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國際觀光旅館主管轉換型領導型態、行銷資源與能力、競爭策略與經營績效關聯性之研究 研究成果報告(精簡版)

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Transformational Leadership Style, Marketing Resources and Capabilities and Performance in International Tourist Hotels

ABSTRACT

In Taiwan, tourism industries are the most important annual plans of country development. Confronted with the high competitive environment, organization should reinforce manager's leadership for facing the challenge of multi-factors and rapid change. In order to keep sustainable development and growth, managerial implementation is the critical in tourism industry. The purpose of the current study is to demonstrate the relationship among transformation leadership style, marketing resources and capabilities, competitive strategy, and performance in international tourist hotels. The result of the current study can suggest strategic directions for international hotels in terms of applying transformation leadership style, and promoting marketing resources and capabilities. Implications of these findings for international tourist hotels implementations as well as future research directions are subsequently discussed.

Keywords: international tourist hotel, transformation leadership style, marketing resources and capabilities, and performance

Introduction

Around the world, tourism industry is treated as the most important industry in 21 century. Developing tourism industry aids to gain foreign exchange, to raise the national economic, and to promote cultural exchange, so Taiwan government is devoted to strengthen tourism industry. In order to keep sustainable development and growth, managerial implementation is the critical in tourism industry. In Taiwan, tourism industries are the most important annual plans of country development. Confronted with the high competitive environment, organization should reinforce manager's leadership for facing the challenge of multi-factors and rapid change. Through transformation leadership style, organization could promote problem-solving capabilities, productivity, and performance. Besides, it is a critical issue to confirm the inner marketing resources and capabilities, and to enhance the operation conditions, so as to improve service quality and competitive advantage in international tourist hotels.

Leadership is a critical for success in organization (Bennis & Nanus, 1985). In 21century, leadership effectiveness leads to competitive advantage for organization. Enhancing the leadership behavior of managers for diversified and rapid competitive environment, the main task to leaders is managerial innovation for organization normal conditions (Kotter, 1996; Nadler & Tushman, 1990), so as to capture sustainable competitive advantage and niche for survival. And, transformational leadership managers could bring their special behavior or attitude into full play for inspiring the

subordinate's demand level, and sacrifice their benefit for transforming individual and organization, so as to create more effectiveness for organization (Burns, 1978; Bass, 1985). Besides, based on society identification theory, leaders promote condensation among organization, and transform the members in organization with visions and stimulus to improve individual identification for organization goal (Smith & Wang, 1996). However, transformational leadership managers have forceful vision and personal charisma with stimulating leader behavior, and influence subordinates imperceptible to surpass anticipate performance (Hunt, 1991). Transformational leadership theory is treated as critical to universal competitive environment and innovation pressure for organization.

In international tourist hotel, managers lead managerial function in organization. By allocating the specific resources and capabilities, and making the competitive strategy, they guide front-line employees' performance to achieve organization goal. The leadership style of managers effects organization goal and managerial implementation. Due to capture the profit, managers should elaborate the specified resources and capabilities and managerial expenses. Grounded in resource-based view (RBV), in recent years, many studies explore that marketing resources and capabilities play the role on the competitive advantage and managerial performance. By allocating the specific marketing resources and capabilities, the organization could obtain the competitive market proposition. However, based on RBV, the competitive advantage depends on the specific marketing resources and capabilities (Hooley et al., 2005; Srivastava et al., 1998; Barney, 1991). Besides, it is the key factor for competitive advantage to realize the differentiation of marketing resources and capabilities, and the effectiveness of allocation to improve the managerial performance. Recent years have seen much interest in the role of marketing resources in contributing to creating a competitive advantage and thus enhancing firm performance. By leveraging marketing resources, firms should gain a more competitive market position. Therefore, based on RBV, it is suggested that competitive advantage originates in proper resource deployment resources better than competitors (Barney, 1991; Hooley et al., 2005; Srivastava, Christensen, & Fahey, 1998). That is, firms should allocate resources appropriately to generate reasonable benefits, and thus further enhance their competitive advantage.

However, facing the extremely difficult competitive environment, the current main task of international hotel managers is to identified the specific marketing resources and capabilities, and realize the interactive relationship among marketing resources and capabilities. From the above discussions about competitive advantages, it is not difficult to comprehend the unique role of the marketing and utilization of specific resources and capabilities of firms and why they have helped organizations to achieve and sustain a competitive advantage. Undoubtedly, ventures should bring their resources and capabilities further into play, and should transform them into utilities by marketing strategies. Despite the importance of the competitive advantage to the hospitality industry, little empirical support exists for its effectiveness and attractiveness. Therefore, the current study applies the RBV to investigate performance in the hospitality industry.

