The Impact of the Leadership, Organizational Excellence and the Enterprise Resource Planning on the Organizational Performance: A Case of SMEs in Thailand

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Abstract

The study is carried out to examine the relationship between the enterprise resource planning, leadership and organizational excellence on the organizational performance. ERP system has been discussed as a supporting tool which is a complex system because of its extensive integrated modules, financial resources and business processes which mechanize the flow of information and materials that are at the internal side of the company through means of combined database. Earlier study on the association among the organizational performance and organizational excellence showed that the company prefer the excellence for enhancing the great performance, and the models regarding the organizational excellence support the companies for improving and enhancing their performance of company. The significant and positive findings showed that the vital role of focusing on customers, the organizational performance can enhance by the increase in personnel commitment and encourage innovation among employees. claimed that this transformation is essential and important for improvement of performance among the public sector companies, defending the performance of public sector and support the role of government by offering the primary growth and services. Moreover, he claimed that for achieving the efficiency and effectiveness these changes were required in the public sector.
Keywords: Leadership, Organizational Excellence Enterprise Resource Planning, Organizational Performance

Introduction

In any organization the measurement of performance plays a significant role for efficient management (Machdar, 2017). Keinan and Karugu (2018) claimed that the measurement of performance is essential for process innovation because without performance measurement the impact of innovation cannot be judged. However, the performance enhancement in any company requires measure of its degree of capital efficiency and its impact on business. Dawabsheh, Hussein, and Jermsittiparsert (2019) argued that the implementation of system is

primary requirement to improve performance and attain company's target which would ultimately help in growth. Usually the fiscal indicators have been imposed for performance measurement of a company which have a few limitations, therefore few researchers introduced the traditional measuring system since they have included the indicators which are nonfinancial for the eradications of these limitations (Machdar, 2017).

In this current changing situation of business, companies need to estimate about the challenges and opportunities condition which exist internally and externally for the purpose of encourage their development and able to compete (BAYO, 2018). In these conditions, companies have to get quality through important improvement for the purpose of development and existence. Additionally, the companies from both sectors either it's private or public sector are looking for their outcome enhancement and attainment of competitive benefits as compare to their rivals, therefore the issue that how to improve performance and for this purpose which strategies should work after execution still required more research.

Improvement in company's performance can be attained through strategic management which is reflected as one of the vital variable and it is the generally considered methodology for research regarding organizational behavior (Hameed, Basheer, & Anwar, 2018). The process of future and current business conditions investigation is strategic management. Controlling their decisions to attain company's objectives, implementing and initiating the objectives of organization is the Strategic management (Nwadike, Abuba, & Wokoma, 2017). Furthermore, to use company's strengths and its weakness for the benefits of organization and to capitalize from the opportunities which are external while reducing the external risks and issues is known as strategic management (Nwadike et al., 2017).

Additionally, strategic management is discussed as the company's managerial decisions for dealing with the routine variation in conditions for the purpose to enhance its performance in a long term and short term period. In addition to this, implementation of strategic management has a positive association with a market share and positively influence the profitability of the company (Agwu, 2018). Agwu (2018) claimed that few researchers Nwadike et al. (2017), Kolade, Olanipon, and Olumuyiwa (2018) have acknowledged the impact on corporate performance by their strategic management.

Relative to the strategic management there is a primary difference in between private and public sectors, and in the strategic management processes it is very important to acknowledge the dissimilarities (Bertelli & Doherty, 2019). Furthermore, the strategic management has been used to initiate growth and changes in the bureaucratic public sector to be more innovative and responsive (Syam, Akib, & Patonangi, 2018). In addition to this, in business activities there is discrimination that exists among private and public sector; however, the practices being followed in private sector can be implemented in public sector as well.

According to the fundaments of businesses the targets for their performance in private and public sectors vary from each other. The planning of private sectors is to attain revenue by pleasing their consumers, whereas the planning of public sectors is to gain good performance, quality and customer satisfaction. The primary objective of any company from public sector is to fulfill the requirements of a society within the limitation of their existing ability and budgets (Hajikhani, Tabibi, & Riahi, 2016). Therefore, the public companies have various vague targets and aims as compared to the private sector companies (Tiron-Tudor, Nistor, & Ştefănescu, 2018).

