

**RELATIONSHIP BETWEEN INNOVATION BARRIERS AND PROACTIVE WORK
BEHAVIOUR IN SELECTED HOTELS IN NAIROBI CITY, KENYA.**

BY

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DECLARATION

Declaration by the student

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DEDICATION

To my precious wife Rebah Terry Wamocha; for being remarkably supportive.

My lovely son and daughter Fortune and Favour; may you excel beyond.

To my dear parents without whose dedication and sacrifice, I would not have come this far. Your inspiration crowned it all.

ABSTRACT

Proactive work behavior and innovation in hotels may bring about positive changes in work environment that may include improved quality products, increased efficiency, a cut on costs and a greater market share. Despite these benefits, hotels struggle to be proactive and innovative; but fail because of challenges brought about in particular by innovation barriers for instance governmental constraints, lack of competences, time and risks of failure. These innovation barriers may lessen employees' personal initiative, ability to take charge, sell their issues and voice their views in the organization. The main objective of undertaking this study was to determine the relationship between innovation barriers and proactive work behaviour in selected hotels located in Nairobi city, Kenya. Specifically, the study tested the relationship between endogenous and exogenous innovation barriers and proactive work behaviour in the hotel industry. From the Kenya Bureau of Statistics report, gender diversity is a contemporary issue that may be associated with innovation process; therefore the study also tested the difference in proactive work behaviour between the male and female employees. The study employed a correlational research design and was conducted in Nairobi city, Kenya. From a target population of 190 permanent front line employees, 127 formed the sample size for the study. Purposive sampling was used to select three five-star rated hotels in Nairobi, then employees in the hotels were stratified into primary and support departments and systematic random sampling was used to select the respondents. Primary data was gathered from employees by use of self-administered questionnaires while secondary data was gathered from relevant books, hotel records, journal, publications and the internet. Reliability of data was tested using Cronbach's Alpha resulting in a value above 0.7. Factor analysis was used for data reduction while multiple regression was used to analyze relationships between innovation barriers and proactive work behaviour. ANOVA test was conducted to test the differences in proactive work behavior between male employees and their female counterparts. The findings of this study indicated a relationship between endogenous innovation barriers and proactive work behavior ($t=-5.036$, $p<.000$). Besides, there is a relationship between exogenous innovation barriers and proactive work behaviour ($t=3.503$, $p<.01$). There is no difference in proactive work behaviour between male employees and female employees ($F 1.312$; $p = 0.269$). It was concluded that both endogenous and exogenous innovation barriers may affect proactive behaviour at work place. It is recommended that hotels should focus on creating an enabling work environment that promotes proactive work behavior through provision of adequate resources and embracing leadership style of management. Besides, organisations should embrace gender diversity at workplace to create broader search base for proactive work behaviour

TABLE OF CONTENTS

DECLARATION.....	i
DEDICATION.....	ii
ABSTRACT.....	iii
LIST OF FIGURES.....	vii
LIST OF TABLES.....	viii
LIST OF ABBREVIATIONS AND ACRONYMS.....	ix
ACKNOWLEDGEMENTS.....	x
OPERATIONAL DEFINITION OF TERMS.....	xi
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.0 Overview.....	1
1.1 Background to the Study.....	1
1.2 Statement of the problem.....	5
1.3 Purpose of the study.....	7
1.4 Research Objectives.....	7
1.4.1 Specific objectives.....	7
1.4.2 Research Hypothesis.....	7
1.5 Rationale of the study.....	8
1.6 Scope of the study.....	8
CHAPTER TWO.....	10
LITERATURE REVIEW.....	10
2.0 Overview.....	10
2.1 Proactive Work Behaviour.....	10
2.2 Concept of Innovation.....	15
2.3 Endogenous Barriers to Innovation.....	19
2.4 Exogenous Barriers to Innovation.....	24
2.5 Theoretical Framework for the Study.....	29

