

Innovative Manager Styles And Strategic Fit Influencing Performance Of Manufacturing Firms In Thailand

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Abstract

Innovative manager styles, strategic fit, and resilient teamwork are the factors that might have a direct or indirect impact on manufacturing performance. Therefore, this study has been designed to find out the impact of innovative manager styles on manufacturing performance in the mediating role of strategic fit, and resilient teamwork factors. To achieve this objective, the researchers have collected data from 300 managers of industrial plant companies in Thailand. The data were collected by administering a research questionnaire. This is a quantitative study. The results of statistical analysis were found that the impact of innovative manager styles on the manufacturing performance of the manufacturing firm is significant. On the other hand, the mediating impact of strategic fit and resilient teamwork factors between the independent variables i.e. innovative manager styles, and the dependent variable manufacturing performance is significant. These study results have various theoretical, practical, and policy-making implications as discussed by the authors.

Keywords: Innovative Managers, Strategic Fit, Performance, Manufacturing Firms.

INTRODUCTION

Performance is derived from the terms job performance and real performance, which refers to work performance and actual accomplishments. The definition of performance (work performance) is the quality and quantity of work accomplished by an individual in line with his assigned obligations. Mehrzi and Singh (2016) and Wongmarjapinya et al. (2024) stated that performance is the outcome or level of success of a person as a whole over a while in carrying out duties compared to many possibilities, such as work standards, goals or targets, or mutually agreed-upon criteria. Moreover, according to Yang et al. (2016), performance is essentially what employees do or do not do. The purpose of performance management is to improve the performance of a firm or organization as a whole, including the performance of each person and workgroup. Shmailan (2016) described that employee performance is the actions workers take to complete the company's tasks.

Performance in carrying out its responsibilities is not autonomous, but always linked to employee work satisfaction and the amount of incentive provided, and is impacted by an individual's talents, abilities, and characteristics (Utin Nina Hermina and Sri Yanthy Yosepha,

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2019). Planning, monitoring, developing, rating, and rewarding all work together to create natural, successful performance management. Performance includes work quality, quantity, job knowledge, and connections. Good performance indicates completing a department-required education, job, or other program. Managers require the innovative manager skills of innovators. In addition to this, they need to cultivate an atmosphere conducive to innovation within their firms. To maintain organizational performance and ensure its continued viability in the future, innovative methods, techniques, and ways of thinking are essential (David Horth, Dan Buchner; 2014). Manufacturing with appropriate management strategies that are consistent with both the organization's internal and external perspectives ((Duchek, 2020; Hartmann, Weiss, & Hoegl, 2020) will improve organizational performance. Thus, the success of medium-sized businesses depends on strategic fit (Carmeli and Tishler, 2004, Ketokivi and Schroeder, 2004).

RESEARCH OBJECTIVES

1. To determine the effect of innovative manager styles on strategic fit.
2. To determine the effect of innovative manager styles on resilient teamwork.
3. To determine the effect of resilient teamwork on manufacturing performance.
4. To determine the effect of strategic fit on manufacturing performance.
5. To determine the effect of innovative manager styles, strategic fit, and resilient teamwork on manufacturing performance.

REVIEW OF THE LITERATURE

Theoretical background

The significance of innovative manager styles in the achievement of organizational success has been given a significant amount of attention in research on innovative managers (Alsolami et al., 2016; Channuwong et al., 2024; Sirathanakul et al., 2023). They might be executives, managers, or even entrepreneurs, and they are the ones who are accountable for the successful beginning, promotion, and direction of innovation in their respective firms (Deschamps, 2003). The behaviors of innovative managers are distinct from the behaviors of traditional Managers (Alsolami et al., 2016) were inspired and motivated through action, excel at stretching set goals, are persuasive, and Put their faith in a culture that magnifies upward communication. Manufacturing with appropriate management strategies that are consistent with both the organization's internal and external perspectives ((Duchek, 2020; Hartmann, Weiss, & Hoegl, 2020) will improve organizational performance. Thus, the success of medium-sized businesses depends on strategic fit (Carmeli and Tishler, 2004, Ketokivi and Schroeder, 2004) by exploiting the untapped market, as well as a more flexible structure and readiness on adaptation to a rapidly changing environment via organizational development that addresses unmet needs. In addition, an organization must be prepared for organizational change to achieve its development objectives and respond to the external environment, as this creates an additional marketing channel in addition to organizational development (Duchek, 2020). The body of research on Resilient Teamwork, resilience has become rather fragmented as a result of the various conceptualizations that different researchers have used, even though research on resilience teamwork is quickly expanding. According to previous research (Duchek, 2020), the concept of resilience teamwork is typically conceived of as either a capacity, a process, or a performance. In other words, academics have either defined resilience teamwork as (a) an emergent state denoting a team's capacity to bounce back from future setbacks, (b) a dynamic social process that enables positive adaptation to collectively experienced threats or challenges, or (c) the demonstration of resilience as manifested in positive performance after adversity. Channuwong 2018), and Islami, Mulolli, and Mustafa (2018) described managing performance as a planned process whose essential components are agreement, measurement, support,