Previously for twenty years, the primary objective of public administration research and policy has been the enhancement of the government performance. Globally the governments are seeking for performance enhancement in relation to their citizen participation, program outcomes, use of public resources, accountability, customer satisfaction, use of public resources, strengthen integrity, combat and prevent corruption and transparency (Obicci, 2016).

According to Obicci (2016) the implementation of strategy enhance the level of company's performance. Basically the high level performance of company helps the company's ability to admit change and cope with any transformation (Dawabsheh et al., 2019). In addition to this, Dawabsheh et al. (2019) claimed that for attaining the high level performance of business clear vision in manager's mind is essential because it will lead their business to attain desirable targets with managing the companies for stakeholders and buyers and delivering value. It is very important to discuss that excellence is actually an outstanding and highest level of performance; however the company ought to be worried about its performance level (Mohamed, Khalifa, & Nusari, 2018). On the other hand as discussed currently, to attain the high level of performance several companies have been stressed to accomplish high level of their performance as compare to their opponents so that they can be distinguish through it in the competitive market. Regretfully, it has been found that most of the organizations were unsuccessful to attain their targets due to the absence of knowledge regarding the idea of high level performance and processes (Dawabsheh et al., 2019).

Literature Review

Importance in public sector regarding effectiveness and efficiency has been developing (Syam et al., 2018). In Public sector the main objective of performance management is to enhance performance, clear resources and objectives; to integrate financial and nonfinancial information, improve quality, to integrate budget cycle and policy, improve the content of information on the management information systems and to improve accessibility. Furthermore, the research in the public sector has described that the implementation of performance management in any company were offered through improved services to the consumers, innovation in their effectiveness and efficiency and achieve their objectives (Alosani, Dhaafri, & Yusoff, 2016).

According to the core of business and targets the performance vary in the private and public sectors. Whereas the purpose of the private sector is to gain revenue and more number of consumers; on the other hand the main purpose of public sector is to gain high satisfaction level of customers, improved performance and attain quality. The main objective of all public sector companies is to satisfy the requirements of people inside the limit of existing budget (Hajikhani et al., 2016). The targets and aims are mostly vague in nature in the public organizations as compare to the private organizations (Tiron-Tudor et al., 2018). From last twenty years the main purpose of public administration research and policy has been to enhance the performance of public sector. Governments are seeking for performance enhancement in relation of the use of public resources, program outcomes, customer satisfaction, accountability, transparency, citizen participation, combat and prevent corruption and strengthen integrity (Obicci, 2016). Additionally, he also claimed that this transformation is very serious and important for improving the performance of public sector, strengthen the role of government in giving the primary services and improvement and protecting the performance of the public.

Mostly the models related to organizational excellence have shown that the most significant variable for enhancing an excessive performance in an organization is leadership and it is attained through planned goals. For the excellent performance results good leadership is like a key of success in an organization (Dhaafri, Swidi, & Ansi, 2016).

In these terms, author claimed that by the implementation and development of leadership strategies the company can attain their excellence in performance. However, earlier studies have reported a positive correlation among leadership in maximum organizations and their performance. The empirical research work has pointed out the influence of leadership on business excellence and the organizational excellence, Dhaafri et al. (2016) conducted research for this link and according to their survey that was conducted among 200 organizations that was based on the questionnaires. The findings reported that the higher level of leadership

qualities showed the commitment towards the company excellence. Furthermore, for enhancement of performance the organization needs to do better in three zones of company achievement factors which were valuing employees, constant innovation and committed people.

This mode of research relationship, Found, Lahy, and Williams (2018) claimed that the lack of leadership during management would not develop and produce excellent results. In addition to this, it was pointed out that structure of leadership can introduce excellent results in an organization, which indicated that leaders evolve by competencies, training and education to have the right values. It is therefore important to discuss that companies whose target is to enhance their performance, there must be presence of good coordination among their leaders, and they need to work as a team and followers. In the progress of any organization the role of leadership is considered as a rock star which is helpful to attain high performance and excellence in the organization.

H1: Leadership has significant impact on the organizational excellence.

H2: Leadership has significant impact on the organizational performance.

