OPERATIONAL INFORMATION SYSTEM AND ORGANIZATIONAL RESILIENCE OF LUXURY HOTELS IN SOUTH-SOUTH, NIGERIA

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ABSTRACT

The paper surveyed the relationship between Operational Information System and organizational resilience of luxury hotels in south-south, Nigeria. The study adopted the quasi-experimental research design, taken cognizance of cross sectional survey; hence the study was a correlational study. The population of the study comprised of 60 luxury hotels in south, Nigeria. The study sampling elements comprised of 4 management staff of the 60 luxury hotels in south, Nigeria which gave a sampling elements of 240. Furthermore, due to nature of the target population, the study adopted the census approach by studying all the population. The structured close ended 4 point Likert scale questionnaire was used for data collection, and the gathered data were analysed using the Pearson Product Moment Correlation Statistics presents in of Statistical Package for Social Sciences (SPSS) version 20.0. The findings from data analysis revealed strong positive and significant correlation with Operational information system and organizational resilience (service innovation and team dedication). Relying on the study empirical findings, we concluded that, there is a strong positive and significant relationship between operational information system and organizational resilience. Therefore, we recommended that operational information system should be adopted as have strong positive and significant relationship with the measures of organizational resilience like service innovation and team dedication.

Key words: Operation Information System, Organizational Resilience, Service Innovation and Team dedication

INTRODUCTION

Operational Information System is one of the key indicators of Information technology (IT) capabilities. Information technology capabilities refer to the ability of an organization to effectively acquire, deploy, and leverage IT resources in alignment with its business strategies and objectives. Information technology (IT) capabilities refer to an organization's ability to effectively leverage and manage IT resources, including infrastructure, applications, data, and human resources, to support business strategies and operations (Piccoli & Ives, 2005; Lu & Ramamurthy, 2011). In today's digital age, IT capabilities have become a critical source of competitive advantage for organizations across various industries. Bharadwaj (2000) found that firms with superior IT capabilities achieved higher firm performance, measured by profitability and cost reduction. Mithas et al. (2011) reported that IT capabilities contribute to improved operational and dynamic capabilities, leading to better firm performance. Inspite of these great contribution, many of the luxury hotel in South-South, Nigeria have not taken advantage of its benefits. The problems are as a result of the limited understanding of the concept of information technology capabilities among others. Technology capabilities consist of IT hardware, IT software, data management systems, IT services, some government policies and organizational culture as well as competitive strategies which organizations employ to gain sustainable competition and obtain greater performance in highly dynamic competitive business environment (Garcia-Sanchez et al., 2018). Indeed, IT assets are used strategically in almost every business and sector to increase organizational resilience (Gakuubi, 2018). Despite the increased interest in information technology, the relationship between information technological assets or capabilities has not been comprehensively established.

Also, Mwania and Muganda (2015) argued that for organizations to achieve higher resilience performance there is considerable need to invest in the latest technology and sound systems. In this perspective, Jalagat (2017) supported the idea that integrating the advancements in technology through IT will undeniably enable organizations to improve profitability, operational efficiency, quality of services, development of new products and innovation of

products and services; hence results in higher performance resilience. This paper captured operational system to study organizational resilience of luxury hotels in South-South, Nigeria. Operational systems, also known as transaction processing systems (TPS), are information systems that organizations rely on to perform and record their day-to-day business operations (Laudon & Laudon, 2020). According to Valacich & Schneider, (2018) these systems are critical for organizations as they capture and process data from various sources, enabling efficient and accurate execution of operational processes.