feedback, and positive reinforcement, which molded performance expected results. In addition, Bataineh (2017) defined employee performance as the combination of the individual's daily duties' efficiency and effectiveness in meeting the expectations of stakeholders. According to Isaac, Abdullah, Ramayah, and Mutahar (2017), employees are overwhelmingly in agreement that incorporating the Internet into their jobs improves task processes, knowledge acquisition, and communication quality, hence enhancing both individual and organizational performance. On the other side, Pawirosumarto, Sarjana, and Gunawan (2017) found a correlation between employee performance and a work environment comprised of physical and nonphysical variables that have a favorable and substantial impact on enhancing employee performance. While Smith and Bititc (2017) emphasize the importance of enhancing performance measurement systems and performance management methods as elements of the work environment that boost employee engagement levels, we believe that a more holistic approach is required. Also, Mensah (2018) Due to its environment, each organization has unique leaders, followers, and habits. Thus, a leader's character determines a team's resilience and success (Hall, 1991). An Implementation is dynamic and iterative. Exploratory innovation generates new ideas, whereas value-added innovation improves existing concepts. (Hunter, S.T., Cushenbery, L., 2011)

HYPOTHESIS

Create Hypothesis as follows:

H1: There is a significant relationship between the Innovative manager and strategic fit

To determine the effect of innovative manager styles on strategic fit

Managers require the innovative manager skills of innovators. In addition to this, they need to cultivate an atmosphere conducive to innovation within their firms. To maintain organizational health and ensure its continued viability in the future, innovative methods, techniques, and ways of thinking are essential. Other top leaders throughout enterprises are aware that they need to make changes to the way they now conduct business. Managers are searching for new ways and strategic fit to provide them a competitive edge and generate new industries, markets, products, and services as they strive to deliver p at a tactical level (David Horth, Dan Buchner; 2014).

H2 There is a significant relationship between Innovative manager and resilient Teamwork.

To determine the effect of innovative manager styles on resilient teamwork.

Innovation Manager involves several activities, actions, and behaviors that yield an inventive result, Innovative manager styles' research must incorporate influencing factors because one Manager Style does not fit everyone. Due to its environment, each organization has unique leaders, followers, and habits. Thus, a leader's character determines a team's resilience and success (Hall, 1991). And Implementation is dynamic and iterative. Exploratory innovation generates new ideas, whereas value-added innovation improves existing concepts. (Hunter, S.T., Cushenbery, L., 2011)Based)

H3 There is a significant relationship between strategic fit and manufacturing performance

To determine the effect of resilient teamwork on manufacturing performance

(De Waal, André, 6 March 2007). All personnel are made aware of the organization's mission and strategy. A common knowledge of the organization's strategy and direction fosters a

strategic fit mindset among personnel, which contributes to the achievement of the organization's performance.

H4 There is a significant relationship between resilient teamwork and manufacturing performance.