Since 1980, many researches discuss how the leaders' emotion and symbolizing meanings affect the subordinates, specially emphasizing the organization benefit and goal (Yukl, 2001). In

recent leadership issues, the results of many studies indicated that transformational leadership would positive effect on work attitude and behavior, included work satisfaction, commitment, trust, work performance, and intention for turn-off (Bass et al., 2003; House & Aditya, 1997; Leithwood et al., 1994; Bass & Avolio, 1990). Additionally, transformational leadership emphasizes that individual need to encourage present the innovation idea and thinking via overthrowing traditional methods for improving work performance (Bass & Avolio, 1990), and managerial performance (Menguc et al., 2007). Transformational leadership widely affects on organization, especially on work performance in service encounter. But, no study investigates how transformational leadership affects marketing resources and capabilities which are present in service behavior by organization members.

Many studies explored that transformation leadership style and marketing resources and capabilities play an important role on competitive advantage and managerial performance. Applying the transformation leadership style and allocating marketing resources and capabilities, enterprises capture their most competitive position in market. However, the transformation leadership style is the crucial for marketing resources and capabilities; it affects the performance of marketing resources and capabilities. Further, the competitive advantage of enterprise depends on the specific marketing resources and capabilities better than other competitors. Due to marketing resources and capabilities, the enterprise distinguished from other competitors. Deploying the marketing resources and capabilities, the enterprise achieves need of customer in the specific situation, so as to capture competitive advantage and performance.

The most important task for international tourist hotels is to elaborate the transformation leadership style and confirm the specific marketing resources and capabilities. A few studies demonstrated that the transformation leadership style and marketing resources and capabilities played the critical roles on operation performance. The purpose of the current study is to demonstrate the relationship among transformation leadership style, marketing resources and capabilities, competitive strategy, and performance in international tourist hotels. Hence, the result of the current study can suggest strategic directions for international hotels in terms of applying transformation leadership style, and promoting marketing resources and capabilities. Implications of these findings for international tourist hotels implementations as well as future research directions are subsequently discussed.

Literature Review

Transformational leadership style

Leadership is defined as that man, is the leader, attempt to affect the individual or organization under the particular condition for approaching goal. The leaders play the critical roles whether

organization could be success or not (Bass, 1985; Daft, 2002). However, how to make members perform respectively and appropriately for organization goal is the key success factor (Kirkpatrick & Locke, 1991). Moreover, the mission of leaders in business is to promote teamwork and to pursue contribute for organization. Generally, the effects for leadership attribute to be accepted, trusted, and respected, so that leadership behavior should not threaten and force someone to work upon. For organization, in the meanwhile, leaders possess formal authority position, so it is necessary to reach the effective leadership.

In general, leadership studies are divided as trait theory, behavior theory, and contingency theory (Robbins, 1998), and then the critical factors are leaders' traits, characteristic, psychology, and intelligent (Robbins, 1998). Transformational leadership is a leadership style which make the members' mind changes absolutely, and commit to organization's goal, task and mission (Yukl, 2001). Also, transformational leadership is called concerned and sympathy leadership style. Bass & Avolio (1990) pointed transformational leadership features included trust between subordinates and superintendent, action for goal, flexibility, self-awareness, and well-performance, such as charisma (CH); and self- growth, development and achieve demand, such as intellectual stimulation (IS); and excite subordinates to increase activity for their own benefit and organization profit, such as inspirational motivation (IM); and support and encourage individual chance for development and growth during work, such as individualized consideration (IC). From the above discussions about transformational leadership style, it is important for leaders to recognize necessity to transformation and to draw up the vision. Then, adapting to changes in the environment, leaders should guide their subordinates by communication and inspirit to reach organization goal.

Transformation leadership could promote interact between subordinates and superintendent so as to develop leadership effectiveness. The transformation leadership style shows leaders would be respected, admired and trusted (Bass et al., 2003). And, between subordinates and superintendent there have more toleration and connection, and the trust and commit surpass the contract and agreement (Jung & Avolio, 1999). Transformational leaders would stimulate their subordinates to plan and to complete their work in the feature by optimistic and rational viewpoint (Benjamin & Flynn, 2006). Burns (1978) also pointed that transformational leadership would promote employee's demand level to stimulate their potential, and make them take responsibility, so as to reach organization goal and self- fulfillment. Hence, this study adopted transformational leadership concept developed by Bass & Avolio (1994), included inspirational motivation (IM), intellectual stimulation (IS), individualized consideration (IC), and charisma (CH).

Marketing resources and capabilities

Following the increased focus of the RBV on competitive research, the strategic capacity, defined as enduring resources and capabilities, is potentially more sustainable than that based solely on product and market positioning (Brewer & Hensher, 2001). Resources and capabilities that are

valuable, rare, inimitable, and nonsubstitutable (Barney, 1991) have enabled businesses to develop and maintain a competitive advantage, and to utilize their resources and competitive advantages for superior performance (Srivastava et al., 2001; Wernerfelt, 1995). Additionally, resources for competitive advantage would be viewed as those that possess the combined traits of enabling the provision of superior customer value, being difficult for competitors to duplicate, and whose value could be appropriated by organizations (e.g. Barney, 1991; Collis & Montgomery, 1995; Dierickx & Cool, 1989).