ERP systems gives various benefits to the company; therefore simply after the implementation the planned advantages could be enhanced. Aliyu, Rogo, and Mahmood (2015) claimed about various tangible advantages of ERP which were notably the lower inventory level, improvement in time to delivery, decrease in financial close cycle, improvement in order cycle, reduction in direct operating and interaction with consumers. Usually the effort to integrate and implementation in both private and public sectors were to attain few advantages that was to improve technology investment, reduce costs and sustain competitive advantages (Souza, Juliatto, & Moreira, 2017). The differences existed in legacy systems such as technological changes, that was within the available and weak maintenance cost relationship, flexibility, and reform elements into different structures, where within these limitations ERP could be developed.

In order to its continuity and for this study, Jagoda and Samaranayake (2017) claimed that there are basically two important motivations to ERP systems such as technical and operational. The advantages of technical features are utilized through the presence of flexible situation, expansion and supporting growth, enhancing quality information, improving overall effectiveness and attaining a system which is non-integrated. On the contrary, the advantages of operational features are those where companies are more worried about their company's inside processes due to inefficient processes, poor performance, inability to respond to customers, complex processes, inability to support their own strategies, goals and inconsistent business processes.

In reference to above, Lee and Wang (2019) claimed that an ERP enhanced the integration among applications, expanded the application of open sources, improved security management, supported to adopt architecture of service-oriented and to adopt software as a service. In the same way Fathelrahman and Kabbar (2018) pointed out that ERP systems were of wide-range that integrated application supports organizational functions, and designed to link companies with their suppliers and partners. In addition to this, that the basic advantage from the system of ERP was that the data was constantly updated and was dynamic in nature. Furthermore, Azevedo, Azevedo, and Romão (2017) claimed that ERP systems had several advantages for the company for example reduction of cycle time, generating fast financial information, promoting the efficiency flowing of information, assistance in the development of new strategies, and preceding the E-business.

Now these days the condition would change rapidly, so the companies required skills to build, reform the internal abilities and to integrate (Chakravorty, Jha, & Barthwal, 2020). However, companies by leveraging resources would produce and enhance their abilities to construct competitive benefit such as to compete effectively with competitors and the system of

information to satisfy the consumer's needs, shorten cycle time, reduction in costs and enhance the consumer service (Chakravorty et al., 2020). Enterprise resource planning (ERP) is considered as one of those system who has gained attention in the previous few years. ERP offers many advantages to the companies, integrated information to improve the decision making in the company, they can be ready to face the reform due to the technological revolution, satisfy the expectations regarding variation through delivering accurate and timely. Therefore, the implementation of this system would support to develop a suitable reform in company's process which are considered to be most important for the enhancement of responsiveness, quality, performance, flexibility and cost (Baskaran, 2018).

The research work regarding ERP indicates that there has been extensive studies carried out and research available related to the investigation of the link among the organizational performance and ERP systems (Zahra, Hameed, Fiaz, & Basheer, 2019). It can be observed that the findings of these scholars were in contradiction. Most of them claimed about the ERP system that it offered several advantages to the company through the improvement in communications, improve organizational performance, customer services, non-financial performance and reducing inventory (Hafeez, Basheer, & Rafique, 2018). Various researchers argued that organizational performance had a negative influence by the ERP systems because of few significant variables such as education, culture, top management support and commitment and the lack of training.

H3: Enterprise resource Planning (ERP) has significant impact on the organizational performance.

Therefore, there is a wide range of research work that has been conducted on the ERP system, since these scholars are not agreed on one definition of ERP system. Therefore, several definitions have been presented which have pointed out ERP such as enterprise-wide application packages which are combined to help in various functions of business, an advanced technological solution system that has integrated important information inside the organization, a system of information that has combined all business and an ERP which is important for best practices and for best management processes (Azevedo et al., 2017). ERP as an instrument of information technology which carries various benefits to the company, enhances the organizational performance, leads to more efficiency and competitive benefits sustain (Souza et al., 2017). Therefore, the research which examined the link among the organizational excellence and ERP does not exist, the recent research work faces challenge to investigate this association. However, the following hypotheses was presented.

H4: Enterprise resource Planning (ERP) has significant impact on the Organizational Excellence.