2.5.1 Role Theory.....	30
2.5.2 Social Cognitive Theory.....	30
2.6 Conceptual Framework.....	32
CHAPTER THREE.....	33
RESEARCH METHODOLOGY.....	33
3.0 Introduction.....	33
3.1 Study Area.....	33
3.2 Research Design.....	33
3.3 Target Population.....	34
3.4 Sampling.....	34
3.4 .1 Sample Size Determination.....	34
3.4.2 Sampling Techniques.....	36
3.5 Data Collection.....	36
3.5.1 Data Types and Sources.....	37
3.5.2 Data Collection Instruments.....	37
3.6 Reliability and Validity Tests.....	37
3.7 Data analysis.....	38
3.8 Ethical Considerations.....	40
CHAPTER FOUR.....	41
DATA ANALYSIS, PRESENTATION AND INTERPRETATION.....	41
4.0 Overview.....	41
4.1 The Response Rate.....	41
4.2 Descriptive Statistics.....	42
4.2.1 Personal Information of Respondents.....	42
4.2.2 Proactive Work Behavior.....	44
4.2.3 Endogenous Innovation Barriers.....	47
4.2.4 Exogenous Innovation Barriers.....	49
4.3 Reliability Tests.....	50
4.4 Factor Analysis.....	51

4.4.1 Proactive Work Behavior.....	51
4.4.2 Endogenous Innovation Barriers.....	54
4.4.3: Exogenous Innovation Barriers.....	56
4.5 Inferential Statistics.....	58
4.5.1 Proactive work behavior and endogenous innovation barriers.....	59
4.5.2: Hypothesis testing.....	61
4.5.3: ANOVA.....	63
CHAPTER FIVE.....	65
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	65
5.0 Overview.....	65
5.1 Summary of Findings.....	65
5.2.2 Relationship between exogenous innovation barriers and proactive work behavior.....	68
5.2.3 Proactive Work Behaviour between Male and Female Employees.....	69
5.3 Conclusion.....	71
5.4 Recommendations.....	72
5.5 Areas for further research.....	73
REFERENCES.....	74
APPENDICES.....	80

LIST OF FIGURES

Fig 2.1: Conceptual framework of the study.....32

LIST OF TABLES

Table 3.1 Sample Size Distribution.	36
Table 4.1: Personal Information of hotel customers.	44
Table 4.2: Measures of proactive Work Behavior.	46
Table 4.3 Descriptive Results on Endogenous Innovation Barriers.	48
Table 4.4 Descriptive Results on Exogenous Innovation Barriers.....	50
Table 4.5: Reliability Results.	51
Table 4.6: KMO and Bartlett’s Test of Proactive Work Behavior.....	52
Table 4.7: Total Variance Explained of Proactive Work Behavior.	53
Table 4.8: Rotated Component Matrix (a) of Proactive Work Behavior.	54
Table 4.9: KMO and Bartlett’s Test of Endogenous Innovation Barriers.....	55
Table 4.10: Total Variance Explained of Endogenous Innovation Barriers.	55
Table 4.11 Rotated Component Matrix (a) of Endogenous Innovation Barriers.....	56
Table 4.12: KMO and Bartlett’s Test of Exogenous Innovation Barriers.....	57
Table 4.13: Total Variance Explained of Exogenous Innovation Barriers.....	57
Table 4.14: Rotated Component Matrix (a) of Exogenous Innovation Barriers.....	58
Table 4.15: Model Summary of Y_i on X_1 and X_2	61
Table 4.16: Summary of the hypothesis findings.....	62
Table 4.17 Coefficients (Y_i against X_1 and X_2).....	63
Table 4.18: Descriptive Results of ANOVA.....	64
Table 4.19: ANOVA Test.....	64
Table 5.1: Summary of Findings.....	66

LIST OF ABBREVIATIONS AND ACRONYMS

AMA American Management Association

CIS Community Innovation Survey

HRI Human Resource Institute

PI Initiative Personal

PSO Public Sector Organization

R&D Research and Development

SBE School of Business and Economics

SMEs Small Medium Enterprises

UK United Kingdom

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OPERATIONAL DEFINITION OF TERMS

Barriers are obstacles that exist naturally, artificially, or a combination of both designed or employed to channel, direct, restrict, delay, or stop the movement of an opposing force and to impose additional losses in personnel, time, and equipment on the opposing force. (Oxford English Dictionary, 2008)

Endogenous barriers are barriers brought about by the internal business environment and can be influenced rather easily by the management of the organization.(Cordeiro and Vieira 2012).