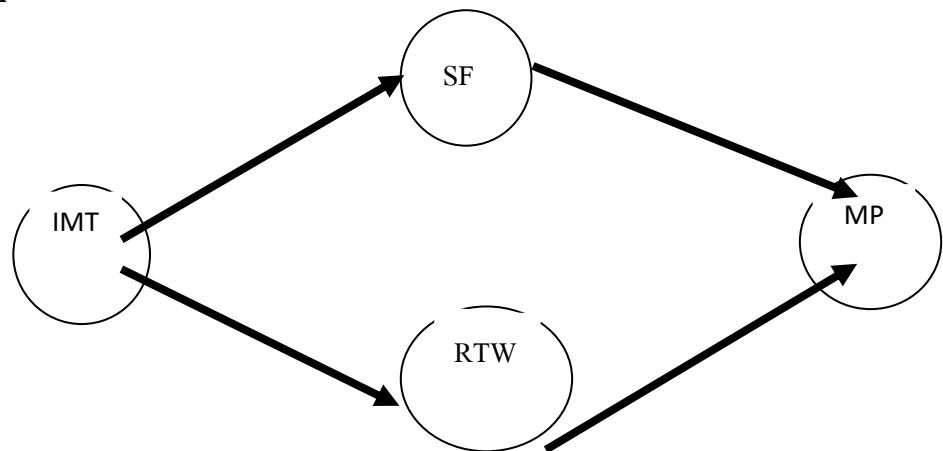
To determine the effect of strategic fit on manufacturing performance.

The high level of commitment displayed by resilience and teamwork in a high-performance organization enables these teams to have a stronger sense of purpose, higher accountability, and more actionable goals, thus increasing their productivity and high performance (Bonebright, Denise, 2010). Kimberly D. Gomes, Israel Sánchez-Cardona, Brian A. Moore. (2022) found that resilience teamwork is a multidimensional, multilevel concept that is influenced by individual, team, and organizational factors. Current research suggests that resilience teamwork improves organizational performance and may help efforts to improve the well-being of personnel (Zafri, K. Z., Sigdel, B., & Bhandari, P. (2023).

H5 There is a significant relationship between Innovative manager styles, strategic fit, and resilient teamwork on manufacturing performance.

To determine the effect of innovative manager styles, strategic fit, and resilient teamwork on manufacturing performance.

Theory model



IMT = Innovative Manager Styles
 SF= Strategic Fit
 RTW = Resilient Teamwork
 MP Manufacturing Performance

Figure 1 Conceptual Framework

METHODOLOGY

Sampling and data collection

Data collected for this study is actually the input obtained from different manufacturing firms of Thailand and all the data collected from these firms was then accumulated together. The data

has been collected from 300 managers working in these industrial plants. The simple random sampling technique has been employed by the researcher so that an appropriate sample may be selected for research and questionnaire filling. The indicators that have been used by the researcher in this study are obtained from past studies and thus the validity of the measures can be made sure. The manager from which the questionnaire was filled includes the senior management of the manufacturing firms that are involved in the production and operation department. In addition, the officials from higher positions such as directors were also involved in questionnaire filling. All of them were selected based on their enough and appropriate knowledge about the topic of the study. The questionnaire used for the research process was carefully designed by using the appropriate order of questions and the content was easily understood by the respondents.

MEASUREMENT

The variables have been measured by using appropriate measurement items, which have been discussed in this section vividly. Innovative managers' styles, strategic fit, resilient teamwork, and manufacturing performance are different variables that have been used in the study. The first one is manufacturing performance which is the dependent variable of the study and may be measured by using three items "Process performance", "Financial performance" and internal performance. These items are developed based on the past study (While Smith and Bititc (2017). The innovative manager type variable of the study is measured by four items in total. These include "Creative", "Collaborative", "Committed" and "Courageous". These items have been taken from the past study by a researcher (Deschamps, 2003). The mediating variable of the study is "Resilient Teamwork" which is measured by four items in total. These include "Interaction", "Communication", and "Develop confidence". "Achieve a transparent". "Strategic Fit" is a mediating variable factor and it has been Structure measured by 3 items. These include "Structure", "Process", and "Function," developed a researcher in a past study (Mickans and Rodger (2005)

STATISTICAL ANALYSIS

To analyze the collected data, SPSS and AMOS have been used by the researcher. Different tests and techniques have been employed through this software and the analysis results have been obtained by the researcher. Demographic analysis, descriptive analysis, and factor analysis have been obtained from SPSS. Similarly, confirmatory factor analysis and structure equation modeling (SEM) have been obtained by using AMOS.

DATA ANALYSIS

Demographics

The majority of the respondents were males of 225 respondents (75 %), Their age between 40 – 50 years old of 163 respondents (54.3%), working experience of 10- 15 years of 180 respondents (60%), Number of employee 300 – 350 people 156 respondents (52%), and Initial investment 400 – 500 Million Baht 173 respondents (57.7%).