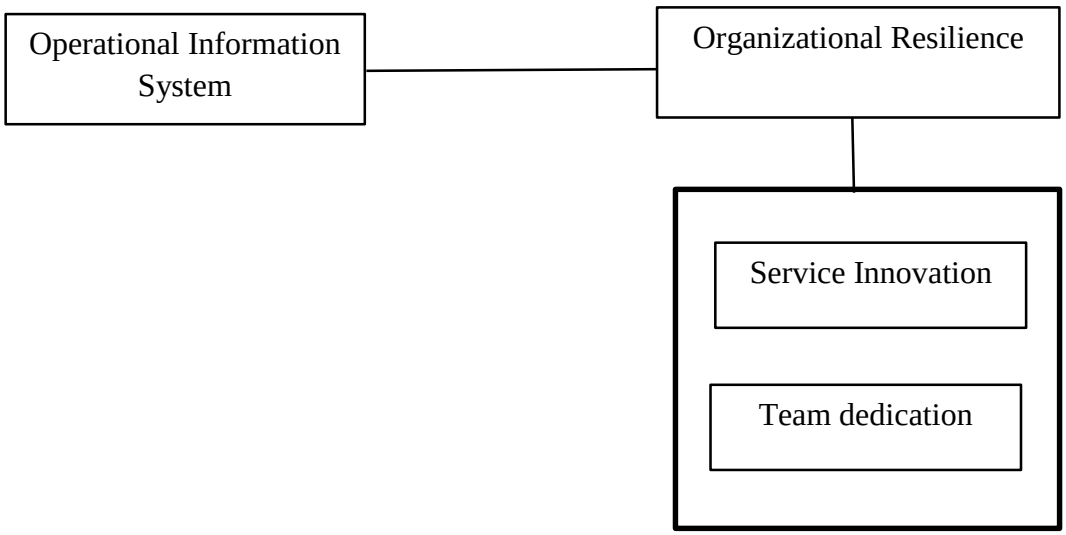

Figure 1: Conceptual framework of Operational Information System and Organizational Resilience

Source: Researcher's desk, 2024.

THEORETICAL FOUNDATION

Task Technology Fit Theory (TTF)

The theory was developed by Goodhue and Thompson in 1995. The theory postulates the relationship between technology and the tasks it aims to support. The task technology fit theory is a variance theory describing the interrelationship between three components – technology functionality, tasks requirements and individual abilities at a specific point in time. Task technology fit theory was used to evaluate and seek the understanding on how the use of technology affects performance impacts. From this perspective, the task technology fit theory assumes that users can appropriately evaluate the level of technology as they use the technology in performing their work tasks, and that an evaluation of task technology fit may predict the performance. The assumption here is that users evaluate both functionality of the technology and the degree to which the technology assists them in task accomplishments and suits their abilities, (Dishaw, 1999).

LITERATURE REVIEW

Operational System

Operational Information systems, also known as transaction processing systems (TPS), are information systems that organizations rely on to perform and record their day-to-day business operations (Laudon & Laudon, 2020). According to Valacich & Schneider, (2018) these systems are critical for organizations as they capture and process data from various sources, enabling efficient and accurate execution of operational processes. O'Brien and Marakas (2011) emphasize that operational systems are the backbone of an organization, enabling the automation and streamlining of routine tasks, which leads to increased productivity and reduced operational costs. According to Rainer and Cegielski (2011), operational systems provide organizations with the ability to process large volumes of transactions quickly and accurately, thereby improving decision-making and responsiveness to customers.

Laudon and Laudon, (2020) asserted that, one of the key functions of operational systems is to capture and process data from various sources, such as point-of-sale terminals, barcode scanners, and mobile devices. This data is then stored in organizational databases, which serve as a central repository for operational information (Valacich & Schneider, 2018). The integration of operational systems with databases enables real-time access to operational data, which is crucial for informed decision-making and effective management of business processes (O'Brien & Marakas, 2011). Another important aspect of operational systems is their ability to support various business processes and operations. For instance, in the retail industry, operational systems are used to manage inventory, track sales, and process customer transactions (Rainer & Cegielski, 2011). In the manufacturing sector, operational systems are employed to manage production schedules, track raw materials, and monitor quality control processes (Laudon & Laudon, 2020). Similarly, in the healthcare industry, operational systems are utilized to manage patient records, track appointments, and process insurance claims (Valacich & Schneider, 2018).

Furthermore, Turban et al. (2011) emphasize that operational systems should be seamlessly integrated with management information systems (MIS) and decision support systems (DSS) to ensure the flow of information across different levels of the organization. This integration enables managers to access real-time operational data and make informed decisions based on accurate and up-to-date information (O'Brien & Marakas, 2011). Despite their significance, the implementation and maintenance of operational systems can present several challenges. In this regards, Laudon and Laudon (2020) note that operational systems often require significant investments in hardware, software, and personnel training. Additionally, ensuring data quality, security, and integrity can be a complex task, particularly in organizations with multiple operational systems and data sources (Valacich & Schneider, 2018). Rainer and Cegielski (2011) also highlight the need for effective change management processes when implementing or upgrading operational systems, as these changes can significantly impact business operations and user workflows.

