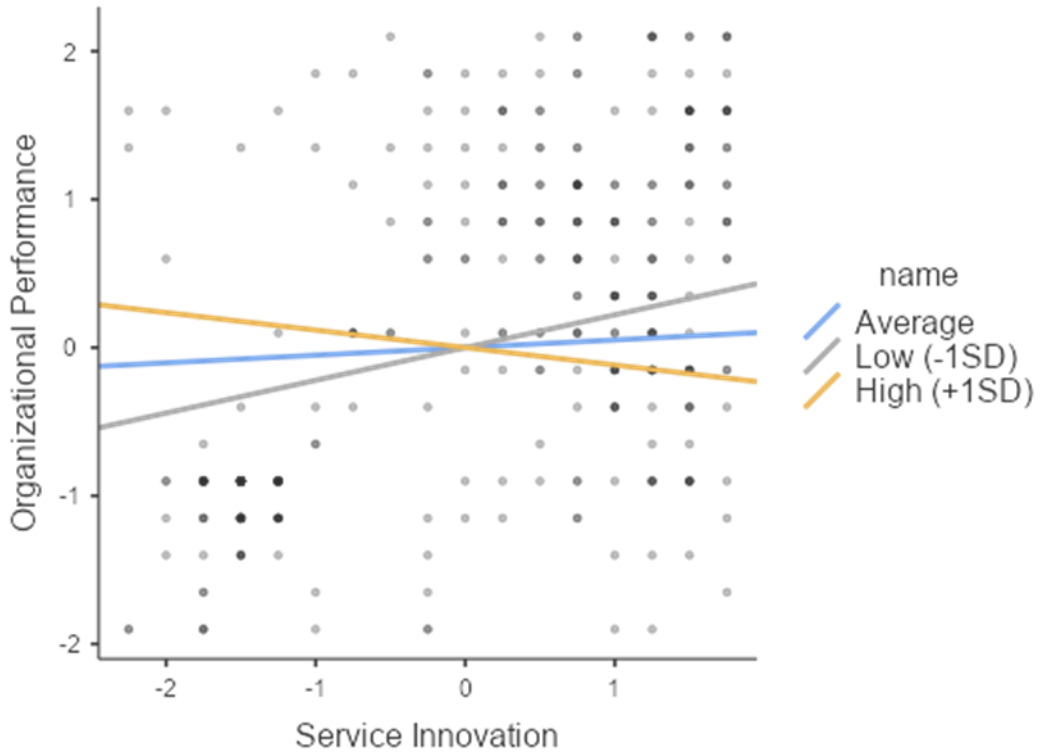
**Table 5.** Result of the interaction effect

	Estimate	SE	t	p
<b>Service Innovation</b>	0.0515	0.0697	0.739	0.460
<b>Organisational Resilience</b>	0.4377	0.0543	8.055	< .001
<b>H4: Service Innovation * Organisational Resilience</b>	-0.1122	0.0422	-2.661	0.008

Simple Slope Estimates	Estimate	SE	t	p
Average	0.0515	0.0696	0.740	0.459
Low (-1SD)	0.2210	0.0675	3.273	0.001
High (+1SD)	-0.1179	0.1147	-1.028	0.304

Note: shows the effect of the predictor (Service Innovation) on the dependent variable (Organisational Performance) at different levels of the moderator (Organisational Resilience).



**Figure 2.** Simple Slope Plot

## 5. Discussion and conclusion

### 5.1 Discussion

The current study developed and tested an empirical model that investigated the mediated–moderated impact of organisational resilience on the relationship between a manager’s proactive personality and organisational performance. The results support the objectives of this study. Specifically, the study proposed five hypotheses, and the statistical analysis supported all hypothesised relationships. These results have significant implications for academic contributions and hospitality business practices. This section highlights some of these implications.

The first hypothesis argued that a manager’s proactive personality significantly influences employees’ service innovation. In other words, when managers are proactive in their dealings and exude proactivity as a personality trait, their subordinates take cues from them and engage in innovation activities that are otherwise discouraged. This logic follows Yamak and Eyupoglu’s (2021) argument that a proactivity personality fosters creativity, leader–member exchange interactions, and career achievement. The findings of the current research complement this position and further buttress the leadership literature’s support for managers’ capabilities to drive change in employees through mentoring and exemplifying desirable qualities, such as proactivity (Onyeneke & Abe, 2021).