Also, those influences on competitive advantage could be of two broad types: resources and capabilities. Resources could represent assets controlled by the firm that were used as inputs to organizational processes, including experiential resources, scale of operations, financial resources and physical resources (Kaleka, 2002). Furthermore, capabilities could concern organizational ability to combine, develop and use resources to create a competitive advantage, including use of information, customer relationship building, product development and supplier relationship building.

The market-based assets met both criteria of marketing-specific and the desired RBV attributes (Srivastava et al., 1998). They divided marketing resources into relational market-based assets and intellectual market-based assets. The relational market-based resources were associated with external organizations that would be not owned or fully controlled by the firm, including relationships with and perceptions held by external stakeholders such as customers, channels, strategic partners, and ecosystem. The intellectual market-based resources associated with internal and entrenched assets residing within the firm's boundaries included kinds and levels of environmental knowledge, know-how for leveraging intra-organizational relationships, and process-based capabilities, such as market innovation know-how and customer relationship management (Srivastava et al., 2001). Besides, the Scandia AFS intellectual mode was divided into three types of intellectual capabilities, including human capital which referred to employee knowledge, technology, capabilities, and experience of the organization; structural capital, which referred to patent data, publication and process of the organization; and customer capital, which referred to the relationship between the organization and its customers (Lin, 2005). From the above discussions, not all resources and capacities could be owned or fully controlled by the organization.

Furthermore, many of the resources underpinning marketing activities and potentially significant for generating an advantage are classified as resources with a market value or marketing resources, including market-based resources and marketing support resources. The market-based resources are those that could be immediately deployed in the marketplace to create or maintain a competitive advantage, including customer-linking capabilities (CLC), market innovation capabilities (MIC), human assets (HA) and reputational assets (RA); simultaneously, the marketing support resources primarily supported marketing activities and contributed indirectly to a competitive advantage, and included managerial capabilities (MC) and market orientation (Hooley et al., 2005). Notably, market orientation should affect market-based resources via MC, and thus impact firm performance; notwithstanding market orientation would be treated as a deeply

embedded cultural facet of firms and formed a distinctive resource (Desphande & Webster, 1989; Hunt & Morgan, 1995).

Hotels belong to a typical service industry, offering individual services for travelers (Tsaur, Cheng, & Wu, 2004; Tsaur, Lin, & Wu, 2005). Regarding competitive resources and capabilities of a hotel, they can be classified as follows: MC, CLC, market innovation, HRA, and RA. MC could be identified as inside-out capabilities (Day, 1994), and were usually treated as a traditional business function for operation management which included the production and delivery of goods and services involving the transformation of raw inputs into valuable outputs (Hammer & Champy, 1993). With regard to CLC, the main market-based resources of any organization are the outside-in or customer-linking capabilities included the abilities to identify customer wants and requirements together with the capabilities to create and build appropriate customer relationships (Day, 1994; Hooley et al., 2005). Market innovation indicated the ability to launch innovative products or services, and these capabilities need linkages through functions, relying on firm tacit skills and know-how, and firm innovation is difficult for competitors to duplicate (Han, Kim, & Srivastava, 1998; Hooley et al., 2005). However, market innovation had to be part of the strategy of the organization so as to emphasize the important role of innovation (Vermeulen, De Jong, & O'shaughnessy, 2005).

The hotel industry is labor intensive, and requires numerous employees to provide and deliver tailored service to travelers, and thus the human resource management needed is concerned with developing the human potential of hotel employees to achieve customer satisfaction and organizational goals (Patterson, West, Lawthom, & Nickell, 1990). Additionally, organizations of a large scale could allocate more human resources to customer service-related functions (Bonaccorsi, 1992). Finally, in relation to RA, it is based on the reliability and reputation of hotels among customers, suppliers and distributors. In addition to intangible resources and capabilities, RA are also critical assets for creating sustainable competitive advantage. Reputation and brand take time to develop, are intrinsically complex, have difficulty in adding value for customers, help create defensible competitive positions with difficulty of duplication by competitors (DeChernatony & MacDonald, 1992; Hooley et al., 2005).

This study adopts an epistemological perspective towards RBV and argues that practitioners should inspect their own resources, and allocate their limited competitive resources for controlling managerial implementation, including MC, CLC, MIC, HRA, and RA. However, not all resources are equally important in creating a competitive advantage (Barney, 1991). Practitioners should re-check internal organizational growth, and face the critical problem of a lack of competitiveness owing to the neglect of internal core resources and capabilities, not the change of the environment.

