Dialogue Social Science Review (DSSR)
www.journalforeducationalresearch.online

ISSN Online: 3007-3154
ISSN Print: 3007-3146

Vol. 2 No. 4 (November) (2024)

Role of Business Model Innovation in Organizational Performance: Mediating Role of Organisational Inertia

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Abstract:
Organizations typically maintain stability and adhere to established routines, this leads to their insensitivity to various threats and opportunities arising from the external environment. Companies bring new ideas and technologies to market through their business models. Although companies may invest heavily in exploring new ideas and technologies, they often have limited ability to innovate the business models that will utilize these inputs. This is important because the same idea or technology, when brought to market through different business models, will produce different economic outcomes. So, it's smart for companies to learn how to innovate their business models. This paper examined the obstacles to business model innovation, which previous academic research has identified as conflicts with existing assets and business models, as well as difficulties in recognizing these barriers. The aim of this study is to investigate how organizational inertia affects business model innovation. According to the empirical findings of this study, innovating business models leads to the creation of new operational models, enhances the core competencies of enterprises, fulfills customer needs, improves the quality or features of current products, and reduces production costs. As a result, business model innovation has a positive and significant impact on organizational performance.
Keywords: Organizational Inertia, Innovation of Business Model, Organizational performance

Introduction

Innovation is the application of a novel idea or method. A new product, service, technology, or managerial approach can be an example of innovation (Le Anh et al., 2023). Innovation becomes more crucial for an organization's survival and expansion in the face of strong competition and unpredictability. Lately, the concept of innovating in the business model has emerged as a strategy for companies to enhance their value proposition and secure a competitive edge against their rivals (Matthyssens et al., 2008). Entrepreneurial innovation is a

ISSN Online: 3007-3154
ISSN Print: 3007-3146

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technique an organization can use to develop a completely novel company structure that is entirely distinct from the one it currently uses and rebuild consumer satisfaction and value delivery (Tushman et al., 2011). The primary effect of technology-related advancements on the financial sector is the decline in transaction fees. Innovating business models has increased monetary width, built greater capabilities, and will offer consumers a wide range of novel service options along with goods with a higher degree of distinctiveness. These factors also contributed to the growth of the financial services industry. In simple terms, innovation in business models is a strategy used by numerous businesses to find advantages over rivals in the modern economy (Aragón-Correa et al., 2007). Challenged the notion that innovation consistently leads to improved organizational performance. Instead, they pointed out that many businesses grapple with organizational inertia.

Theory of Organizational Inertia

According to the Organization Inertia Theory, an organization has intrinsic inertia that stops it from responding quickly to changes in its surroundings and implementing change. An organization's attempts to change will be hampered by inertial attitudes in its organizational framework, tactics, and policies as a result of prior positive experiences and operational practices. Numerous studies have claimed that organizational inertia hinders innovation, particularly in the financial sector (Chin et al., 2009; Nokes, 1986; Storey et al., 2016). Organizational inertia, which is particularly likely to impede organizational development and creative thinking in larger organizations, tends to be a problem. Innovation is frequently perceived as being hampered by inertia (Moradi et al., 2021). A number of academics believe that businesses are unable to overcome their present organizational structures and make any modifications to them due to inertia (Matthyssens et al., 2006; Sull, 2005). As a result, this research examines organizational transformation from the standpoint of how an organization may modify its organizational inertia and what procedures it can use to encourage or enhance creativity. Organizational inertia may be reduced by a process known as organizational learning.

Problem Statement

For organizations to do well and survive in a world that's always changing, they need to keep learning new things, forget what doesn't work anymore, and be open to learning again when things change. But sometimes, organizations struggle with this. They might not understand how important it is to keep learning, or they might have messy ways of sharing what they know. Some people might not want to change the way they do things, even if it's not working well. All these things can get in the way of organizations using their full potential for learning. To get past these problems, organizations need to create an environment where everyone is encouraged to keep learning, where knowledge is shared easily, and where people are open to trying new things. That way, organizations can keep growing and adapting to whatever the world throws their way. Organizations work in challenging, unpredictably changing contexts. For the sake of survival and achievement, one must possess the capacity to acquire knowledge, unlearn, and relearn. However, due to a variety of issues, including a shortage of understanding, poor procedures, or reluctance to change, many

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ISSN Print: 3007-3146

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organizations find it difficult to fully utilize the potential for organizational learning. (Huang et al., n.d.)

Research Questions

In this investigation, the relationships between innovation in business models and organizational effectiveness were examined. The current study aimed to examine the related issues based on the aforementioned research context and objectives:

- **a)** Whether or not business model innovation has an impact on organizational inertia?
- **b)** Does business model innovation have an impact on how well organizations perform?

Research Objectives:

- **a)** To investigate the main elements and aspects of organizational innovation.
- **b)** To look at the variables that affect organizational innovation, such as leadership, culture, and learning processes.
- **c)** To explore the effects of organizational innovation on multiple results in performance, including creative thinking, growth, and financial success.
- **d)** To recognize any obstacles and difficulties that could prevent efficient organizational innovation and to suggest solutions.

1.1. Significance:

Business model innovation helps organizations develop distinctive skills, identify customer needs, improve product quality, and reduce production costs, ultimately gaining a competitive edge. It was thought that through business model innovation, companies could attain the utmost benefits of cost minimization and strategic adaptability (Pohle & Chapman, 2006).
Organizational inertia within the hotel industry results in outdated methods, technological stagnation, and failure to adapt to changing customer preferences. As a consequence, guest satisfaction declines, occupancy rates decrease, and the hotel's competitiveness erodes, leading to negative effects on performance and revenue.

Literature Review

This section elaborates on the scholarly groundwork relevant to this study, encompassing concepts like operational rigidity, innovative business models, and organizational efficiency. Furthermore, it puts forth several research hypotheses.

Value Creation Theory

This section examines essential literature concerning the generation of value within the context of stakeholder theory. Its objective is to inspire further investigation into the intricacies of theory, application, and societal outcomes associated with value creation within a framework of stakeholder management. The primary inquiry revolves around determining the value approach that best contributes to the holistic well-being of society through a firm's actions. The chapter focuses on key topics in relevant literature and discusses the role of value creation theory in future stakeholder research (Duane, 2017).