Second, this study proposed that a manager’s proactive personality exerts a significant positive influence on organisational performance and suggested that by going beyond assigned tasks and responsibilities, proactive managers create an atmosphere that encourages employees to perform tasks with relative ease

and display obligations for the organisation (Yang *et al.*, 2020). Our results show that managers' proactive handling of guest and employee issues in hotels in Cyprus fosters organisational performance, which mirrors the findings of Zhang *et al.* (2021), who found that team proactivity has a curvilinear relationship with team performance. Proactivity elicits attitudes and behaviours among an organisation's employees that drive organisational performance.

The third hypothesis proposed that service innovation significantly influences organisational performance, and the fourth hypothesis suggested that service innovation mediates the relationship between a manager's proactive personality and organisational performance. The findings reveal that service innovation directly and indirectly influences organisational performance in hotels in Cyprus. This confirms previous research that identified innovation as a decisive factor in organisational performance (Gomes *et al.*, 2021; Hameed *et al.*, 2021). Therefore, hotel management must take the lead in fostering organisational performance in various ways. Furthermore, service innovation is critical to achieving success through enhanced performance in the hotel sector (Gomes *et al.*, 2021; Hameed *et al.*, 2021; Hussain *et al.*, 2016; Tajeddini *et al.*, 2020). Therefore, improving the service level, particularly in hotels in Cyprus, is necessary to improve their performance.

Finally, the fifth hypothesis proposed that organisational resilience moderates the mediating impact of service innovation on the link between a manager's proactive personality and organisational performance. To the best of our knowledge, organisational resilience as a moderator between service innovation and organisational performance in the context of hotels located in Cyprus is a novel concept. The results of the current study show that organisational resilience moderates the mediating effect of service innovation. In addition, greater levels of organisational resilience contribute to enhanced organisational performance through the proactive oversight of innovations. Considering prior studies on organisational resilience, we may infer that resilience better equips management and general staff to overcome unanticipated crises and transform them into opportunities (Kim, 2020; McManus *et al.*, 2008).

### 5.1 Theoretical Implications

The influence of a manager's proactive personality on hotel performance in Cyprus remains unexplored. This research developed and evaluated a moderated mediation model based on resilience theory. The results from the present study indicate that service innovation partially mediates the impact of a manager's proactive personality on organisational performance. Thus, more resilient hotels have a more significant mediation effect from service innovation than less resilient hotels. The results of this study provide several implications for managers with proactive personalities and for organisational performance studies.

First, despite the existence of appropriate literature on the relevance of organisational performance in the hospitality context, research on the influence of a manager's proactive personality on hotel performance is scarce, especially in the expanding hospitality sector in Cyprus (Katefliadis *et al.*, 2021; Senbeto & Hon, 2020). Specifically, our results show that a manager's proactive personality is essential to enhancing hospitality employees' service innovation, which aligns with the extant literature. For example, Chen (2011) found a strong link between innovation culture and proactivity. Similarly, Tang (2015) found that the proactive personalities of bed and breakfast establishment operators aided performance among the Taiwanese sample. This finding is essential to the ongoing discussion of alleviating the various levels of organizational challenges, especially when disasters or crises occur. This research suggests that a proactive manager's calming presence can give the reassurance needed for

employees in challenging situations to stay focused and foster innovative ideas that propel solutions to the industry's predicament.

Second, our findings imply that it is better to understand performance in service organisations through the mediating mechanism of service innovation. In other words, a manager's proactive personality improves organisational performance when the organisation encourages and embraces a service innovation culture and ideas. More importantly, the findings indicate that organisational resilience moderates a manager's proactive personality and mediates organisational performance. The mediated impact of proactivity on performance via service innovation decreases when employees perceive that the management of their organisations is not resilient. Finally, previous researchers have recommended additional research on resilience theory in the hospitality sector (Khan *et al.*, 2021; Rubalcaba *et al.*, 2016). The present study extends the application of resilience theory to hotel performance by exploring the intervening impact of service innovation in the hotel industry. Using resilience theory as a framework, the hospitality sector in Cyprus should encourage proactivity at the management and staff levels and focus on innovation to increase its resilience and organisational sustainability.

### 5.2 Practical Implications

This study has several important practical implications. First, selecting managers with a more proactive personality is advantageous for the hotel business (Buil *et al.*, 2019). Consequently, hotels should implement employee work design tactics to provide a favourable environment for demonstrating proactive behaviours. To encourage proactive behaviour in the workplace, Patterson *et al.* (2005) and McCormick *et al.* (2019) agree that creating an innovative and flexible work environment is critical. Proactivity enhances service innovation, and proactive traits give managers the awareness to recognise problems as they arise and apply the appropriate policies and procedures to address them.