The organizational excellence and performance are significant factors for organization's success, goal achievement, competitiveness, advancement and development. However, organizations have tendency to achieve their goals which are short term, medium and long term. The interlinked association exists among the performance and organizational excellence where one of two lead and are compared to another that is organization performance will be following the organizational excellence of the organization. As per EFQM, the firms who perform 60% or more than 60 % are referred as in excellence forms. Additionally, the current models regarding excellence referred excellence as an exceptional level of performance (Mohamed et al., 2018).

According to the theoretical research, Mohamed et al. (2018) conducted investigation in India on the association among the organizational excellence and organizational performance of SMEs. They claimed that the measurement of organizational excellence depends upon the linkage among various performance indicators. They investigated the data which was gathered from 407 respondents in SMEs in India for the linkage among organizational excellence and

performance. Their research results showed that by combining the performance factors the organizational excellence and performance could be calculated.

However, the measurement of organizational excellence would depend upon the linkage among the performance factors. Furthermore, the results showed that organizational excellence supported leadership to estimate and discriminate the firms in more improved ways which was the performance of that organization.

According to the relationship of this study, Dhaafri et al. (2016) showed research to investigate the association among the business performance and the excellence of business of hotel business in Thailand. The results of this research was based on the survey conducted on the 278 hotels in Thailand with the help of questionnaire. The conclusion of this research indicated that performance had a significant and positive impact by the organizational excellence. According to Carvalho, Sampaio, and Rebentisch (2019) who conducted research regarding the connection among Deming's principle, operational excellence, world-class company and performance of an organization depends upon the questionnaire which are 1332 in numbers in strategic business units which were 140 in numbers and in 49 gas and oil companies.

By using structural equation modeling suggested model has been examined (Amos). The findings have shown that company performance has indirect and significantly positive impact by the Deming's principle. On the other hand, Deming's excellence model principle can influence and improve the organizational performance of a firm. Earlier studies have discussed about the link among organizational performance and organizational excellence which has indicated that the attainment of high-performance excellence is the preference by any company.

H5: Organizational excellence has significant impact on the organizational performance.

Methodology

For data collection, a structured questionnaire was formulated to address the research questions as well as to achieve the research objectives. Afterwards, a survey was conducted to obtain the cross-sectional data for this study. Five-point Likert scale was employed to observe the responses for the questionnaire items. Adequate response rate i.e. 87.8% was obtained from the survey, with 355 valid questionnaires out of 410 total questionnaires.

In present study a theoretical model is analyzed by using PLS path-modeling. This statistical technique is most appropriate for data analysis due to certain reasons. Firstly, in comparison to other techniques and software, PLS-SEM brings accuracy in data analysis and provides valid results (Hair, Sarstedt, & Ringle, 2019). Secondly, Henseler, Hubona, and Ray (2016) mentioned PLS-SEM as a robust statistical tool in their study, which is ideal to employ in most behavioral and social science researches for simultaneously testing the multiple relationships among the constructs.

Results

Data analysis involves many steps which were followed in this study. Once the data collection is done, the first step is the data screening. In this study, the Statistical Package for Social Sciences (SPSS) was employed for data screening to confirm the appropriateness of the data. Afterwards, the measurement model is assessed in the second step. According to Henseler et al. (2016), for analyzing the measurement model, certain criteria must be observed including the individual item reliability. Therefore, we employed a two-step procedure in this study involving the measurement model estimation and structural model estimation (Hair, Hult, & Ringle, 2016; Henseler et al., 2016; Ramayah, Cheah, & Memon, 2018).
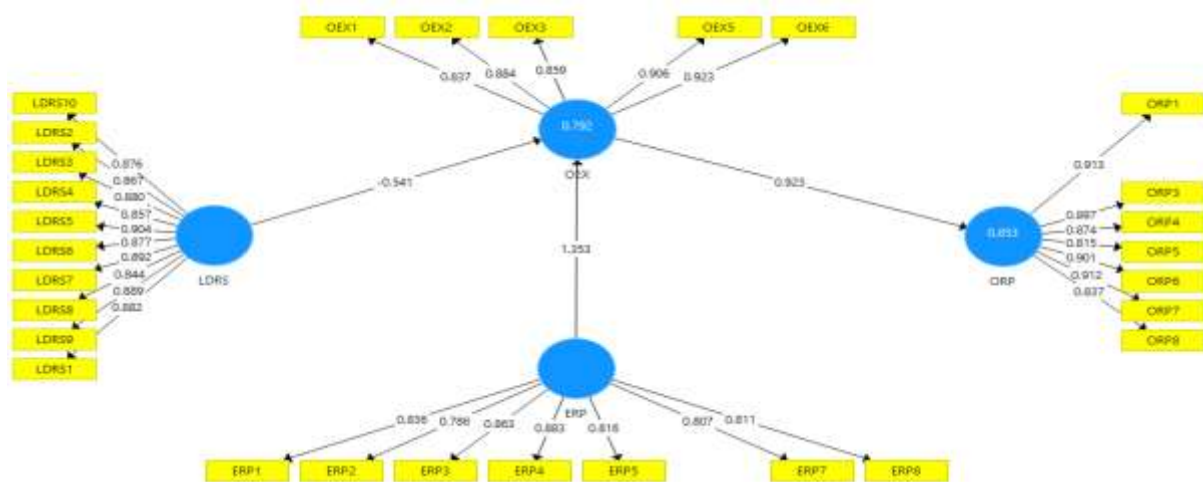
Figure 1: Outer Model