Hotel industry Background

A thorough investigation of several landmarks, advancements, and difficulties must be done to understand the Pakistani hotel sector. The history of Pakistan's hotel sector is summarized here.

In the Pre-Partition Era During the time of British colonial authority in the Indian subcontinent, a few luxury hotels were built in places like Karachi, Lahore, and Rawalpindi that largely served British government employees and affluent tourists.

In 1947-1960s Primarily with the founding of Pakistan International Airlines (PIA) in 1955, which facilitated travel and also promoted the hotel business, tourism gained emphasis as a financial prospect.

In 1970s-1980s Foreign investment was scarce during the decade of 1980s because of unrest in politics and safety hazards.

In the latter part of the 1990s, economic liberalization initiatives promoted foreign investment and the emergence of foreign hotel brands in the Pakistani market. As traveler habits and technology developments changed, the hotel industry started transforming as well.

In the 2000s, to improve exposure and availability for guests, lodging establishments started utilizing web-based advertising as well as internet scheduling tools.

2010s–Present, the hotel sector is developing, bringing in fresh ideas, aesthetics, and encounters to appeal across different traveler demographics. A return of tourism was caused by moves that made particular places more secure, sustaining the need for high-quality lodging. Hotels place greater emphasis on ethical travel and sustainability. Organizations can improve visitor's experience of personalized services and advance booking with the help of technology. The hotel sectors improved themselves with the use of advance technology, by adopting leisure habits, and this way hotel sector has changed along with development in society. These changings are usually demands from the traveler.

Current practices

In this era, some current practices are taken for granted including environmental friendly procedures, sensitive technological advances, fitness, customized events and technological cooperation. Hotel promote environmental friendly operations and innovative certifications through the implementation of lighting efficiency techniques, waste reduction, and water conservations. Guests can enjoy the facility of smart rooms where they can adjust room temperature, room lightning entertainment setups according to their will. These controls smoothly blend individual experiences, modern technologies, and healthcare characteristics.

Contextual Analysis

The hotel sector faces too many challenges regarding industry, place, taste and environment. In order to cope up with the challenges the management must have effective leadership and strategic planning. Overcoming these challenges requires ingenuity and a customer-focused approach. Investors must adapt unique ideas, analyze trends, and tactics in order to sustain long term profitability. Hotels can reduce unemployment and high turnover by providing better opportunities like providing competitive benefits including high salary and promotion. Technology innovation, improved booking websites, eco-friendly operations, guest feedback

ISSN Online: 3007-3154
ISSN Print: 3007-3146

gathering, guest market diversification, reputation management, resort differentiation, economic adjustments, and infrastructural advancements are all important. This proactive strategy enhances sustainability over time, operational efficacy, and customer satisfaction in a competitive market.

Relation between business model innovation and inertia

Overcoming inertia, or the propensity of firms to stick with their established procedures and oppose change, is typically linked to business model innovation

Breaking Old Habits

Developing new practices is critical for businesses looking to promote innovation and style in today's ever changing marketplace. When firms become inappropriately conditioned to the same routines, they risk stagnation and missing out on opportunities for growth (Dalcher, 2019). When businesses become overly accustomed to similar routines, they risk stagnating and miss out on opportunities for progress. Furthermore, innovation frequently requires taking measured risks while gaining knowledge from both successes and failures. This not just gives them an edge over their competitors, but it also increases worker satisfaction and pleasure. Stepping outside of their zone of familiarity allows businesses to broaden their knowledge and capabilities, resulting in constant growth and development. Companies that encourage an experimenting culture and are open to change can fulfill shifting client needs, differentiate themselves in the market, and finally succeed in a constantly shifting business landscape (Le Anh et al., 2023).

Risks Fear of Taking

Fear of taking risks is a huge impediment for both individuals and businesses, especially when it comes to experimenting with new business ideas. We miss out on chances for personal development and advancement because we are afraid of failing; it also prevents us from being innovative and exploring novel concepts. . It scares us, keeping us from stepping outside of our comfort zone and trying something new. This anxiety stifles our progress and keeps us stuck in obsolete approaches that are no longer effective. To truly grow and succeed, we must learn to conquer our fear of taking risks and embrace the opportunity to try new things. (Hengen & Alpers, 2019)

Using Resources Differently

Adjusting how we use resources is really important for trying out new ideas and shaking things up in business. It's all about being open to change and being willing to invest in new opportunities, even if it means taking a bit of a risk. Continuously using resources in the same way keeps we stuck in a rut, preventing forward movement. But when we start using those resources to support new and innovative projects, like trying out new ways of doing things or exploring new markets, it's like we are giving ourselves a jumpstart. By being smart about how we use our resources, we can break free from old habits and set ourselves up for success in the long run (Teece, 2010).

Company Culture

ISSN Online: 3007-3154
ISSN Print: 3007-3146

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Company culture, or the vibe and values that guide how everyone acts and works together in a company, has a big impact on whether a business can come up with new and better ways of doing things, which we call business model innovation, or if it gets into old habits, known as inertia. Imagine a company like a big family. In a family where everyone encourages each other to try new things and learn from mistakes, it's easier for cool ideas to pop up and for everyone to pitch in to make them happen. That's like having a culture that supports innovation. But in a family where people are scared to try new stuff or where they are always stuck in the same routine, it's harder for new ideas to take root, and the family might get stuck doing things the same old way, even if it's not working well anymore. That's like having a culture that encourages inertia. Leaders play a big role in setting the tone for the company's culture. If they're excited about trying new things and encourage everyone else to do the same, it helps to create a culture of innovation. But if they're resistant to change or always focused on playing it safe, it can make it harder for new ideas to thrive. So, having a culture that supports innovation and helps shake off inertia is super important for a company's long-term success (Brown & Duguid, 2000).