Several studies have explored the relationship between operational systems and organizational resilience in the hospitality industry. Jiang and Huan (2021) highlight the importance of integrated and flexible operational systems in enhancing organizational resilience. They argue that operational systems that are integrated with other information systems, such as customer relationship management (CRM) and supply chain management systems enable hospitality organizations to respond more effectively to disruptions by leveraging real-time data and streamlining processes. Also, Lam and Law (2016) emphasize the role of operational systems

in facilitating business continuity and disaster recovery strategies. They suggest that hospitality organizations with robust and resilient operational systems are better equipped to maintain critical operations and minimize disruptions during crises. For instance, cloud-based operational systems can provide redundancy and ensure data accessibility, even if on-premises infrastructure is compromised.

Organizational Resilience

Organizational resilience is underpinned by several key factors. Leadership plays a crucial role in cultivating resilience by setting the tone, communicating a clear vision, and empowering employees to take calculated risks (Duchek, 2020). Employee engagement and commitment are also vital, as resilient organizations rely on motivated and skilled individuals who can quickly respond to challenges (Lengnick-Hall et al., 2011). Furthermore, resilient organizations emphasize the importance of robust and flexible processes, systems, and structures (Burnard & Bhamra, 2011). They invest in redundancies and contingency plans, ensuring that critical operations can continue even in the face of disruptions (Somers, 2009). Resilient organizations also prioritize collaboration and partnerships, recognizing that no organization operates in isolation and that resilience is often dependent on the strength of an organization's network (Lengnick-Hall et al., 2011).

Additionally, resilient organizations foster a culture of continuous learning, innovation, and improvement, facilitating adaptation to changing circumstances (Lengnick-Hall & Beck, 2005). Building organizational resilience is a continuous process that requires ongoing efforts and a commitment to learning and adaptation (Duchek, 2020). Organizations must regularly assess their vulnerabilities, identify potential risks, and develop strategies to mitigate and respond to these challenges (Burnard & Bhamra, 2011). Additionally, they must foster a culture of resilience by promoting values such as flexibility, creativity, and a willingness to embrace change (Lengnick-Hall & Beck, 2005).

Service Innovation

Service innovation has garnered significant attention in recent years as organizations strive to differentiate themselves and deliver exceptional customer services. Service innovation can be defined as the introduction of significantly improved service products, processes, or business models that create value for customers and enhance organizational performance (Snyder et al., 2016). It encompasses a wide range of activities, from incremental improvements to radical transformations in the way services are conceived, developed, and delivered (Ostrom et al., 2015).

One of the primary drivers of service innovation is the increasing emphasis on customer experience and the need to meet evolving customer expectations (Ordanini & Parasuraman, 2011). As customers become more knowledgeable and demanding, organizations must continuously innovate to deliver personalized, seamless, and convenient service experiences (Witell et al., 2016). Additionally, technological advancements, such as digital platforms, mobile applications, and data analytics, have created new opportunities for service innovation by enabling organizations to co-create value with customers and gain insights into their preferences and behaviours (Barrett et al., 2015).

Service innovation can take various forms, including new service concepts, new service delivery processes, and new business models (Witell et al., 2016). For instance, companies like Uber and Airbnb have disrupted traditional industries by introducing innovative service concepts and business models that leverage digital platforms and the sharing economy

(Guttentag, 2015; Cramer & Krueger, 2016). Effective service innovation requires a holistic approach that considers the interplay between people, processes, and technology (Ostrom et al., 2015). Organizations must foster a culture that encourages creativity, risk-taking, and experimentation, while also developing the necessary capabilities and structures to support service innovation (Ordanini & Parasuraman, 2011). This often involves cross-functional collaboration, customer co-creation, and the integration of diverse perspectives and expertise (Witell et al., 2016).

Successful service innovation can lead to numerous benefits for organizations, including increased customer satisfaction, loyalty, and advocacy (Snyder et al., 2016). It can also result in improved operational efficiency, reduced costs, and enhanced competitive advantage (Ordanini & Parasuraman, 2011). However, service innovation is not without challenges, as it often requires significant investments, organizational change, and a willingness to embrace uncertainty and potential failures (Witell et al., 2016). Service innovation is a critical imperative for organizations seeking to remain competitive and deliver exceptional customer experiences. By embracing innovation, fostering a culture of creativity, and leveraging the right capabilities and resources, organizations can unlock new sources of value and position themselves for long-term success in an increasingly dynamic and customer-centric marketplace.