Table 1: Cross Loading

	ERP	LDRS	OEX	ORP
ERP1	0.836	0.806	0.636	0.627
ERP2	0.786	0.794	0.599	0.630
ERP3	0.863	0.827	0.676	0.657
ERP4	0.883	0.844	0.682	0.683
ERP5	0.816	0.838	0.588	0.628
ERP7	0.807	0.627	0.844	0.818
ERP8	0.811	0.624	0.862	0.801
LDRS10	0.793	0.876	0.599	0.635
LDRS1	0.799	0.882	0.593	0.607
LDRS2	0.791	0.867	0.600	0.592
LDRS3	0.798	0.880	0.571	0.594
LDRS4	0.781	0.857	0.610	0.593
LDRS5	0.844	0.904	0.672	0.688
LDRS6	0.785	0.877	0.597	0.604
LDRS7	0.829	0.892	0.630	0.634
LDRS8	0.740	0.844	0.531	0.563
LDRS9	0.811	0.889	0.634	0.650
OEX1	0.696	0.570	0.837	0.751
OEX2	0.753	0.593	0.884	0.794
OEX3	0.727	0.555	0.859	0.792
OEX5	0.798	0.680	0.906	0.885
OEX6	0.817	0.639	0.923	0.844
ORP1	0.806	0.671	0.877	0.913
ORP3	0.735	0.611	0.796	0.897
ORP4	0.720	0.627	0.763	0.874
ORP5	0.683	0.557	0.751	0.815
ORP6	0.761	0.616	0.855	0.901
ORP7	0.766	0.646	0.822	0.912
ORP8	0.745	0.596	0.806	0.837

The key criteria used for measurement model analysis include the convergent validity, internal consistency reliability, discriminant validity, and individual item reliability (Hair et al., 2016; Henseler et al., 2016; Ramayah et al., 2018). The individual item reliability in this study was determined by observing the outer loadings for all the constructs involved in the measurement model (Hair et al., 2016; Hair, Matthews, Matthews, & Sarstedt, 2017). Henseler et al. (2016) define internal consistency reliability as the level to which all individual items are determining a similar concept. Thus, both the composite reliability and Cronbach alpha can be considered to measure the internal consistency reliability (Akter, Fosso Wamba, & Dewan, 2017; Singh & Prasad, 2018). However, in present study we adopted the composite reliability coefficient to confirm the internal consistency reliability, for which CR value of 0.70 or above is the recommended level by Henseler et al. (2016) and Hair et al. (2016). For the latent constructs in this study, CR values fall within 0.817-0.90, which are adequate since all values are above 0.70, as presented in Table 2.

Table 2: Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
ERP	0.925	0.933	0.939	0.688
LDRS	0.967	0.968	0.971	0.769
OEX	0.928	0.931	0.946	0.778
ORP	0.951	0.952	0.960	0.773

Convergent validity is the level that all items are representative of their respective latent construct and may correlate with other items of that same construct Hair et al. (2016). Therefore, Ramayah et al. (2018) recommendation was followed i.e. for each latent construct the AVE values were assessed to measure the convergent validity. In view of Henseler et al. (2016), the values for average variance extracted (AVE) must fall above 0.50 to be adequate.