Exogenous barriers refer to barriers brought about by the external business environment which is more difficult to influence. (Cordeiro and Vieira 2012).

Front line employees are employees who directly interact with customers during service delivery. They are a bridge between a firm and its customers. (Rozana Nik et al, 2011)

Innovation barriers are obstacles that exist naturally, artificially, or a combination of both that restrict, delay, or stop creation and adaptation of ideas that are new-to-world, new to nation/ region, new-to-industry or new-to-firm

Innovation is a set of self-starting, action oriented behaviour designed to change one's environment or oneself. (Unsworth, KerrieL. and Parker, 2003). It is change associated with the creation and adaptation of ideas that are new-to-world, new to nation/ region, new-to-industry or new-to-firm. (Otterbacher, 2008).

Proactive work behaviour refers to anticipatory action that employees take to impact themselves and/or their environments through taking initiative in pursuing personal and organizational goals, actively adapting to new environments, expressing voice, selling issues, and solving problems and taking charge.(Grant & Ashford, 2008).

Work behaviour refers to the behaviour one exhibits in employment and is normally more formal though this varies from profession to profession, as some are far more casual than others. ([http://en.m.wiki/work behaviour](http://en.m.wiki/work%20behaviour)).

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter covers the background information, statement of the problem, purpose of the study, research objectives, research questions, research hypothesis and rationale of the study.

1.1 Background to the Study

Proactive work behaviours are particularly imperative in today's economies that are characterized by decentralized management increased team work, rapid organizational changes including the introduction of innovations and new technologies, and increased job stress (Thatcher & Zhu, 2006). It is significant in market environments; which are characterized by growing social and governmental constraints, downsizing, restructuring, competitive pressures, mature markets and changing customer demands. (Tidd and Hull, 2003).

Organizations might achieve a competitive advantage if they are able to motivate their employees to be innovative and proactive. More specifically, employees need to become more flexible and active and they need to tackle occurring problems in a proactive way instead of just fulfilling their jobs and reacting passively to new situations (Parker, 2000; Swan & Fox, 2009).

Proactive work behaviours like personal initiative has been positively linked with innovation and entrepreneurial orientation, it is particularly important in the idea implementation phase of the innovation process. Voice behaviour involves challenging the status quo to implement creative ideas (Rank et al, 2004). Information and ideas withholding can undermine organizational

decision-making, error correction and development and innovation processes (Beer and Eisenstat, 2000). Employees who can take charge challenge the status quo so as to bring about constructive change functional change with respect to how work is executed within the context of their jobs, work units or organizations. (Morrison and Phelps, 1999). Besides, employees who sell issues influence the strategy formulation process in an organization. (Ashford & Dutton, 1998).

Small and Medium Enterprises are mostly flooded with many similar, often easily substitutable service offerings which make it difficult for customers to differentiate an establishment from its competitors. This situation can decrease the competitiveness of these establishments, the Kenyan hospitality establishments included; hence the need to introduce several radical innovations. However, several studies (Davidsson 1989, Hakim 1989) show that most small firms are, in fact, not very entrepreneurial or innovative despite their economic value. Nikolaou, Vakola and Bourantas , (2007) state that organizations are increasingly demanding more and more from their employees-such as taking initiative, generating innovative ideas, speaking up and accepting responsibility. This is as a result of intensive competition, higher customer expectations, increased focus on quality, etc.

According to Hertog B J,(2013) proactive work behaviour can trigger innovation. Peterson, (2007) identifies personal initiative as one of the top three employee behaviours contributing to innovative working. However, Hadjimanolis (2003) claimed that there are factors or constraints that inhibit innovation. The study of the barriers to innovation focuses on the problems that can occur throughout the complex and delicate process of innovation. These factors, which place obstruction or inertia in innovation, termed barriers to innovation, can arise for various reasons.