Performance

In general, "performance" is treated as goal fulfillment for managerial implementation.

Szilagyi (1988) proposed that performance is the final entirety conception, and Lebas (1995) treated performance as the measurement to complete the organization goal. But, Galbraith & Schedel (1983) pointed that the performance measurement for managerial implementation is complex and widely. From the above discussions about business management, the aim of business is to make survival and growth under competitive environment, and the performance refers to complete the final certain goal. The measurement for performance could evaluate the efficiency and effectiveness for marketing resources and capabilities allocation, and according to managerial defects, managers could make sure the marketing resources and capabilities allocation appropriately. Moreover, Erdogan et al. (2001) stated that managerial performance could be assessed by measured operation performance and employee performance. In addition, before conducting the performance assessment, it should be considered to how to assess effectively, and have to avoid the discrepant measurement institution.

De Beer & Van de Ven (1980) pointed that the most important criteria included ROI, sale revenue, and profits. Quinn & Rohrbaugh (1983) divided managerial performance into focus of organization, organization structure preference and pursuit of achievement. Kast & Rosenzweig (1985) argued that performance should include effectiveness, efficiency and participant satisfaction. Venkatraman & Ramanujam (1986) pointed other performance, such as financial performance, operational performance and organizational effectiveness. Narver & Slater (1990) adopted financial performance to discuss the market-orientation and managerial performance. Dyer & Reeve (1995) divided performance into manpower, organization and financial aspects. Lumpkin & Dess (1996) pointed the traditional accounting measurement and non-financial measurement. Lusch & Brown (1996) used the sale growth, increased returns, profitability, employee productivity and cash flow to measure managerial performance. Madu (1996) divided organization performance into customer satisfaction, employee satisfaction, productivity, cost, competitive capabilities, sale growth, market share and profitability.

In addition, Menguc et al. (2007) explored the business managerial performance for efficiency and effectiveness. Zhou, Brown, & Dev (2009) discussed the organization's market performance and financial performance. The business performance is the critical issue for managers in organization, and they apply outside and inside related resources and capabilities to improve performance, so as to reach the organization goal. There have many performance assessment approaches, and all of them focus on improving managerial administration for promoting the business competitive advantage. Besides, Zhou, Brown, & Dev (2009) pointed the market performance and financial performance. Hence, the current study adopted market performance, financial performance and organizational performance.

Methodology

Samples and data collection

The purpose of this study is to explore the relationship among transformational leadership style, marketing resources and capabilities, and performance. For testing hypotheses, we collected data from supervisors included managers, assistant managers, supervisor and shift leader in several departments including guest division, restaurants, room division, human resource division, and public relationship division which belong to international tourist hotel in Taiwan. Before collecting data, we pre-tested our questionnaire with a sample of 30 superintendents from the international tourist hotel. By the pre-test, several items were revised and some changes were made to the questionnaire format. To initiate a sample, the general manager was contacted with a goal of obtaining the support, and he agreed to participate by providing a complete mailing list of department managers' names and hotel addresses. 63 survey packets were mailed to each department manager. There contained 10 supervisor surveys, instructions, and postage-paid envelopes in each packet. Those supervisors were asked about their levels of transformational leadership style, marketing resources and capabilities and managerial performance. One month after the initial mailing, a second wave of the same materials was mailed. All questionnaires were returned directly to the researchers. A total of 630 questionnaires were distributed. 222 respondents completed useable questionnaires giving a response rate of 35.24%.

Measurement & the conceptual framework

According to the purpose of this study, the conceptual framework is shown as figure 3. The conceptual framework is set up to present the relationship among transformational leadership style, marketing resources and capabilities, and managerial performance in the international tourist hotel. The purpose of this study is to explore whether leaders' transformational leadership style affects the marketing resources and capabilities, and whether both of transformational leadership style and marketing resources and capabilities affect the managerial performance in the international tourist hotel. After reviewing the related literature, leaders' transformational leadership style refers to promote the level of employee demand and stimulate employee potential, so as to make employee take more responsibilities and to reach organization's goal, included motivation (MO), intellectual stimulation (IS), individualized consideration (IC), and charisma (CH) (Menguc et al., 2007; Bass & Avolio, 1994).