Table 3: Validity

	ERP	LDRS	OEX	ORP
ERP	0.889			
LDRS	0.870	0.877		
OEX	0.861	0.790	0.882	
ORP	0.849	0.704	0.723	0.879

Ramayah et al. (2018) define discriminant validity as the level to which all the latent constructs in the model are distinct. A study suggests that discriminant validity can be observed by obtaining the AVE values. Besides, the square roots values for AVE were also calculated to compare them with the correlations between the other latent constructs, and the former must exceed in values than the latter (Akter et al., 2017). Besides, the indicator loadings can also be compared with the cross-loadings, and is an alternative method for determining discriminant validity. In this method, the indicator loadings are required to be greater in value than the cross-loadings.
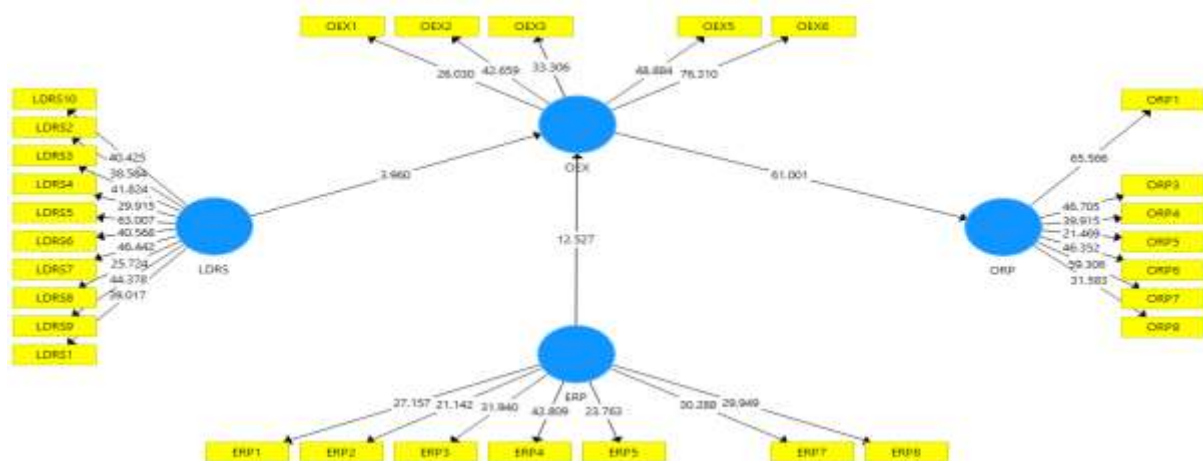
Figure 2: Inner Model

In view of Ramayah et al. (2018) and Hatamifar, Darban, and Rezvani (2018), the PLS path modeling is an ideal approach to be chosen if the study particularly aims to predict relationships or intends for the extension of a particular theory. Thus, in the next step of PLS-SEM analysis, there comes the structural model estimation through calculation of standard errors, path coefficients and t & p values. For hypothesis testing, bootstrapping method was carried out in Smart PLS 3 to determine both direct and the indirect effects. Several scholars (Hair et al., 2016; Henseler et al., 2016; Ramayah et al., 2018) have used a bootstrapping procedure by using 5000 samples for structural model estimation. Thus, structural model analysis was performed by calculating the R-square, path coefficients significance, predictive relevance, and effect sizes using PLS path modeling.