Their identification and categorization is fundamental since it creates mechanisms to reduce their existence, minimize them, or convert them into facilitators of innovation. For most authors their categorizations divide into internal and external barriers. Internal barriers are those that arise inside the company and external barriers, those that arise from the external environment. (Cordeiro and, Vieira 2012; Hadjimanolis, 2003; Madrid Guijarro, Garcia and Auken, 2009; Stanislawsky and Olczak, 2010).

Previous studies by entrepreneurs.

Strategos, (2004) states the top six endogenous obstacles to innovation across industries as; short-term focus, inadequate time, resources or staff, leadership expects payoff sooner than is realistic, management incentives are not structured to reward innovation, lack of a systematic innovation process and belief that innovation is naturally risky. Shortage of resources relates to competence and personnel factors like the firm's ability and capability to innovate, both regarding available time and regarding the level of employee's capacity to discover new solutions. These barriers may be termed as endogenous as they are brought about by the internal business environment and can be influenced rather easily by the management of the organization, (Cordeiro and Vieira 2012).

Regarding exogenous innovation barriers, some of these obstacles that stifle innovation process are; the society's beliefs and traditions, risks and criticism resulting from innovation failures, lack of governmental support, stringent bureaucracies and formal procedures. For instance, Henrekson, (1996) asserts that bureaucracies and formal procedures like budgeting and

governmental approval processes can be so embedded and cumbersome that they can stifle creativity and flexibility in the workplace.

According to the Kenya National Bureau of Statistics report, (2012) there are more male employees in Restaurants and Hotels sector than female employees. There are many factors that may lead to this situation; for instance odd working hours, working in shifts and the social stigma of working in the hotels may curtail many females in joining the industry, as a result, hotels jobs favour male employees than their female counterparts (Taylor, 2002). On the other hand, gender diversity is a contemporary issue associated with innovation process. Recruiting and retaining women in scientific and technical fields is seen as a key to success, however, a number of studies and reports have stressed the acute problem of women's under-representation in science and in the business enterprise sector. Equal participation of men and women is essential in exploiting the full potential of innovative strengths – not only for demographic reasons, but also in case of innovation processes and results. There is a need to clarify policy related measures that can support the process to get more women involved in the innovation process in business fields. (Inger, D and Jennie G, 2011)

Pettersson, (2007) in a study of innovation strategies, states that science innovation and technology are connected to masculinity. The co-production of gender and science, technology and innovation results in an interpretation of men as technically or scientifically skilled and women as unskilled in these areas. These intertwined and mutually reinforcing constructions cause women and technical areas connoted as —invisible female whilst men and their interaction with technology and technical areas connoted as —male gain attention.

1.2 Statement of the problem

In order to survive, organizations need people who are responsive to the challenges of the environment, are not afraid to share information and knowledge and can stand up for their own and their team beliefs. Proactive behaviours are related to increased individual and organizational performance, such as overall performance, career-related outcomes, sales, and organizational success. (Fay & Frese, 2001; Parker, Williams, & Turner, 2006).

Although individuals are the source of innovations, innovations rarely occur in isolation. In order to innovate, employees often need to relate and interact with other individuals - inside or outside the organization - hence the importance of communication, articulation, and social networking skills (Fay & Frese, 2001).

However, these proactive work behaviours may be restrained by barriers to innovation. For instance management and leadership resisting innovation, beliefs and assumptions that cloud openness to new ideas, associated risks to innovation, policies and procedures, inflexible and rigid organizational structures, a culture of playing by the rules, lack of competences and time may diminish employees' personal initiative to take charge, sell their issues and have a voice in the organization new idea implementation processes. Not only can barriers stifling employee work proactivity they can keep the organization as a whole from moving forward by stopping employees from becoming involved in innovation. For these reasons, it's crucial to identify these barriers.