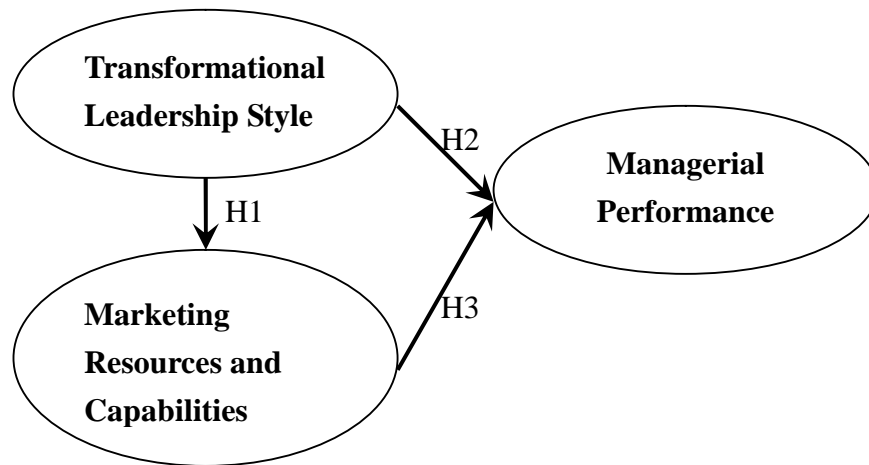


Fig. 3 The concept framework

In aspect of marketing resources and capabilities, it refers to the specific related resources and capabilities used for marketing activity. This study adopts the marketing resources and capabilities proposed by Hooley et al. (2005), included managerial capabilities (MC), customer linking capabilities (CLC), market innovation capabilities (MIC), human assets (HA) and reputational assets (RA) (Lin & Wu, 2008; Lin et al., 2009). In aspect of managerial performance, it refers to the assessment for goal achievement in managerial implementation in the international tourist hotel. This study adopts the managerial performance proposed by Zhou et al. (2009), included market performance (MP), financial performance (FM) and organizational performance (OP). To remain consistent with previous research, the measures were taken or adapted from previous studies. All items were measured on five-point Likert-type scale, where 1=definitely disagree and 5=definitely agree.

For managerial implementation in international tourist hotel, the relationship among leaders' transformational leadership style, marketing resources and capabilities, and managerial performance is a critical issue. However, leaders' transformational leadership style would affect marketing resources and capabilities. Furthermore, both of transformational leadership style and marketing resources and capabilities would affect managerial performance. Hence, the hypotheses are proposed as:

- H1: The transformational leadership style would lead to positive marketing resources and capabilities in international tourist hotels.
- H2 : The transformational leadership style would lead to positive managerial performance in international tourist hotels.
- H3 : The marketing resources and capabilities would lead to positive managerial performance in the international tourist hotels.

Analysis & Results

In total, 222 respondents consisted of foreman (50%), assistant manager (25.4%), and supervisor (19.4%). The sample was 52.2% female, and 43.4% male. The average position seniority is 4.4 years, and all of respondents' average seniority in the same hotel is over 5 years.

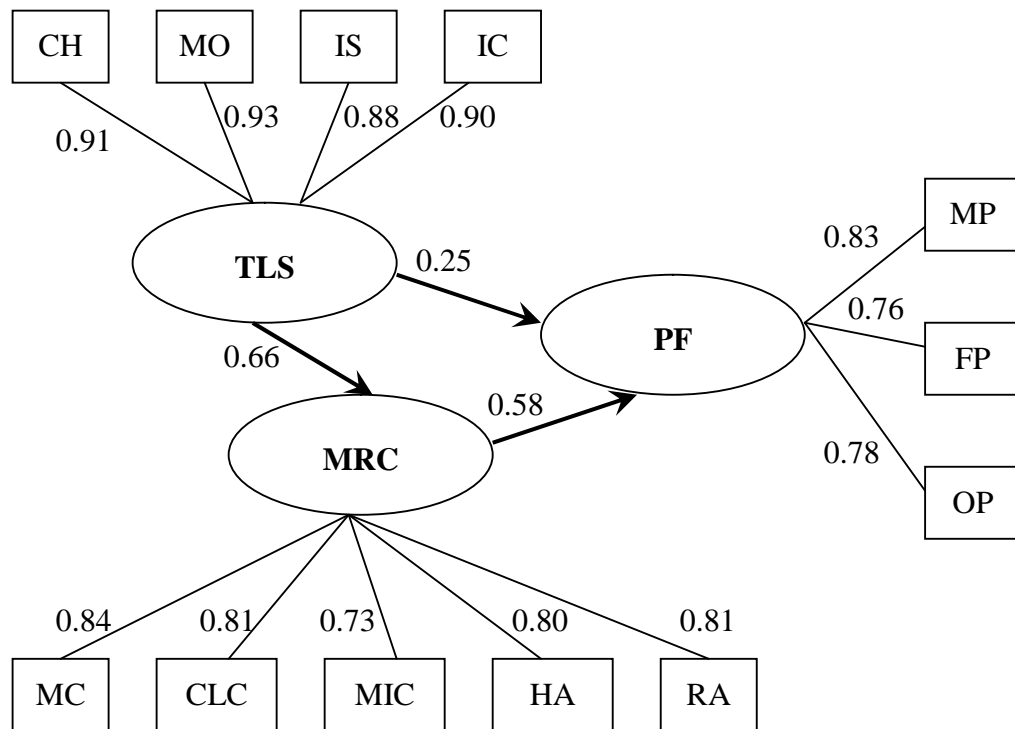
The current study is to explore the relationship among transformational leadership style, marketing resources and capabilities, and managerial performance in international tourist hotel. The mean, SD, reliabilities, and correlations of measurements is shown as Table 1. Shown as Table 1, the relations exist among variables significantly, and the relationship matches priority literature. In this study, the model's dimensions are tested reliabilities, and their Cronbach's α is between 0.97 and 0.63. And, overall measurements' reliabilities Cronbach's α is over 0.8. For testing the convergence validity, construct validity, content validity, and discrimination validity, according to Hambrick (1981), this measurement matches the content validity. Through the pre-test and analyzing the relationship among latent variables, the measurement is provided with convergence validity. Then, applying the PRESIL II, the data is transformed as covariance matrix to test its construct validity with CFA, and convergence validity with factor loadings (Bagozzi, Yi, and Phillips, 1991). In this study, the each factor loading of measurement is not 0 significantly, and its t value also is significantly. Therefore, the current is provided with reliabilities and validity.