Table 4: Structural Relationship

	(O)	(M)	(STDEV)	(|O/STDEV|)	P Values
ERP -> OEX	1.353	1.333	0.108	12.527	0.000
ERP -> ORP	1.249	1.231	0.106	11.755	0.000
LDRS -> OEX	-0.541	-0.517	0.137	3.960	0.000
LDRS -> ORP	-0.499	-0.478	0.128	3.912	0.000
OEX -> ORP	0.923	0.923	0.015	61.001	0.000

Another key criterion for structural model analysis is the R-square or coefficient of determination (Hair et al., 2016; Henseler et al., 2016; Ramayah et al., 2018). It shows the model's predictive ability. R-square measures that how much variation in endogenous construct is explained by the exogenous constructs involved in the model (Akter et al., 2017; Hair et al., 2016; Mikalef & Pateli, 2017). The nature of study also plays a significant role in determining the R-square value.
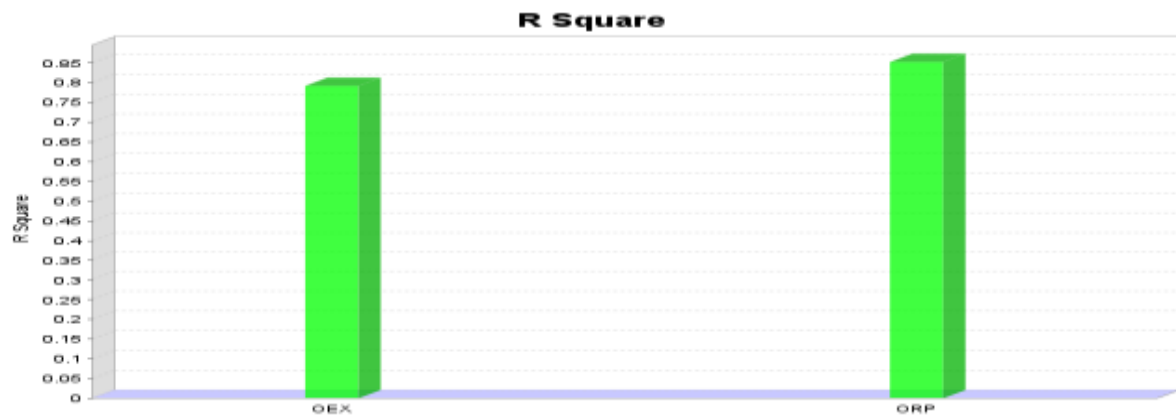
Figure 3: R-Square

Although, different threshold or acceptable levels for R2 were found in the literature, such as, a few suggest that R-square is acceptable if it lies above 0.15, while others like Ong and Puteh (2017) proposed different levels in the name of substantial, moderate or weak R-square. According to Chin, R2 is weak if it is equal or below 0.19, moderate if R2 equals 0.33, and if R2 =0.67 or above it is said to be substantial.
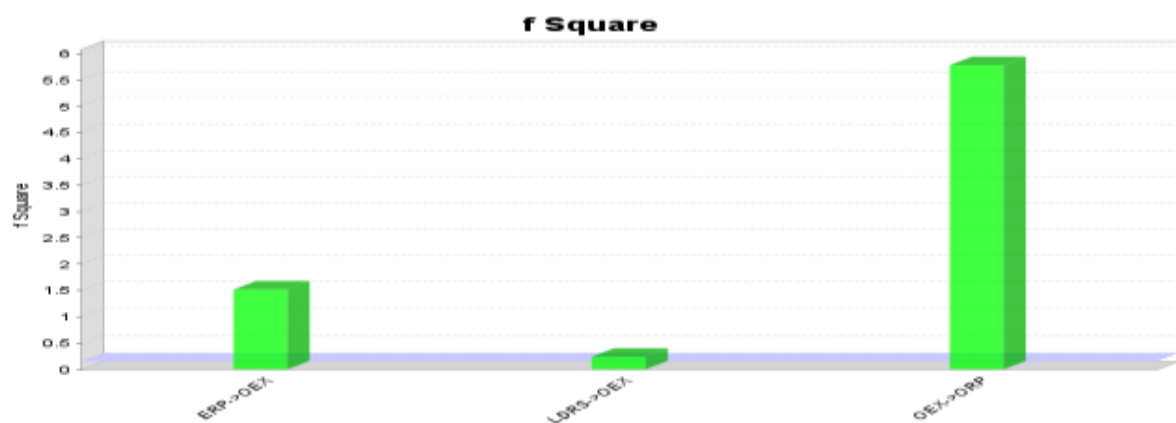