What Customers Expect

Knowing that the customer wants it is super important for the businesses to come up with the new and better ways of doing things, which we call business model innovation. It's like having a compass that shows you which way to go. When businesses listen to what their customers expect and then come up with cool new ideas that meet those expectations, they're more likely to succeed. But sometimes, businesses get stuck doing things the same old way, even if it's not what customers want anymore. That's called inertia. It's stuck in mud and not moving forward. By paying attention to what customers expect and being open to trying new things, businesses can break free from inertia and keep moving forward with fresh ideas that make customers happy. It all comes down to putting customers first in everything a firm does and being willing to adapt to meet their demands (Chesbrough, 2010).

GAP Analysis

The relationship between business model innovation and performance outcomes is influenced by organizational inertia through unclear channels. Ineffective techniques of dealing with organizational stagnation during the innovation process. Undiscovered causal links and reciprocal effects between innovation, inertia, and performance.

Organizational Inertia

Organizational inertia occurs when a corporation continues to use its present methods of operation, such as its strategies, structure, and internal processes, in order to maintain the status quo. Even when the world around it changes, the organization wishes to stay on its existing path, hoping for steady growth without disrupting things too much. This idea encompasses a number of various factors, including the company's rules and routines, how its leaders think and act, how successfully teams collaborate, and how the organization handles difficult situations. Each of these elements makes a unique contribution to the organization's inertia. For example, if an organization follows rigorous norms

ISSN Online: 3007-3154
ISSN Print: 3007-3146

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and routines, it may difficult to integrate innovative ideas. Alternatively, if its leaders are set in their ways, they may reject any change. If teams become very comfortable with the current state of affairs, they may become averse to new ideas. Similarly, if the organization is dealing with stress management challenges, it may go back into old habits. So, organizational inertia refers to remaining trapped in the past, even when it is time to move forward. In a broader context, this phenomenon encompasses a diverse array of interrelated components, spanning organizational methodologies, protocols, and routines; leadership styles and paradigms of leaders; team cohesion among members; and capacities for handling stress (Amiripour et al., 2017). Furthermore, each facet imparts a distinct value and concept.

Business Model Innovation

The term "business models" has garnered significant interest in recent years and is a strategy used by numerous organizations to gain an advantage over rivals in the emerging economy. The simple definition of a business model given by Wikipedia is "a mechanism and approach for a business to generate income and financial gain." Technology is no longer the key determinant that determines how well a company does in the era of globalization, swift technical advancement, and an exceedingly unstable economic environment. Instead, it is the business model. Innovative business model design involves the introduction of a fresh approach to business into an existing manufacturing system, resulting in the creation of valuable products for clients and the company and a novel and efficient means of generating profit. A novel form of innovation that is just as significant as technological advancement in creative business models. The majority of technological innovation results might be slightly valuable. In the books of management from the middle of the 1970s, the phrase "business model" initially emerged. Konczal (1975) developed the term "business model" to describe their investigation into the relationship among the components of information and statistical operations. It wasn't until the 1990s that it was extensively researched and discussed. There is currently no universally agreed-upon definition of the term "business model" because experts' interpretations of it range. (Jacobides, 2010) contended that an economic framework encompasses an organization's behaviors concerning customer selection, product definition and differentiation, internal versus external task execution, supply distribution, market entry strategies, creation of benefits for clients, and revenue generation methods. A business model is a framework that combines information, goods, and services flow, identifies ways to earn income, and places emphasis on the connections and organizational frameworks of the value chains of company roles (Amit & Zott, 2017). A business model is a declaration about how a firm generates and sustains revenue flows through time, according to Clemons (Clemons, 2009; Kuipers, 2000).

Organizational performance

A crucial area of management is organizational performance. The performance of an organization is significant because it includes issues like the creation of tactical choices and the effectiveness of executing strategies within the organization, which are related to the long-term viability and growth of the organization. Organizational performance is super important for running a

ISSN Online: 3007-3154
ISSN Print: 3007-3146
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business smoothly. It's like the scorecard that tells us how well the organization is doing overall. This covers stuff like making smart decisions about what to do and how to do it, and then actually getting things done the right way. But why does it matter so much? Well, because it's directly linked to whether the organization can keep on thriving in the long run. Think of it like this: If a business is performing well, it's like a car cruising smoothly down the highway, reaching its destination without any hiccups. But if it's not performing well, it's like the car is struggling to even get started, let alone reach its destination. So, when we talk about organizational performance, we're really talking about the health and success of the whole business. Therefore, organizational efficiency will be seen as a key component in determining how well an organization succeeds and whether it will continue to grow in the future (Schneider et al., 2018).

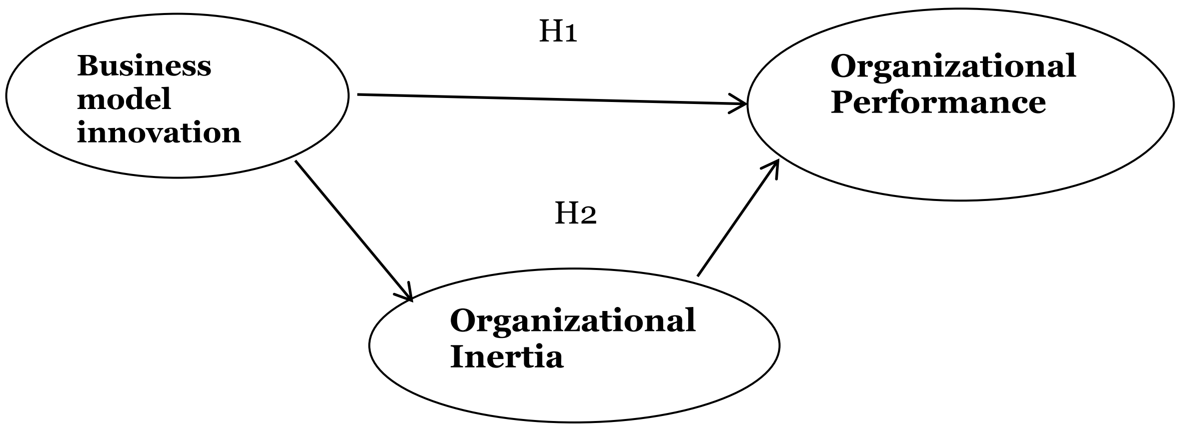
Hypotheses of the Study

This study examined the interconnectedness between organizational inertia, business model innovation, and organizational performance. The research established three research hypotheses in the following manner:

H1: Business mode innovation has a significant and positive relationship with organizational performance.