Table 1 Mean, Standard Deviations, Reliabilities and Correlations of Measurement

	Mean	S.D.	α	1	2	3	4	5	6	7	8	9	10	11	12
TLS	4.045	0.462	0.960												
1 CH	4.015	0.499	0.885	1											
2 MO	4.056	0.454	0.896	0.835	1										
3 IS	4.027	0.460	0.828	0.812	0.821	1									
4 IC	4.112	0.397	0.827	0.817	0.848	0.777	1								
MRC	3.991	0.665	0.936												
5 MC	3.951	0.744	0.850	0.506	0.480	0.526	0.486	1							
6 CLC	4.122	0.552	0.861	0.507	0.509	0.517	0.550	0.674	1						
7 MIC	3.804	0.727	0.846	0.412	0.462	0.443	0.418	0.592	0.615	1					
8 HA	3.716	0.928	0.871	0.428	0.441	0.511	0.422	0.695	0.593	0.613	1				
9 RA	4.185	0.508	0.842	0.486	0.481	0.488	0.490	0.687	0.714	0.510	0.630	1			
PF	3.572	0.719	0.950												
10 MP	3.715	0.572	0.862	0.477	0.499	0.428	0.436	0.482	0.473	0.481	0.533	0.533	1		
11 FP	3.518	0.744	0.872	0.480	0.500	0.496	0.460	0.514	0.492	0.505	0.535	0.487	0.596	1	
12 OP	3.528	0.782	0.930	0.405	0.471	0.421	0.364	0.399	0.328	0.539	0.562	0.328	0.689	0.592	1

註：all items $p < 0.01$ 。

According to the sampling data, the results of analysis indicated that all of the measurements' factor loadings are over 0.6 by confirmation factor analysis significantly. Moreover, Following Bollen (1989), we further built a measurement model with the factorial structure confirmed in the exploratory factor analysis.



Chi-Square=160.59, df=51, P-value=0.000, RMSEA=0.099

Fig. 2 The Estimated Model of LISREL

The model displays a good overall fit ($\chi^2(51) = 160.59, p = 0.000$; goodness-of-fit index = 0.89; adjusted goodness-of-fit index = 0.83; comparative fit index = 0.95; root mean square error of approximation = 0.09; root mean square residual = 0.023; standardized RMR = 0.045), and inter-correlations between the constructs are acceptable. For overall, the model is provided with goodness-of-fit for reasonable measurement model. This model also is provided with acceptable construct validity and convergence validity. The estimated model is shown as Figure 2, and the path coefficients in the structure model are standardized presented the effects of latent variables and measurement variables. Finally, the overall model results indicated that three hypothesis are supported for identifying the relationship model among transformational leadership style, marketing resources and capabilities, and managerial performance.

Conclusions & Discussion

In Taiwan, tourism industries are the most important annual plans of country development. Facing the competitive environment, it is critical for managers in international tourist hotels to recognize their transformational leadership style and to identify the marketing resources and capabilities, so as to capture the reasonable managerial performance. Confronted with the high competitive environment, organization should reinforce manager's leadership for facing the

challenge of multi-factors and rapid change. Through transformation leadership style, organization could promote problem-solving capabilities, productivity, and performance. Besides, it is a critical issue to confirm the inner marketing resources and capabilities, and to enhance the operation conditions, so as to improve service quality and competitive advantage in international tourist hotels. Therefore, the main purpose of the current study is to explore the relationship among transformational leadership style, marketing resources and capabilities, and managerial performance.