Figure 4: F-Square

Subsequently, in order to determine the presence of moderating effects, we also performed the moderator analysis as an additional PLS-SEM measure. Thus, we used Ong and Puteh (2017) formula to calculate the effect size. Ong and Puteh (2017) defines effect size as a particular independent variable's relative effect on the dependent variable, which can be observed by estimating that whether there is any increase in R2 that described by the latent variable.
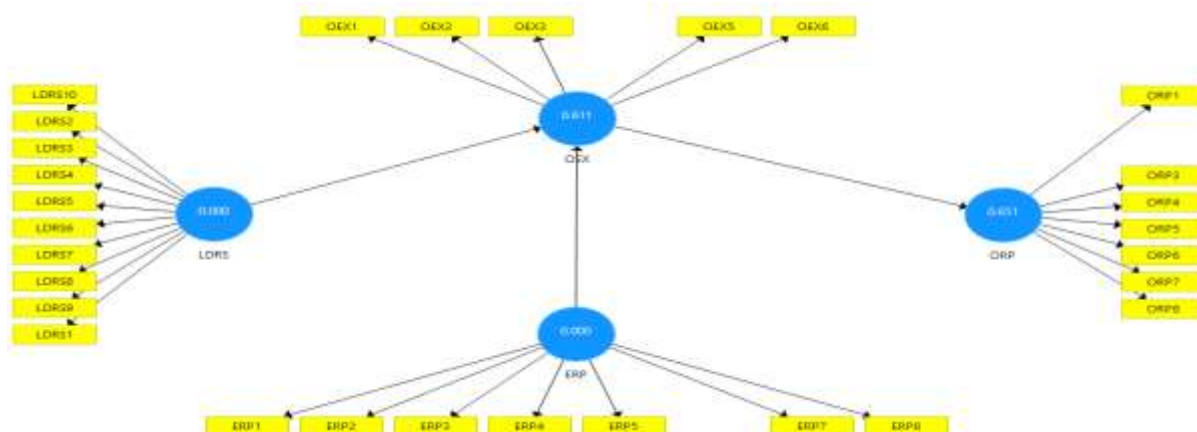
Figure 6: Blindfoling

Furthermore, by employing the blindfolding procedure, a predictive relevance test was carried out. This test was proposed by Henseler (2018). It is an additional test to measure goodness of fit (GoF) in PLS-SEM. Thus, if predictive relevance for an endogenous construct is greater than 0, i.e. $Q^2 > 0$, then it indicates that there is some predictive relevance.

Conclusion

The above findings showed that the responsiveness of the technology importance is tend towards the organizational performance improvement (Basheer, Siam, Awn, & Hassan, 2019). Indeed, the complications in the ERP system acknowledged by several scholars, users encourage the significant and positive influence of ERP which move them towards the efficiency of work.

Therefore, on the organizational performance in public firms the impact of ERP is very significant, the findings of this research claimed that there are few variables of ERP which are insignificant in nature and these are discussed below. The important targets that any company urges to accomplished are considered such as organizational excellence and organizational performance. The association among these variables are linked with each other that one is leading as compare to other. According to this research, there was a significant and positive link among the organizational performance and organizational excellence.

The components of organization excellence which were reported by the public organizations officers for instance personnel commitment, innovation and customer focus, these were considered as the vital variables which resulted in enhancement of excellent performance. The idea of Excellence is similar to a strategy and practice, not an ultimate target, resources to achieve the success and had the skills to create the organizational abilities.

Enterprise Resource Planning (ERP) is one of the other variable that is presented to measure the performance and excellence. Information technology had to be one of the important element for the companies, performance, gain, competitive advantage and success and this portion of technology is referred to as a gain in advantages and benefits. From the previous two decades one of the significant technological innovation is ERP. Therefore, Chofreh, Goni, and Klemeš (2020) referred ERP such as a system without any software installation. ERP is considered as a system which can administer the complete company rather than an instrument that can combine various modules. However, in relation to uniqueness characteristics and its usability through integration, it varied from other common software's (Azevedo et al., 2017). Furthermore, Chofreh et al. (2020) ERP as a primary factor for the efficient management activities. In addition to this, ERP in term of industry and management which had a pair of usual practices. In link with this, ERP is referred as a managerial tool which would link the company process such as controlling and accounting. Lee and Wang (2019) claimed that ERP

could increase the management of security and that the strategic business activities through ERP were quality management which enhanced the performance of company.

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