H2: Organizational inertia mediates the relationship between business model innovation and organizational performance.

H3: Business model innovation has a significant and positive relationship with organizational inertia.



Theoretical Framework

Research Designs

When we talk about research design, we're basically talking about the plan we use to conduct our study. It's like a roadmap that guides us through every step of the research process, from collecting data to analyzing it. So, in this chapter, we're going to cover all the important details about how we're going to do our research. This includes things like what type of research we're doing, how we're going to pick the people or things we're studying (that's called sampling), what exactly we're going to study (that's the unit of analysis), and even how long we're going to be studying it for (that's the time horizon). By laying out all these details upfront, we're making sure that our research is well organized and efficient. This will help us collect the data we need, measure it accurately, and analyze it effectively. So, we can say it's the road map for navigating the wonderful world of research. It involves to refer the compete process of conducting research. It include the collection of data, data's measurement and the final analysis of data.

Research Philosophy

The research philosophy used in this study is positivist. Positivisms is a philosophy that uses scientific methods to develop unbiased realities and truth. Positivism is a research philosophy focused on factual knowledge. This study used a positivist strategy or research paradigm since it is based on factual knowledge. In the positivist approach, the major focus of the study is to consider findings, discover causal correlations between variables, and so on, as advised in previous studies. This research study is exploratory, which means it is preliminary research using a theoretical or hypothetical concept. The positivist research paradigm considers the investigation to be quantitative in nature. Quantitative research or study is a method of testing objective hypotheses by looking at the causal relationship between variables. Initially, in the positivistic approach, this study used a deductive technique such as hypothesis testing. The deductive research approach incorporates reasoning that moves from general to specific; as a procedure, it begins with a theory, generates hypotheses from it, tests those hypotheses, and reviews the theory. Finally, this study takes a positivist strategy that is quantitative in character, employs a deductive approach to research, and is exploratory.

Approach

This study is based upon the method of deduction as an in-depth review of literature has been carried out, and a theory is used to comprehend the causal relationship between concepts and variables. Furthermore, concepts have been operationalized in order to measure them in a quantitative form.

Methodological Choice

This study is quantitative research as data is collected at once through self-administered questionnaires. To corroborate ideas and assumptions, acquired data is typically expressed in statistics and graphs. The obtained data gives genuine information on the topic. The quantitative research method collects factual information through the use of surveys. A questionnaire can be used for any form of study. A questionnaire is the principal tool for obtaining quantitative primary data. A questionnaire standardizes quantitative data collection, ensuring uniformity and consistency for analysis. Questionnaires should always have a specific purpose that is relevant to the study objectives, and it should be obvious from the start how the results will be used. A questionnaire can be used when resources are limited, time is valuable, participants' privacy is protected, confidentiality is maintained, and questionnaires can confirm other findings. Survey designers try to create standardized questions and response options that respondents can understand and produce relevant results. This study endorses the survey research technique, in which data is obtained using a questionnaire. The advantage of quantitative research is that the researcher will have minimal influence, aiming to avoid any author biases.

Strategy

A survey method opts for this study. It is a well-known and standard procedure

ISSN Online: 3007-3154
ISSN Print: 3007-3146
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for collecting data in business and management research. The survey strategy enables us to gather quantitative data, which we can evaluate quantitatively using inferential and descriptive statistics. This is a quantitative study that draws on primary materials. Primary data is acquired for the specific research problem at hand utilizing the appropriate process for the research challenge, and fresh and updated data is added to the current information. Data that quantitatively explain the variables, objects, and their values produce more precise findings.

Time Horizon

It is a cross-sectional study. Data were collected from a single respondent at a single time. It took almost one month to collect data.

The data collection process took nearly a month, ensuring that all parts of the responding company's experience, actions, and opinions were captured thoroughly and accurately within the time range specified.

Research Interference

There were no breaks or problems during the study. This ensures that the results of this study are dependable. It's good to know that the data collection went smoothly, making the findings more trustworthy. No research-related interruption was experienced in the research process, which may influence the findings of this study.

Unit of Analysis

In this study, we focused on individuals as the main subjects of analysis, specifically managers and line managers. This means we looked at how these specific people behaved or responded to different situations. By zooming in on individuals, such as managers and line managers, we could better understand their roles and actions within the context of the study. Top of Form The unit of analysis in this study was an individual (i.e., managers and line managers).

Population and Sampling

Population

This study specifically targets the top managers and line managers employed within the hospitality industry in Peshawar and Mandi Baha Uddin. Given the vastness of the population comprising these managerial roles across numerous hotels in the specified regions, conducting research on every individual is impractical. Hence, we adopted a sampling approach wherein data was collected from a select group that mirrored the characteristics and diversity of the entire population. By focusing on this representative subset, we aim to gain valuable insights into the dynamics, behaviors, and practices prevalent among top management in these areas. This methodology allows us to extrapolate our findings to the broader population with confidence, providing a comprehensive understanding of the managerial landscape within the hospitality sector of Peshawar and Mandi Baha Uddin. The population of this study is the top management of hotels (managers and line managers) in Peshawar and Mandi Baha Uddin. Since it is impossible to study an entire population, data gathered from an appropriate sample will represent the characteristics of the whole population.