Management and leadership tend to often resist innovation because innovation means embracing uncertainty and may pose possible difficulties in measuring returns on investment. Besides, old

habits, beliefs, and assumptions cloud openness to new ideas and overpower creative and innovative initiatives. The status quo remains in place and nothing changes. Besides, fear of a new idea is often manifested as criticism and sometimes harsh judgment. People mock and ridicule what they don't understand.

Furthermore, employees may have ideas but may be reluctant to share because they worry that no one will like the idea. They are afraid of ridicule or the implications of possible failure. Policies and procedures, inflexible and rigid organizational structures, traditions, and a culture of playing by the rules, are keeping employees from participating, stifling any innovative or creative processes. An oppressive environment has a tendency to force employees to conform to accepted patterns, rules, and inherent limitations of the status quo; this hampers innovative thinking, (Sieczka Karen, 2011).

Bringing ideas from development to implementation often takes a lot of effort or time to produce results. Most organizations and employees don't want to devote the necessary time or effort to complete an innovative project. Additionally, negativity takes hold even before beginning a project or a project is eliminated before it even gets up and running. Lack of faith in the possible payoffs of a creative process can easily confuse or eliminate what might have been the next big idea. (Sieczka Karen, 2011).

Innovation barriers may have unconstructive relationship with proactive work behaviour and innovative possibilities in the Kenyan hospitality industry and therefore identifying and removing them is vital, therefore the need for conducting this study.

1.3 Purpose of the study.

The goal of the study was to establish the relationship between innovation barriers and proactive work behaviour in hotel industry, through examining the endogenous and exogenous barriers to innovation. In addition, the study explored the differences in proactive work behavior between the male and female gender.

1.4 Research Objectives

The study was guided by the following objectives

1.4.1 Specific objectives.

- i. To investigate the relationship between endogenous barriers and proactive work behaviour in the hotel industry.
- ii. To investigate the relationship between exogenous barriers and proactive work behaviour in the hotel industry.
- iii. To establish the difference in proactive work behaviour between the male and female gender.

1.4.2 Research Hypothesis

The following research hypotheses were tested in this study.

H₀₁. There is no relationship between endogenous innovation barriers and proactive work behaviour in the hotel industry.

H0₂-There is no relationship between exogenous innovation barriers and proactive work behaviour in the hotel industry.

H0₃-There is no difference in proactive work behaviour between the male and female employees.

1.5 Rationale of the study.

This research was justified on the basis that service innovation in Kenya hotel sector is relatively new knowledge and there seems to be few hotels that have realized the benefits of this. Despite extensive research on service innovation and proactive work behaviour, few seem to have examined the relationship between innovation barriers and proactive work behaviour in the Kenyan hotel sector. Innovation and proactive work behaviour is essential in hotels especially those that are decentralized and which do not require close supervision. Employee proactivity especially in the hospitality sector may enable better understanding of the dynamic customer needs. Proactivity and innovation can promote organisational effectiveness through effect on employee outcomes, such as career success (Seibert, Crant and Kramer, 1999) team commitment and team performance (Kirkman and Rosen, 1999).

1.6 Scope of the study.

The study was conducted in selected five-star rated hotels in Nairobi. It focused on the relationship between innovation barriers and proactive work behaviour and was limited to endogenous and exogenous barriers of innovation and proactive work behaviour. Besides, it was limited to determination of the difference in proactive work behaviour between the male and the female gender. This study did not focus on proactive strategic and environmental fit behaviours

which may also have a relationship with barriers of innovation. The study was conducted between the months of May and July, 2013 with the use of questionnaires as data collection instruments.