Team Dedication

Team dedication refers to the collective commitment, enthusiasm, and willingness of team members to invest substantial effort in achieving the team's goals and objectives (Hakanen et al., 2008; Salanova et al., 2003). It is a critical component of team effectiveness and a key driver of team performance (Torrente et al., 2012; van Wijngaarden et al., 2022). According to Schaufeli and Bakker (2004), team dedication is characterized by a shared sense of significance, enthusiasm, inspiration, pride, and challenge in the team's work. Dedicated teams are intrinsically motivated and experience a strong emotional connection to their tasks and goals (Salanova et al., 2003; van Wijngaarden et al., 2022).

Several factors contribute to fostering team dedication. Leadership plays a crucial role in shaping team dedication by providing a clear vision, setting challenging goals, and creating an environment that supports and empowers team members (Torrente et al., 2012; van Wijngaarden et al., 2022). Transformational leadership, in particular, has been found to be positively associated with team dedication (Hu et al., 2018). A team's culture and climate also significantly influence team dedication (Torrente et al., 2012). A supportive team climate, characterized by trust, psychological safety, and open communication, can enhance team members' commitment and dedication (Edmondson, 1999; van Wijngaarden et al., 2022).

Dedicated teams tend to exhibit higher levels of collaboration, knowledge sharing, and problem-solving ability, which can lead to improved task execution and decision-making (Hu & Liden, 2015). Furthermore, team dedication has been associated with increased team creativity, innovation, and adaptability, enabling teams to navigate complex challenges and capitalize on opportunities (Kang & Walsh, 2018). However, it is important to note that excessive team dedication can also have negative consequences, such as burnout, work-life imbalance, and potential ethical lapses (Hu & Liden, 2015). Therefore, it is crucial for organizations to strike a balance and foster a healthy level of team dedication while promoting sustainable work practices and ethical behavior (Kang & Walsh, 2018). Team dedication plays a pivotal role in enhancing team performance and achieving organizational goals. Effective leadership, team composition, and a supportive organizational culture are key factors that

contribute to fostering team dedication. While dedicated teams can drive superior outcomes, it is essential to maintain a balanced approach and prioritize overall well-being to prevent potential negative consequences.

Operational Information System and Organizational Resilience

Jiang and Ritchie (2021) conducted a study on the resilience of the hospitality industry during the COVID-19 pandemic. They found that hotels with robust operating systems, including advanced booking systems and efficient supply chain management, were better equipped to adapt to the rapidly changing circumstances, such as implementing contactless check-in and leveraging technology for enhanced guest experiences. Biggs, Hicks, Cinner, and Hall, (2020) examined the role of information systems in organizational resilience within the tourism sector. Their findings suggest that effective information systems, including CRM systems and data analytics tools, enabled organizations to better understand customer needs, identify emerging trends, and make informed decisions, thereby enhancing their resilience. Tsai, Yeh and Tsai, (2021) investigated the impact of human resource management practices on organizational resilience in the hospitality industry. Their study revealed that organizations with well-established operating systems for talent management, employee training, and performance evaluation were better positioned to retain and develop a skilled workforce, which is crucial for maintaining service quality and resilience during challenging times. Adeyemi, Ademola, and Kehinde (2020) examined the role of information technology (IT) systems in enhancing organizational resilience in the Nigerian banking sector.

METHODOLOGY

Research Design

According to Baridam (1998) research design is seen as a framework or plan that is used as a guideline in collection and analyzing data for a study. This study adopted the quasi-experimental research design and taking cognizance of the cross sectional survey approach. This approach was relevant because the study population shares homogenous characteristics. Therefore, because of the nature of the study population a cross-sectional research approach becomes necessary to allow for scientific generalisation of result; hence the study was a correlational study.