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ISSN Print: 3007-3146

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Sample Size

(Approach, 2016) explains that when we can't study everyone in a big group, like all the managers and supervisors in a hotel, we pick a smaller group called a sample. This helps us draw conclusions that apply to the whole big group. So, sampling means choosing enough people from the big group (Approach, 2016) so that our study accurately represents everyone in that group. To figure out how many people we need for our study, we use something called the power formula. We consider things like how big of an impact to see (called the effect size), how likely it is that our results are just due to chance (standard error probability), and how many different things we're trying to predict (number of maximum predicting arrows). By plugging in these numbers, we found out that we need at least 116 people in our sample to make sure our study is reliable. (*ArticleDrChineloOribhaborandDr*, n.d.) It indicates that a population subset is called a sample and enables a researcher to draw inferences that can be generalized to the given population. Sampling is selecting an adequate number of components from the people (*ArticleDrChineloOribhaborandDr*, n.d.). So that test precisely sums up its attributes for the entire population. By implying the power formula and considering the effect size as 0.15, the standard error probability as 0.5, and the number of maximum predicting arrows as 4, the minimum sample size of 116 was calculated.

Sampling Technique and Procedure

In this study, we're exploring the hotel industry in Peshawar and Mandi Baha Uddin. To do this, we're talking to hotel managers and line managers, the people who make the magic happen behind the scenes. To gather information, we used something called a questionnaire. These are like surveys with questions that people fill out themselves. We didn't just send these questionnaires out randomly, though. This hands-on approach makes our study what we call a 'field study,' meaning its happening right where everything is going on. We understand that taking part in a study like this is a big deal. That's why we made sure to keep everything super private and totally up to the managers. Each one got a letter explaining why we're doing this study and how important their answers are to us. We promised them that whatever they said, we would keep it anonymous, meaning we would tell anyone who said what. Plus, we assured them that the information they shared would only be used for academic purposes and nothing else. By giving them these assurances, we hoped to create a safe and comfortable environment where managers felt confident sharing their thoughts and experiences. This study will be conducted in the hotel industry of Peshawar and Mandi baha uddin therefore, the respondents were chosen to be hotel managers and line managers. Data was gathered through self-directed and self-administered questionnaires. Contact was made with all respondents at their workplace regarding the request to fill out the questionnaires. Henceforth, it is a field study. Participation was confidential and voluntary. Questionnaires and an introductory letter mentioning the importance of this study and the relevance of participants' replies were distributed, promising the anonymity of participants' identities. Participants were assured that this data would only be used for academic research. They were all assured about the confidentiality of their responses, empowering them to share their responses honestly.

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ISSN Print: 3007-3146

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Research Analysis

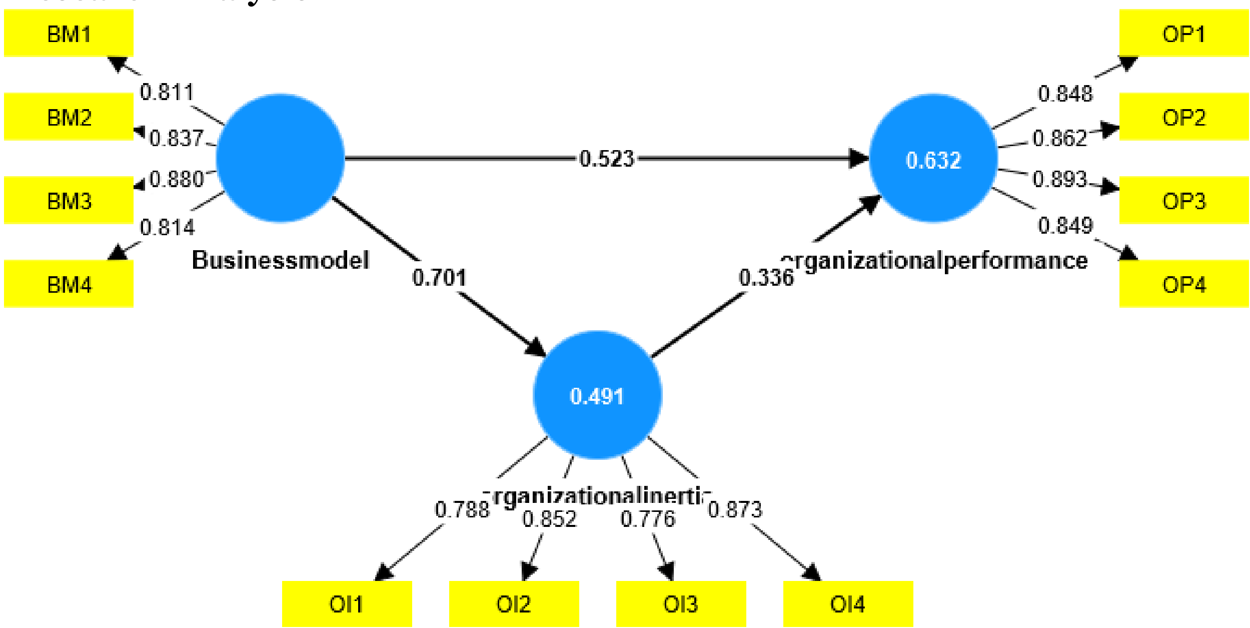

Table No: 1 Construct reliability and validity

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Business model	0.856	0.866	0.902	0.698
Organizational inertia	0.84	0.845	0.893	0.677
Organizational performance	0.886	0.886	0.921	0.745

Table 1 describes the values of contract reliability and validity. In this table, the value of composite reliability varies from 0.893 to 0.921. Whereas the value of Cranbach's alpha varies from 0.840 to 0.886. The value of the average variance extracted varies from 0.677 to 0.745.

Table No: 2 Factor Loadings

construct	Business Model	Organizational inertia	Organizational performance
BM1	0.811		
BM2	0.837		
BM3	0.88		
BM4	0.814		
OI1		0.788	
OI2		0.852	
OI3		0.776	
OI4		0.873	
OP1			0.848

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OP2			0.862
OP3			0.893
OP4			0.849

The factor loading presented in Table 2 reveals a strong and clear relationship between each item and its corresponding construct. The high factor loadings, ranging from 0.776 to 0.893, indicate that each item effectively measures its intended construct, providing strong evidence for the validity of the measurement model. The four elements that make up the business model construct have factor loadings ranging from 0.811 to 0.880, indicating a strong relationship. Similarly, the factor loadings for the organizational inertia and organizational performance constructs range from 0.6748 to 0.893 and 0.776 to 0.873, respectively, indicating that these constructs are also well characterized by their respective components. These data allow for an accurate review of relationships among these categories. That created a framework for future research.