Keegan *et al* (1997), Cooney *et al* (1996), revealed that barriers to innovation in European SMEs are both shared across countries. Barriers to innovation that European small firms in general perceived as most significant are, according to Keegan *et al* (1997) high costs associated with innovation, to long pay-off period for innovations, low availability of venture capital, the understanding that innovations are too easy to be copied by competitors, high rates of income tax and social insurance, the small size of the domestic market, lack of government support for business, national tendency towards jobs with security, an education system that influences people to get a job, and a national tendency to recent successful

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter has seven sections divided into the following sections; 2.1 proactive work behaviour, 2.2 Service innovations and section 2.3 discusses endogenous barriers, 2.4 exogenous barriers and section 2.5 presents a theoretical framework of innovation and proactive work behaviour. Finally section 2.6 indicates a conceptual framework of the study.

2.1 Proactive Work Behaviour

According to previous research (Grant & Ashford, 2008; Parker et al., 2006b), proactive behaviour is self-directed and future-focused action in an organization, in which the individual aims to bring about change, including change to the situation (e.g., introducing new work methods; influencing organizational strategy) and/or change within oneself (e.g., learning new skills to cope with future demands). The Oxford English Dictionary (2008) defines being proactive as —creating or controlling a situation by taking the initiative and anticipating events or problems, rather than just reacting to them after they have occurred; (hence, more generally) innovative, tending to make things happen.

Proactive work behaviour is typically described as anticipatory behaviour with the aim to influence either oneself or the work environment (Grant & Ashford, 2008). As proactive work behaviour is related to increased individual and organizational performance, such as overall performance, career-related outcomes, sales, and organizational success (Fay & Frese, 2001), it

is beneficial for organizations. Especially in today's jobs that are characterized by decentralized management, increased teamwork, rapid organizational changes including the introduction of innovations and new technologies and increased job stress (Thatcher & Zhu, 2006).

Organizations might achieve a competitive advantage if they were able to motivate their employees to behave in a proactive manner. More specifically, employees need to become more flexible and active and they need to attack occurring problems in a proactive way instead of just fulfilling their jobs and reacting passively to new situations (Parker, 2000). As an example, personal initiative is a form of proactive behaviour that involves going beyond assigned tasks, developing one's own goals, and attempting to solve problems that have not yet occurred (Frese & Fay, 2001). Taking charge is also an example of proactive behaviour, referring to active efforts to bring about change on work methods (Morrison & Phelps, 1999).

Further examples include individuals proactively shaping their work environment as a newcomer (Ashford & Black, 1996), actively building networks (Morrison, 2002), and persuading leaders to take notice of important strategic issues (Dutton & Ashford, 2001). All of these behaviours have in common an emphasis on taking control of a situation by looking ahead and initiating change. They are also all behaviours that are partially determined by disposition, and partially influenced by situational forces, such as job design and leadership.

Traditionally, researchers as well as practitioners supposed that employees might rather be passive and solely following instructions of their supervisors would be sufficient to grant good performance and organizational success (Frese, 2008). However, due to changes in the work environments, these traditional views have changed towards a more proactive point of view: In

the 90s of the 20th century, scientists started to explore proactive work behaviour and related concepts (Frese, Zempel, 1996; Morrison & Phelps, 1999).

Until today, literature in this field has grown immensely and suggested a variety of proactive approaches, ranging from rather stable conceptualizations (e.g., proactive personality) to approaches that focus on specific behavioural patterns (e.g., personal initiative, Frese et al., 1996; taking charge, Morrison & Phelps, 1999) and general proactive behaviour at work (e.g., Grant & Ashford, 2008; Parker, 2006).

After the initial approach of studying proactivity in a general way, a flurry of narrowly specified concepts emerged (e.g., individual innovation, issue selling, proactive feedback seeking, career initiative). It refers to the extent in which organizations attempt to lead rather than follow competitors in such key business areas as the introduction of new products or services, operating technologies, and administrative techniques. These features are found at the individual level too. Theorists in organizational behaviour have stressed various employee behaviours related to proactivity, resulting in a range of behaviours which are to some extent similar, but in other respects slightly different from individuals' behaviours. This research will focus on the following types of proactive work behaviour; personal initiative, taking charge, issue selling and voice

Personal initiative is a work behaviour defined as self-starting and proactive that overcomes barriers to achieve a goal (Frese & Fay, 2001).