Second, hospitality organisations operate in increasingly volatile markets and aim to implement innovative services to compete in a volatile industry, especially during times of disaster or crisis. Service innovation promotes the realisation and implementation of diverse organisational solutions and procedures (Khan *et al.*, 2021; Tajeddini *et al.*, 2020), and the current study suggests that managers should view service innovation as one viable way of attracting qualified employees and retaining existing employees in a competitive business. Even though employees play an important role in service innovation, the results indicate that organisations must consider the relationship between a proactive managerial personality and service innovation to promote organisational success in the face of disaster or crisis.

Finally, in terms of resilience, administrators must choose which initiatives to follow to strengthen organisational resilience at each crisis stage. The recommended organisational resilience model frequently includes practical instructions for organisations to implement action plans in response to existing or future predicaments. Entrepreneurs should understand how different resilience levels interact. The steps businesses take to improve their coping capabilities directly affect their capacity to be resilient (Lengnick-Hall *et al.*, 2011). Additionally, the current study emphasises the importance of a proactive personality as a consideration for internal organisation management (Kim, 2020; McCormick *et al.*, 2019). The study also suggests that during a crisis, managers must compromise between what is feasible and what is realistic.

### 5.3 Limitations and Recommendations for Future Research

The current research has several limitations. First, since the study only collected data from international hotels, future studies should include other hospitality industry sectors to increase the findings'

generalisability. Second, this study used the individual level as the research unit. Future research should thoroughly analyse levels, individuals, and organisations to investigate mutual collaboration opportunities. Third, future studies should explore other constructs, such as process innovation as a mediator, because the present research did not consider whether other variables mediate the relationship between a manager's proactive personality and organisational performance. Finally, this research collected data using a cross-sectional approach, which limited the potential to make causal inferences.

Consequently, future researchers should use time-lag data collection to reduce the possibility of common method variances and improve causal inferences across study variables. Despite these limitations, this study's findings contribute to the hospitality literature by shedding light on the influence of a manager's proactive personality on organisational outcomes. We expect these results will encourage other researchers to conduct additional research that stresses the importance of proactivity outcomes in the hospitality industry.

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### **Appendix**

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#### **Proactive Personality (Delle & Amadu, 2016)**

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- PP1. I am constantly on the lookout for new ways to improve my life.
  - PP2. Wherever I have been, I have been a powerful force for constructive change.
  - PP3. Nothing is more exciting than seeing my ideas turn into reality.
  - PP4. I see something I don't like, I fix it.
  - PP5. No matter what the odds, if I believe in something I will make it happen.
  - PP6. I love being a champion for my ideas, even against others' opposition.
  - PP7. I excel at identifying opportunities.
  - PP8. I am always looking for better ways to do things.
  - PP9. If I believe in an idea, no obstacle will prevent me from making it happen.
  - PP10. I can spot a good opportunity long before others can.
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#### **Service Innovation (Hameed *et al.*, 2021)**

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- SI1. The organization is always engaged in developing new services.
  - SI2. The organization often improves existing services or introduces new services.
  - SI3. The organization accelerates the introduction of new services.
  - SI4. The organization increases its overall commitment to developing new services.
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#### **Organizational Performance (Hameed *et al.*, 2021)**

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- OP1. Our return on investment has increased.
  - OP2. Our return on assets has increased.
  - OP3. Our sales growth has increased.
  - OP4. Our profit growth has increased.
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#### **Organizational Resilience (Pathak & Joshi, 2021)**

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- OR1. Our hotel proactively monitor tourism industry to have an early warning of any disaster/crisis.
  - OR2. Our hotel has clearly defined priorities for what is important during and after disaster/crisis.
  - OR3. Our hotel build relationships with organizations we might have to work with during and after disaster/crisis.
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- OR4. Our hotel maintains sufficient resources to absorb some unexpected change during disasters like disaster/crisis.
- OR5. Our hotel has a focus on being able to respond to the unexpected disasters like disaster/crisis.
- OR6. There would be good leadership from within our hotel if any disaster or crisis hits.
- OR7. The way our hotel plan for the unexpected is appropriate.
- OR8. People in our hotel are committed to working on a problem until it is resolved.
- OR9. In our hotel, if key people are unavailable, there are always others who could fill their role.
- OR10. As a hotel, we are known for our ability to use knowledge in novel ways.
- OR11. Our hotel can make tough decisions quickly.
- OR12. There are few barriers stopping us from working well with other organizations.
- OR13. Our hotel believe emergency plans must be practiced and tested to be effective.
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