Table No: 3 HTMT

Construct	**Business model**	**Organizational inertia**	**Organizational performance**
Business model			
Organizational inertia	0.817		
Organizational performance	0.864	0.812	

A well designed business model is strongly linked to better Organizational performance, with a correlation coefficient of 0.864, including a robust positive relationship. Additionally a robust business model is associated with reduce organizational inertia, with correlation coefficient of 0.817, suggested that effective business model foster adoptability and innovation. In contrast, high level of organizational inertia are strongly correlated with poor organization performance, with the correlation coefficient of -0.812, highlighted the importance of overcoming resistance to change to achieve success and the need to address organizational inertia to achieve optimal performance.

Table No: 4 Fornell- Larcker Criterion

Construct	**Business model**	**Organizational inertia**	**Organizational performance**
Business model	0.836		
Organizational inertia	0.701	0.823	
Organizational performance	0.758	0.702	0.863

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ISSN Print: 3007-3146

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The table highlights the Fornell-Larcker to test the validity of discrimination, we consider the squared correlations between a concept and the variance that is exclusively contained by the structure in question. The findings from the discriminant validity analysis indicate that the squared correlation is lower than the square root of the average variance extracted, indicating satisfactory discriminant validity.

Table No: 5 Hypothesis Testing

Hypothesis	Path Assessment	Original sample (O)	Sample mean (M)		Standard deviation (STDEV)	T-values	P-values	Results
H1	Business model -> organizational inertia	0.701	0.702		0.049	14.331	0.000	Accepte
H2	Business model -> organizational performance	0.523	0.524		0.082	6.417	0.000	Accepte
H3	Organizational inertia -> organizational performance	0.336	0.336		0.082	4.078	0.000	Accepte

The hypothesis testing was conducted using the structural model, and to assess its robustness, bootstrapping was employed with 200 resamples. The T-statistics were then computed to evaluate the proposed relationships. Table 3 presents the results of hypothesis testing. The analysis revealed a significant positive relationship between psychological capital ($\beta = 0.701$, $p < 0.01$) and the quality of care. An encouraging work environment ($\beta = 0.523$, $p < 0.01$) was found to positively correlate with psychological capital. The analysis found a favorable correlation ($\beta = 0.336$, $p < 0.01$) between a supportive work environment and care quality.

Discussion

O 1: To investigate the main elements and aspects of organizational innovation.
H1: Business model innovation has a significant and positive relationship with organizational performance.
Objective 1 (O1) attempts to extensively explore the key elements and aspects of organizational innovation, including a wide range of factors that influence an organization's potential to innovate.
Organizational innovation is an ever-changing and ongoing procedure that involves an extensive understanding of the company's surroundings both inside and outside. It requires an environment of research, gaining from mistakes, and continual development in which people have the freedom to think of and create new ideas while leaders offer the appropriate encouragement and skills. It means creating an environment of research, understanding from breakdowns, and

constant growth in which people have the freedom to conceive and develop new ideas while leaders give them the guidance and funding. Businesses may improve communication, reduce operations, and promote invention by using technology and infrastructure. Externally relationships and agreements with new businesses, universities, and numerous other businesses offer consumers with novel information, skills, and resources, boosting creative skills. To maintain creativity, companies must continuously examine and enhance their methods for creativity and procedure, utilizing measurement tools such as KPIs to monitor success and drive choices. Businesses with a tradition of growth and modification are able to react to changing circumstances and remain above the competition. Organizational Innovation allows businesses to generate development, enhance productivity, and remain competing in modern rapid corporate environment. Furthermore, organizational innovation includes not only goods and services creativity, but also manage, company structure, and societal innovations. It requires an ability to rethink beliefs, face potential hazards and investigate novel opportunities. Organizations that cultivate a culture of creativity may find and keep the best workers, enhance worker satisfaction, and strengthen their status as industry leaders. Likewise, Organizational Innovation has an unbreakable connection to technological revolution since technological advances enables or boost numerous breakthroughs.

Companies can increase creativity, improve collaboration, and produce business outcomes from web resources and applications. This, however, requires a deep understanding of corporate technological environment and ability to confront challenges posed by digitization. Businesses come up with new ideas on how they operate themselves like making new products expanding their market share through technology or simply growing their operations (vary). In simpler terms this means if you consider the BMF concept having to do with creative entrepreneurship then it can be stated without much doubt that such firms would generate more revenues as compared to those which do not engage in novelty. This include different conditions such as their market shares, customer acceptance, and employee participation. It is growth that is enables businesses to better react to fluctuating dynamics of the market compared to their competitors, and thereby enhance productivity and durability of entire company. Businesses that modify their company strategies are more likely to be able to adjust themselves according to changing market dynamics, consumer demands, and technological advancements. This way they will always remain in the know about competition, enhance their growth rates as well as ensure efficiency is achieved in the long term. Moreover, business model innovation may enable the firms to beget their societal and environmental obligations while cutting down pollution. The correlation between business model innovation and organizational performance is vast and complex, checking this assumptions might provide valuable information for the companies searching from avenues to foster progress, boost productivity and sustain effectiveness in the long run. Businesses are able to make more specialized tactical choices, perform sound fleet management, and enhance creative undertaking that yield positive results by considering how rebranding of commercial behavior and patterns impact on the operations of the organizations. Furthermore, entering into new markets or enhancing investments in different ways presents goo chances to company as regards money making initiatives. In addition, entrepreneurship can enable

ISSN Online: 3007-3154
ISSN Print: 3007-3146

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firms mot only to block the existing industries but also to create new ones so that their market share increases giving them a chance to earn more profits as well. In addition, as companies focus on building on their core capabilities in order to foster growth and creativity, business model innovation can lead to greater cooperation and collaboration. The suggestion is that business model innovation contributes to marked enhancements in multiple dimensions of organizational performance.