As results of this study, there has a significant relationship among transformational leadership style, marketing resources and capabilities, and managerial performance. The transformational leadership style has the positive effects on marketing resources and capabilities, and managerial performance significantly. Also, the marketing resources and capabilities have positive effect on managerial performance significantly. In aspect of transformational leadership style, the motivation is more important than intellectual stimulation, individualized consideration, and charisma. And, in aspect of marketing resources and capabilities, the managerial capabilities play more important role than customer linking capabilities, market innovation capabilities, human assets and reputational assets. In aspect of managerial performance, the market performance is the more important than financial performance and organizational performance.

In international tourist hotel, the current study identified the relationship among transformational leadership style, marketing resources and capabilities and managerial performance. The managers in international tourist hotels could recognize the roles of transformational leadership style and marketing resources and capabilities in managerial implementation. While allocating the marketing resources and capabilities, they would realize that leaders' transformational leadership style should enforce in their organization, so as to pursue the reasonable managerial advantage in international tourist hotel. The final results of this study would support the decision makers in international tourist hotels to make the related decision about allocating specific and limited marketing resources and capabilities. The further researches might focus on the differentiation of industries on the relationship among transformational leadership style, marketing resources and capabilities, and compare the relationship strength among transformational leadership style, marketing resources and capabilities, and managerial performance in the industrial condition.

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國科會補助專題研究計畫項下出席國際學術會議心得報告

日期：100年8月17日

計畫編號 NSC 99-2410-H-041 -010 -SSS

計畫名稱 國際觀光旅館主管轉換型領導型態、行銷資源與能力、競爭策略與經營績效關聯性之研究

出國人員姓名 吳正雄 服務機構及職稱 嘉南藥理科技大學餐旅管理系 助理教授

會議時間 100年6月23日至100年6月25日 會議地點 European Business School Wiesbaden/Frankfurt (法蘭克福), Germany (德國)

會議名稱 (中文) 2011 2nd EDSI 國際研討會
(英文) 2011 EDSI Conference

發表論文題目 (中文) 整合德菲法與網路層級分析法評選行銷策略之研究
(英文) **THE APPLICATION ON INTEGRATING DELPHI AND ANP METHODS FOR EVALUATING B&B MARKETING STRATEGY**

一、參加會議經過

第二屆EDSI國際學術研討會於2011年6月23至25日於European Business School, Wiesbaden/Frankfurt (法蘭克福), Germany (德國)舉行，共為期3天。第一天下午主要係歡迎與會來賓，辦理報到與歡迎茶會；第二天至第三天為Key Note演講以及論文發表。二天共計舉辦20場次的討論會議，其中包括口頭發表場次，以及Special Sessions二大類。本人於6/23自台灣出發前往德國，經由曼谷轉機，抵達德國法蘭克福國際機場已晚間，前往先行安排之飯店梳洗整理，調整時差。翌日清晨前往搭乘主辦單位所安排之交通車前往會議地點European Business School，進行研討行程。本人所發表之文章安排在6/24的下午Session Block II的K4場次，進行口頭發表，發表前先將個人的簡歷提供給場次主持人。該場次主持人為Dr. Peter Letmathe，與主持人簡短互動後；隨即進行報告前的電子簡報資料上傳及測試事宜。報告的題目為“**The Relationship among Transformational Leadership Style, Marketing Resources and Capabilities, and Performance for International Tourist Hotels in Taiwan**”。共計報告15分鐘左右，而後五分多鐘的時間由與會的來賓與國外學者針對報告內容提問，主要的提問多在於研究

主題的實務應用與管理意涵。



口頭發表情景

二、與會心得

此次赴德國參加2011 2nd EDSI國際學術研討會，係本人第一次前往歐洲，旅程中體驗歐洲先進已開發國家的國家基礎建設與文化歷史內涵。此次會議研討過程與國際學者在管理領域有諸多討論與交流，獲益良多。進行意見交流時，亦發現各國學者均由不同角度提出精闢的見解與相關研究的激盪，使本人能在此一研究方向能有更深層之認識，並伸展更廣且更多元的學術面向。此外，本人與此會議結交多位來自世界各地有著研究興趣領域的國際學者，冀盼在往後的學術國際學術交流上，能有更多交流與合作之機會。



與國外學者留影

三、考察參觀活動(無是項活動者略)

無。

四、建議

2011 2nd EDSI國際學術研討會共計收錄64篇論文，主辦單位安排二場Key Note Speech，分別由Richard Pibernik主講European Decision Sciences Bridging Communities，以及由Nico Reineke介紹McKinsey。並且，於會議中亦安排一場Special session，藉由多位來自各國的學者來探究Conceptual Theory Building in OM之議題，學者包括Ram Narasimhan, John Anderson, Jan Arlbjorn, Steve Melnyk, Bart MacCarthy, Tobias Schoenberr。由於，將研究主題做明顯區分，因此可利用研究發表機會讓該領域的研究者進行相關研究交流，促使研究主題能更為深入的探討與交流，並激盪出新的研究見解與分享。