Descriptive Statistics

As per the obtained results related to the descriptive statistics of the collected data, it has been confirmed that there is no outlier in the data. This result is supported by the values of minimum and maximum statistics, which lie in the range of a five-point Likert scale. On the other hand, the skewness values from the table are seen to be within the appropriate range i.e. in between -1 and +1. Thus, the data is considered to be normal and fit to enter the next step.

Table 1: Descriptive Statistic

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
IMS =Innovative Manager styles	300	1.00	5.00	3.67	1.058	-.641	.144
SF= Strategic Fit	300	1.00	5.00	3.59	1.811	-.487	.765
RTW = Resilient Teamwork	300	1.00	5.00	3.78	.890	-.546	.891
MP Manufacturing Performance	300	1.00	5.00	3.79	.779	-.551	.655
Valid N	300						

KMO and Bartlett's Test

KMO and Bartlett’s tests are used to find out if the factor analysis of a particular study is useful or not. In this regard, it is estimated that if the value of the KMO test is very close to 1.00, it will be beneficial for the study. In addition, it has also been estimated that if the value of Bartlett’s test is less than 0.05, (Bhandari, P., Sigdel, B., Hye, A. M., Bhandari, S., & Bhattarai, A,2024). it will also be beneficial for the study. The fulfillment of both conditions can be seen in table 2.

Table 2: KMO and Bartlett's Test.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Bartlett's Test of Sphericity	Approx. Chi-Square	5533.373
	Df	120
	Sig.	.000

ROTATED COMPONENT MATRIX

The results of the rotated component matrix are given in Table 3. As per these results, the values of factor loading have been observed to be greater than 70% thus indicating that the data collected is eligible to be applied to different tests and techniques. Moreover, cross-loading error is absent in the data.

Table 3: Rotated Factors loading Component Matrix

	Component	Component	Component	Component
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	1	2	3	4
IMS1	.854			
IMS2	.895			
IMS3	.831			
IMS4	.796			
SF1			.872	
SF2			.891	
SF3			.903	
RTW1		.898		
RTW2		.905		
RTW3		.891		
RTW4		.912		
MP1				.861
MP2				.823
MP3				.835

Convergent and discriminant validity

In Table 4, the results of convergent and discriminant validity can be seen evidently. According to the results presented in the table, the composite reliability CR values for all variables are more than 0.7 while average variance extracted AVE values are more than 0.5. The researcher has also found out that the variables have loadings different from each other. This confirms the authenticity of the collected data.

Table 4: Convergent and Discriminant Validity

	CR	AVE	MSV	IMT	SF	RTW	MP
IMS	0.933	0.873	0.285	0.935			
SF	0.952	0.772	0.298	0.473	0.878		
RTW	0.872	0.773	0.298	0.534	0.546	0.881	
MP	0.920	0.816	0.324	0.435	0.503	0.513	0.956

Confirmatory Factors Analysis

According to the results of confirmatory factor analysis CFA given in table 5, it can be observed that the values for all the indicators linked with CFA are present within the appropriate range given in the table (Hassan, Hameed, Basheer, & Ali, 2020); Iqbal & Hameed, 2020). This indicates that the hypothetical model is fit for use in the study

Table 5: Confirmatory Factors Analysis

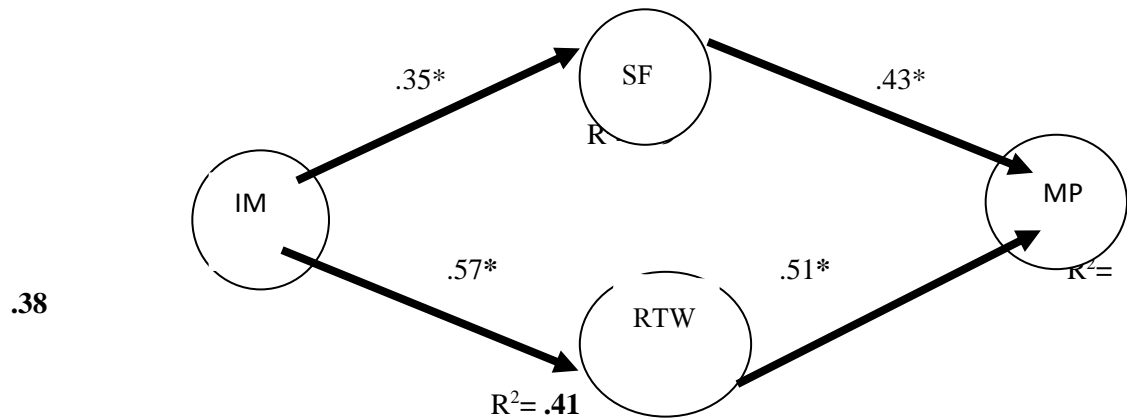
(Hassan, Hameed, Basheer, & Ali, 2020; Iqbal & Hameed, 2020) confirmatory factors indicators.