O2: To look at the variable that affect organizational innovation, such as leadership, culture, and learning processes.

H2: Organizational inertia mediates the relationship between business model innovation and organizational performance.

The complicated combination of elements that motivate organizational innovation is sought by Objective 2, with emphasis on the essential functions of leadership, tradition and training methods. Both fostering and hindering innovation are roles which successfully management must play in an organization since it set that which extends through the whole company. The success of innovation in organizations is often linked to leader who create an innovative environment, provisioning of necessary resources and encouragement of individuals to identify new ways of doing things. Still the nature of a company's culture could pose a major challenge to this because it may promote or inhibit creativity efforts. If teamwork is encouraged and people are not afraid to make errors then they will be creative, while in contrast creativity cannot thrive in an environment permeated by fear of changes or risk. Nevertheless, learning system help in acquisition of new competencies, capabilities and techniques necessary for maintaining creative momentum in organization. Lack of funds for schooling and growth may impede inventiveness yet, training, information sharing, and collaborative idea generation all have creativity within them. Innovation is also influenced by ant additional dimension other than internal dynamics, corporate culture, business dynamics and those brought by external factors such as economics conditions, competition / legal framework. To succeed in creating new things and competing, it is important to possess an understanding of all these things as businesses. There is a mediating connection between business model innovation and organizational success called organizational inertia, situations where organizations resist change, however maintain status quo. Consequently, organizational inertia makes business model innovation to be linked with organizational effectiveness. Business model innovation is the introduction of new or improved goods or services that change the value of an organization an income stream; this is a key element in the success of any organization in the modern dynamic and often changing economy. The success of business model innovation is not only based on the invention, but also the company's ability to make required changes and apply them to promote the innovation. The tendency of organizations to maintain the status quo can hinder how business models change, affecting the ability of firm to respond to changing circumstances in the market. An organization's unwillingness to change may prevent the development of new business model, thus rendering it hard for firm when adjusting to changing market conditions or meeting customer expectations and technological developments. In many cases business will not change their business models because they are too used to the one they have

Dialogue Social Science Review (DSSR)
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ISSN Online: 3007-3154
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been using hence new ideas may not be implemented effectively while the performance in relation to coming up with new things also tends to be low so that even if one wanted market change what happen in real sense is that very little could be done if anything at all was attempted at most times thereby reducing changes for success in making innovative products. Immunity to change among staff, and executives, shortage of funds, lack of guidance and direction, bad procedures and paper work, and fear of harming existing goods or services are some of the types of organizational inertia that it could take. If their goal is to break through organizational inertia and unlock the boundless potentials of business model innovation, companies must adopt an exclusive manner of doing things and provide resources and efforts towards creativity, among other things include; creating an environment that foster such process while at the same time enhancing the involvement of employees in it through increasing their competence level and means of communication support by developing channels for receiving feedback on innovation related issues these will have multiplier effects on its final implementation. One way that an organization can improve its capability for change and idea generation is to overcome organizational inertia, leading to increased efficiency and profit margins. In addition, companies should understand that innovating business models is an ongoing process requiring continuous change and adjustment in order to stay ahead in the market. Organizational inertia is a major challenge that confronts today's organizations in modern dynamics and global economy to achieve long term success through adopting an innovative and creative mindset.

O3: To explore the effects of organizational innovation on multiple results in performance, including creative thinking, growth, and financial success.

In objective 03, look into how organization innovation affects a variety of academic outcomes such as creativity, advancement and earnings. Creativity is a complex term, this objective realize that it has far-reaching implications in term of growing revenues and achievements of an organization. We can better understand how innovation affects business growth by examining the relationship between organizational creativity and these different outcomes. It is important to remember that the different aspects of performance are dependent upon one another. In this context, advances in a field like 'creative thinking' can be favorable in both development standards and financial well-being. It further identifies the challenges and barriers to successful innovation. One of the obstacles identified by this tool is lack of proper resources, unwillingness to change, and lack of good leadership support. At this point management could start shaping future investment and stimulation of R&D at the same time maintain their competitiveness in dynamic markets through improved performance. Organizational change safeguards the financial condition of firms but also helps them enhance their profitability, realize higher revenues, and up their equity returns. The emergence of fresh sources of revenues, increased efficiency and cost reductions result in this. Also, it should be noted that without formal restrictions, employees become more involved or committed than ever before, or free thinker's opportunity stimulate to participate actively. In order to understand how organizational innovation impacts profits, we must look at key factors that foster its growth and remove obstacles hindering this growth. This can involve things like managerial backing, the use of resources, and a common culture. Recognizing these factors and obstacles allows businesses to build successful methods for encouraging innovation and measuring its influence on profitability. This may entail the use of measurements such as development measures, and financial performance measurements.

O4: To recognize any obstacles and difficulties that could prevent efficient organizational innovation and to suggest solutions.
H3: Business model innovation has a significant and positive relationship with organizational inertia.
The 4th objective describe that it is critical to identify the problem and their resolution. There are some obstacles that organization may face i.e. fear of failure, insufficient training, lack of clear vision, etc. organizations can overcome these challenges by establishing a clear innovation vision, providing proper training sessions, focusing on long term goals, and developing effective indicators. By solving challenges organizations may encourage an environment that promotes and fosters innovation, resulting in enhanced efficiency and success. Ultimately, the goal is to help organizations become more innovative and successful by removing barriers to innovation. The acceptance of Hypothesis 3 reveals a significant link between organizational inertia and organizational performance in hotels. The high t-value of 4.078 and low p-value of 0.000 indicate a strong positive association. Surprisingly, a higher level of organizational inertia is correlated with better performance (Baradarani & Kilic, 2018). In hotels, moderate inertia, like stable routines and processes, can enhance efficiency and service consistency, leading to higher customer satisfaction and improved performance (*Library-Document-1537.Pdf.Crdownload*, n.d.). However, excessive inertia may hinder adaptability and innovation, posing long-term risks. Therefore, hotel managers must balance stability with adaptability for sustained success (Khairy et al., 2023).