五、攜回資料名稱及內容

1. 研討會會議議程及論文摘要集一本；
2. 研討會會議論文全文資料隨身碟一片；

六、其他

1. 本研討會參加論文：共64篇論文。
2. 研討會會場：European Business School，Wiesbaden/Frankfurt (法蘭克福), Germany (德國)。
3. 場次：二天分成20個場次、2場Keynote Speech，以及一場Special Session。
4. 進行方式：報告人簡報時間為15分鐘，結束後由主持人引導現場與會貴賓發問並討論。

行政院國家科學委員會補助國內專家學者出席國際學術會議發表論文

The Relationship among Transformational Leadership Style, Marketing Resources and Capabilities, and Performance for International Tourist Hotels in Taiwan

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ABSTRACT

In Taiwan, tourism industries are the most important annual plans of country development. Confronted with the high competitive environment, organization should reinforce manager's leadership for facing the challenge of multi-factors and rapid change. In order to keep sustainable development and growth, managerial implementation is the critical in tourism industry. The purpose of the current study is to demonstrate the relationship among transformation leadership style, marketing resources and capabilities, competitive strategy, and performance in international tourist hotels. The result of the current study can suggest strategic directions for international hotels in terms of applying transformation leadership style, and promoting marketing resources and capabilities. Implications of these findings for international tourist hotels implementations as well as future research directions are subsequently discussed.

Keywords: international tourist hotel, transformation leadership style, marketing resources and capabilities, and performance

ACKNOWLEDGMENT

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國科會補助計畫衍生研發成果推廣資料表

日期:2011/07/20

國科會補助計畫	計畫名稱：國際觀光旅館主管轉換型領導型態、行銷資源與能力、競爭策略與經營績效關聯性之研究
	計畫主持人：吳正雄
	計畫編號：99-2410-H-041-010-SSS 學門領域：休閒遊憩
無研發成果推廣資料	

99 年度專題研究計畫研究成果彙整表

計畫主持人：吳正雄		計畫編號：99-2410-H-041-010-SSS				計畫名稱：國際觀光旅館主管轉換型領導型態、行銷資源與能力、競爭策略與經營績效關聯性之研究	
成果項目		量化			單位	備註（質化說明：如數個計畫共同成果、成果列為該期刊之封面故事...等）	
		實際已達成數（被接受或已發表）	預期總達成數（含實際已達成數）	本計畫實際貢獻百分比			
國內	論文著作	期刊論文	0	1	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	0	0	100%		
		專書	0	0	100%		
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力 （本國籍）	碩士生	0	0	100%	人次	
		博士生	0	0	100%		
		博士後研究員	0	0	100%		
		專任助理	0	0	100%		
國外	論文著作	期刊論文	0	1	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	1	0	100%		
		專書	0	0	100%		章/本
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力 （外國籍）	碩士生	0	0	100%	人次	
		博士生	0	0	100%		
		博士後研究員	0	0	100%		
		專任助理	0	0	100%		

<p>其他成果 (無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。)</p>	無。
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	成果項目	量化	名稱或內容性質簡述
科 教 處 計 畫 加 填 項 目	測驗工具(含質性與量性)	0	
	課程/模組	0	
	電腦及網路系統或工具	0	
	教材	0	
	舉辦之活動/競賽	0	
	研討會/工作坊	0	
	電子報、網站	0	
	計畫成果推廣之參與(閱聽)人數	0	

國科會補助專題研究計畫成果報告自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估

達成目標

未達成目標（請說明，以 100 字為限）

實驗失敗

因故實驗中斷

其他原因

說明：

2. 研究成果在學術期刊發表或申請專利等情形：

論文： 已發表 未發表之文稿 撰寫中 無

專利： 已獲得 申請中 無

技轉： 已技轉 洽談中 無

其他：（以 100 字為限）

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）（以 500 字為限）

本研究結果主要呈現國際觀光旅館之管理實務層面上，隨著世代演進，勞動世代的工作觀念與態度已今非昔比，國際觀光旅館之主管之領導風格與型態應能適度轉換，期能勝任其職務與職能，面對管理工作的種種挑戰。並且，透過瞭解與應用旅館之行銷資源與能力，整合國際觀光旅館內部有限的行銷資源與能力，已達最佳配置與利用。隨即為國際觀光旅館擬定適切的競爭策略，以提升國際觀光旅館的經營績效。本研究之研究結果可供旅館業主與決策者在旅館實務上能斟酌的主管所扮演之角色，並妥善配置旅館內有限之行銷資源與能力，並擬定適切競爭環境之競爭策略，進而整體有效提升經營績效。在學術方面，本研究增強了轉換型領導型態、行銷資源與能力與經營績效相關學術研究的文獻缺口。