RESULTS AND ANALYSIS

Descriptive Analysis

In generating the data on the operationalized variables, the study used a 4-point Likert scale instrument. Therefore, in interpreting the mean values, the study is relying on Asawo's (2016) categorization of responses with mean (x) thus: $1 < x \leq -2.5$ = low; $2.5 < x \leq 3.5$ = moderate; $3.5 < x \leq 4.5$ = high and $4.5 \geq x$ = very high. In order to ascertain the responses on information technology capabilities, the dimensions are; operational system, customers relationship management system and analytical & decision support system, measured on a set of multi-item instruments, all scaled are on four points Likert scale and presented in the following order below:

Table 1: Descriptive Statistics for Operational System

	N	Mean	Std. Deviation
What extent does operational systems have become a critical source of competitive advantage for organizations across various industries.	145	3.61	.784
what is extent does operational systems aid organizations to keep track of day-to-day business operations	145	3.72	.682
What extent does your organization transaction processing systems makes it easier to narrow down the scope of information about inflows and outflows through operational systems.	145	3.74	.695
There are no noticeable gaps in company's financial expenses through transaction processing systems.	145	3.72	.620
Valid N (listwise)	145		

Source: SPSS Out, Version 20.0 2024

Table 1 above showed the response rate for operational system using mean and standard deviation and measured with 4-items. The first research item with a high mean value of (x=3.61 and std.dev. =0.784). The second research item with a same high mean value of (x= 3.72 and Std.dev. =0.682). Third research item with a high mean value of (x=3.74 and Std.dev. =0.695). Fourth research item with high mean value of (x=3.72 and Std.dev. =0.620). The majority of the responses showed that there is a high rate of operational system and observed as a strong phenomenon to the study of information technology capabilities in luxury hotels in south-south, Nigeria.

Table 2: Descriptive Statistics for Service Innovation

	N	Mean	Std. Deviation
What extent does service innovation significantly improved service products, processes, or business models that create value for customers and enhance organizational performance.	145	3.66	.785
what extent does quality of output is an important factor especially in handling of customers' requests and in response to client demands	145	3.64	.761
what extent does innovative services are evaluated based on feedback from customers and supervisors in our organization	145	3.49	.851
What extent does the customers become more knowledgeable and demanding, organizations must continuously be innovative to deliver personalized, seamless, and convenient service experiences to her customers.	145	3.72	.684
Valid N (listwise)	145		

Source: SPSS Output 2024 version 20.0

Table 2 above showed the response rate for service innovation using mean and standard deviation and measured with 4-items. The first research item with a high mean value of (x=3.66 and std.dev. =0.785). The second research item with a high mean value of (x= 3.64 and Std.dev. =0.761). Third research item with a moderate mean value of (x=3.49 and Std.dev. =0. 851). Fourth research item with high mean value of (x=3.72 and Std.dev. =.684). The majority of the responses showed that there is a high rate of service innovation and observed as a strong phenomenon to the study of organizational resilience in luxury hotels in south-south, Nigeria.

Table 3: Descriptive Statistics for Team Dedication

	N	Mean	Std. Deviation
To what extent does service improvement occur as a result of employee team dedication.	145	3.68	.715
What extent does self-dedication of individual employee increases organization performance.	145	3.65	.759
What extent does your organization motivate team performance.	145	3.64	.761
What extent does team dedication pose organizational resilience ability.	145	3.68	.770
Valid N (listwise)	145		

Source: SPSS Output 2024 version 20.0

Table 3 above showed the response rate for team dedication using mean and standard deviation and measured with 4-items. The first research item with a high mean value of (x=3.68 and std.dev. =0.715). The second research item with a high mean value of (x= 3.65 and Std.dev. =0.759). Third research item with a high mean value of (x=3.64 and Std.dev. =0. 761). Fourth research item with high mean value of (x=3.68 and Std.dev. =.770). The majority of the responses showed that there is a high rate of team dedication and observed as a strong phenomenon to the study of organizational resilience in luxury hotels in south-south, Nigeria.

Bivariate analysis

Decision Rules:

The null hypotheses were stated and tested at 0.05 significance level, hence, If sig-calculated is > P-value, we will accept the null hypothesis and if the sig-calculated is < p-value we will reject the null hypothesis. However, in view of the nature of the study which involved the testing of causal effect, the study variables, the adopted data measurement scale, hence, the adoption and application of descriptive statistical method for the bivariate analysis. Therefore, these analyses, results and decisions/interpretations of the study were guided by the submission of Cooper and Schindler (2014) on decision scale frame. The interpretation of Cooper and Schindler (2014) correlation decision scale frame as used in this study are presented below:

(i) ±.00 – .19 = Very weak correlation
(ii) ±.20 -.39 = Weak correlation
(iii) ±.40 - .38 = Moderate correlation
(iv) ±.60 - .79 = Strong correlation
(v) ±.80 - .99 = Very Strong correlation
(vi) ±1 = Perfect correlation

Table 4: Correlations Matrix of Operational System and the measures of organizational resilience

		Operational System	Service Innovation	Team Dedication
Operational System	Pearson Correlation	1	.988**	.981**
	Sig. (2-tailed)		.000	.000
	N	145	145	145
Service Innovation	Pearson Correlation	.988**	1	.989**
	Sig. (2-tailed)	.000		.000
	N	145	145	145
Team Dedication	Pearson Correlation	.981**	.989**	1
	Sig. (2-tailed)	.000	.000	
	N	145	145	145

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Output, 2024

The correlation coefficient (r) result in table 4 was used to answer the research question 1 stated in the chapter one of this study. Table 4 shows a Pearson Product Moment Coefficient (r) of 0.988 on the relationship between operational system and service innovation. This value implies that strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in service innovation was as a result of the implementation of operational system. Therefore, there is a strong positive correlation between operational system and service innovation of luxury hotels in south-south, Nigeria.

Similarly, Table 4 shows a Pearson Product Moment Correlation Coefficient (r) of 0.981 on the relationship between operational system and team dedication. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in team dedication was as a result of the adoption of operational system. Therefore, there is a strong positive correlation between operational system and team dedication of luxury hotels in south-south, Nigeria. Therefore, to enable us accept or reject hypotheses 1 & 2 as well as generalize our findings to the study population, the p- value was used as shown below:

H_{o1}: There is no significant relationship between operational system and service innovation of luxury hotels in south-south, Nigeria

Also, displayed in the Table 4.17 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 4.17, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant positive relationship between operational system and service innovation of luxury hotels in south-south, Nigeria.

H_{o2}: There is no significant relationship between operational system and team dedication of luxury hotels in south-south, Nigeria.

Similarly displayed in the Table 4 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained

from Table 4, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between operational system and team dedication of luxury hotels in south-south, Nigeria.

Therefore, the results for the first set of hypotheses with regards to the relationship between operational system and organizational resilience measures are stated as follows:

i. There is a strong positive significant relationship between operational system and service innovation, the measure of organizational resilience of luxury hotels in south-south, Nigeria.
ii. There is a strong positive significant relationship between operational system and team dedication, the measure of organizational resilience of luxury hotels in south-south, Nigeria.

SUMMARY AND CONCLUSION

This study examined the relationship between Operational Information System and Organizational Resilience of luxury hotels in south-south, Nigeria. The predictor variable (Operational system) and Organizational resilience (service innovation and team dedication). The data collection for the study was done through the use primary data source which involved the distribution of the study questionnaire by the researcher and a research assistant. The population of the study comprised of 60 luxury hotels in south-south, Nigeria, and served as the sample size of the study as all the population was studied. However, the study sampling elements which served as the respondents was 240 based on 4 respondents per hotels in accordance with the study population. Due to the size of the study sample elements, a two stage sampling was employed involving the use of Krejcie and Morgan determination table to derive sample elements from the previous sample elements of 240 to get sample elements of 148. The research instrument was validated through supervisor's vetting and approval, while the reliability of the instrument was achieved through the use of Cronbach Alpha coefficient presented with the help of SPSS version 20.0, and all the items scoring above 0.70. The collected data from our study questionnaire were subjected to data cleaning resulted to 145 copies of the collected questionnaire usable for the study data analysis and 7 copies not properly filled but retuned which was discarded out of the analysis. The good fit data were presented using both descriptive and inferential statistical techniques. The hypotheses of the study were tested using the Pearson Product Moment Correlation Statistics while the partial correlation was used to test the moderating effect of transformational leadership. The test was carried out at a 95% confidence interval and a 0.05 level of significance. The major finding revealed that there is a significant positive relationship between Operational Information System and Organizational resilience of luxury hotels in south-south, Nigeria.

In line with the study specific objectives, the following findings emerged:

i. There is a very strong positive and significant relationship between operational system and service innovation of luxury hotels in south-south, Nigeria.

ii. There is a very strong positive and significant relationship between operational system and team dedication of luxury hotels in south-south, Nigeria.

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