Theoretical Contribution
The process of developing new business models in order to accomplish strategic goals is known as 'business model innovation'. Modifications to client categories, ways to earn money, offering of value, and other business models components may fall under this category. Organizational performance involves the effectiveness and efficiency of organization. In this research we discussed about how well business model innovation impact on organizations performance, Company adopt new changes to reduce inertia. The relationship between business model innovation and organizational inertia is very complex. Effective leadership and effective management can reduce organizational inertia by using different techniques. On the other hand, company's performance can be increased by innovative business model. Organizational performance can be enhanced by generating values for customers, maximizing resources, and successfully meet customers wants. Innovation in business model that are fruitful may enhance competitive in the industry.

Managerial implications
Business model innovation focus on company's better performance. When a company wanted to increase its wealth, good will they started to improve its performance by reducing cost, gaining competitive edge or increasing revenue. Whereas organizational inertia focus on existing rules and regulations. It's very

important for organizations to cope up with inertia by providing the culture embrace change, providing trainings and resources for employees to adapt and ensuring clear information about business model innovations. Incorporate business model innovation (BMI) into the organization's key strategic objectives to make innovation a continual priority rather than a one-time effort (Baden-Fuller & Haefliger, 2013). Managers must know that organizational inertia may both hinder and helps innovation. Understanding this dual role enables them to anticipate and address resistance while using stability for simpler transitions. Engage in scenario planning to anticipate probable opposition and design strategies to overcome it before it impedes innovative efforts (Abraham, 2013). Identify sources of resistance by thoroughly assessing where and why it's likely to happen. Common reasons include entrenched practices, fear of the unknown, and loss of status or comfort. Implement clear communication strategies to explain the purpose of innovation and involve employees in the process. This reduces anxiety and creates a sense of ownership. To navigate organizational change effectively, managers can leverage stability by recognizing and utilizing aspects of inertia that provide continuity and security. This might involve maintaining familiar processes during business model changes (Bhatti et al., 2021). Additionally, adopting a phased implementation approach allows changes to be introduced gradually, helping to manage resistance and enabling adjustments based on feedback. Managers foster innovation by encouraging experimentation and empowering employees to test ideas without fear of failure. Recognition and rewards incentivize innovative thinking, reinforcing its importance (Avlonitis & Salavou, 2007). By balancing tradition and innovation, managers preserve valuable practices while integrating new ones to enhance overall performance, ensuring the organization evolves while maintaining identity and efficiency. Developing leaders involves equipping them with the skills to navigate organizational inertia effectively. This means providing leadership training focused on change management and innovation. Empowering change agents within the organization is also crucial, as they can drive innovation and overcome resistance to change. By identifying and supporting these individuals, organizations can effectively navigate the challenges posed by inertia and drive innovation forward (McGrath, 2010). BMI is considered a significant organizational competence and one of the most significant factors for increasing a firm's performance. Organizations that fail to develop their business strategies may lose customer share to their competitors. The literature on the causes and effects of business models has progressed in an essentially.

Conclusion

This study searched for to clarify why business model innovation has a significant and positive relationship with organizational performance; how organizational inertia mediates the relationship between business model innovation and organizational performance; and how business model innovation has a positive relationship with organizational inertia. There are three hypotheses from this research that have a favorable impact on organizational performance. This study highlights the significance of business model innovation in improving organizational performance in the hotel industry. The massive effect of numerous external influences on businesses makes it difficult for them

Dialogue Social Science Review (DSSR)
www.journalforeducationalresearch.online

ISSN Online: 3007-3154
ISSN Print: 3007-3146

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to change the commitments and inputs formed in previous industrial interactions. As a result of these restraints, businesses tend to remain stable and stick to their established practices. This causes a slower response to new dangers and possibilities in the external environment. Previous research has demonstrated that companies with stronger inertia suffer greater difficulties implementing improvements (Easterby-Smith et al., 2000). Companies can obtain a competitive advantage by using innovative business models. Business model innovation enables organizations to gain an edge over their competitors. The impact of unique business model characteristics on organizational success. Innovation is the most essential source of competitive advantage, because business models Innovation can expand an organization's core capabilities, produce new business models, improve the quality better serve client wants, or features of existing items, or cut product production costs. The experimental results of this study reveal that business model innovation has a considerable and beneficial impact on organizational effectiveness. This finding is consistent with previous investigations. Business model innovation has become an important factor influencing organizational performance since novel business models can help businesses become stronger competitors in the market and enhance overall performance. The empirical analysis of this study suggests that organizations with varying staff ratios have no significant difference in organizational inertia. Organizational performance is an important aspect of management. Its significance is widely recognized because, on one aspect, organizational performance is related to an organization's ongoing success and growth, and on the other, it encompasses topics such as strategic decision-making and the effectiveness of a company's strategy implementation. Thus, when it comes to whether an organization works effectively or has potential for growth, organizational performance will be considered a significant aspect. In summary, business model innovation is critical but tough to achieve. The challenges to changing the business model are real, and tools like maps are helpful but insufficient. Organizational processes must also alter (which are not represented by those tools). Hotels may position themselves for long-term growth and success in an ever-changing and competitive hospitality landscape by embracing innovation, cultivating a culture of continuous improvement and overcoming resistance to change. Successful business model testing requires a proactive approach from companies. Experiments may fail, yet failure can lead to fresh perspectives and comprehension within restrictions. This is an acceptable loss and should even be encouraged.

Limitations

Every research project has its own limitations; no research project is perfect. For my research, I collected data from two cities, i.e., Mandi Baha Udin and Peshawar. The sample size of my research is taken from only two cities, which does not cover other cities. Most of the data collected has the same answers.

Future Directions

In future studies, we should look into what makes hotels resistant to changing their business models. Figuring out how to overcome this resistance and seeing how these changes affect hotel performance over time would be helpful. Exploring things like company culture and leadership style can also give us better insights. So, future research should focus on understanding these factors better in the hotel industry.

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ISSN Online: 3007-3154
ISSN Print: 3007-3146

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