Indicators	Cut-Off Value	Results
CMIN/DF	Less or equal to 3	2.846
GFI	Equal or greater than .80	.916
CFI	Equal or greater than .90	.973
IFI	Equal or greater than .90	.984
RMSEA	Less or equal to .08	.054

STRUCTURAL EQUATION MODELING

Structural equation modeling shows that the impact of innovative manager styles on the manufacturing performance of industrial Plants is significant. On the other hand, the mediating impact of strategic fit and resilient teamwork factors between the independent variables i.e. innovative manager styles, and the dependent variable manufacturing performance is significant.

Figure 2: The Structural Equation Modeling (SEM) of Manufacturing Performance



CMIN/DF = 2.846, GFI = .916, CFI = .973, IFI = .984, RMSEA = .054

The Structural Equation Modeling of Manufacturing Performance

Direct effect to Manufacturing Performance MP

Strategic fit (ST) = $0 + .43 = .43$

Resilience Teamwork (RTW) = $0 + .51 = .51$

Indirect effect to Manufacturing Performance MP

IMS → SF → MP = $.35 + (.35 \times .43) = .501$

IMS → RTW → MP = $.57 + (.57 \times .51) = .861$

DISCUSSION AND CONCLUSION

Discussion

The research aimed to explore the relationship between innovative manager styles, strategic fit, resilience teamwork, and manufacturing performance in Thailand. The research hypothesizes that innovative manager styles, strategic fit, and resilience teamwork impact manufacturing performance. The research also examines the mediating role of strategic fit, and resilience teamwork between innovative manager styles and manufacturing performances. It was found that the research results correlated with the concept and several past theories. The alignment between the research results and existing theories suggested that further investigation in this area could contribute to the advancement of knowledge and potential practical applications (Bhandari, Sigdel, Photchanachan, Uppapong, Bhattarai, 2024)

The incorporating innovative manager into manufacturing helps employees develop essential skills such as communication, teamwork, and decision-making. These skills are crucial for their future success in a globalized and inter connected society. Additionally, by promoting critical thinking and problem-solving abilities, manufacturing can empower employees to become lifelong learners who can effectively navigate complex challenges and contribute positively to their communities. Such results from studies are consistent with the concepts of Sohmen

(2015), and David Horth, and Dan Buchner (2014) in the part of manager that entails motivating, organizing, and leading employees to higher levels of performance by utilizing various models and emotional intelligence competencies. Harwiki (2016) and Wongmajarpinya (2024) also found that strategic management ensures optimal performance and competency power, while innovation management is essential for achieving organizational success and sustainability.

CONCLUSION

There are various factors such as innovative manager styles, strategic fit, and resilient teamwork are the factors that might have direct or indirect impacts on manufacturing performance. Therefore, this study has been designed to find out the impact of innovative manager styles on manufacturing performance in the mediating role of strategic fit, and resilient teamwork factors in one way or the other. In this regard, this study has been designed to find out the impact. The analysis of the results indicated that all the independent variables of innovative manager styles have a significant impact on manufacturing performance indirectly mediating variable strategic fit and resilient teamwork to manufacturing performance. Furthermore, it was found out that the mediating impact of strategic fit, and resilient teamwork is significant in the relationship between the independent and dependent variables. This study explored important information about innovative manager styles, strategic fit, and resilient teamwork that are the factors that might have a direct or indirect impact on manufacturing performance which might be useful for other researchers as well as the industries to improve and increase manufacturing firm performance.

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