One consequence of such an active approach is that the (work) environment is changed. This distinguishes it from passive approaches which are more usual in organizational behaviour studies, and which are characterized by behaviours such as doing what one is told, giving up in

the face of difficulties, not developing plans to deal with future difficulties, and passively responding to environmental demands. High personal initiative enables people to deal with job difficulties more actively, for example, with stressors or becoming an entrepreneur (Frese & Fay, 2001).

According to Frese and Fay (2001), personal initiative means to be a. self-starting, proactive, and persistent. Self-starting implies that a person does something without being told, without getting an explicit instruction, or without an explicit role requirement. An example would be a hotel employee who attempts to fix a broken machine even though this is not part of his or her job description, but also a middle manager who initiates a quality control program, even if he is not supposed to do so. Initiative in high-level jobs is difficult to define, because high-level managers are often required to show initiative as an external task; yet, personal initiative can still be found when behaviours are proactive and self-starting (Frese & Fay, 2001).

PI is particularly important in the idea implementation phase of the innovation process. Frese and Day (2001) regard proactive behaviour as a second dimension of personal initiative, clearly demonstrating that their construct is strongly related with proactivity. Their definition of proactivity stresses employees' having a long-term focus, not waiting until one must respond to a demand. Such a long-term focus on work enables individuals to consider things to come (new demands, new or reoccurring problems, and emerging opportunities) and to do something proactively about them. Thus, problems and opportunities are anticipated, and the person prepares to deal with them immediately. The third dimension of personal initiative is persistence. Individuals need to overcome barriers in order to reach their self-started and proactive goals. Generally, personal initiative implies that something is changed: A process, procedure or task is

added or modified. Changes usually do not work out perfectly from the very beginning; they often involve setbacks and failure. People affected by the changes may not like having to adapt to something new and being forced to abandon their routines. (Frese and Day,2001).

Morrison and Phelps (1999) introduced the ‘taking charge’ construct to capture the idea that organizations need employees who are willing to challenge the status quo to bring about constructive change. Taking charge is defined as voluntary and constructive efforts by individual employees to effect organizationally functional change with respect to how work is executed within the context of their jobs, work units or organizations. In contrast with confronting behaviours such as whistle blowing and complaining, taking charge is aimed at implementing something positive. Issue selling has been introduced by Dutton and Ashford (1993) as a construct that indicates if managers strive to influence the strategy formulation process in their organization. It is defined as a voluntary, discretionary set of behaviours by which organizational members attempt to influence the organizational agenda by getting those above them to pay attention to issues...’ (Ashford & Dutton, 1998).

Managers who want to have a say in the strategies a firm follows can do so via proactive behaviours. Issue selling is voluntary and discretionary, and is presumed to take place early in the decision-making process. Dutton and Ashford, (1993) presented a model of the timing, process, and success of issue selling attempts, noting that issue selling behaviours intend to exert upward influence, put down claims and impress others simultaneously.

Voice is defined as making innovative suggestions for change and recommending modifications to standard procedures even when others disagree (Van Dyne & LePine, 1998). It is a promotive

behaviour that emphasizes expression of constructive challenge intended to realize improvements rather than to just criticize how things are done. Voice is particularly important when an organization's environment is dynamic and is faced with new ideas like innovation or continuous improvement.

Van Dyne and LePine (1998) categorize voice as a proactive behaviour as it promotes, encourages or causes things to happen which are no part of the individual's daily work role. They note that voice is not always a proactive behaviour as some jobs require voice by default (e.g., auditors and devil's advocates). This form of initiative which involves challenging the status quo is viewed as a behaviour which may play an important role in enabling the implementation of creative ideas (Rank et al, 2004).

Reluctance to share information, speak up, and provide feedback has the potential to negatively affect employees' trust, morale and motivation. Also, information and ideas withholding can undermine organizational decision-making, error correction and development and innovation processes (Beer and Eisenstat, 2000). Speaking up is positively accepted and highly praised from a lot of organizations, especially those involved in major organizational restructuring requiring employees' input in order to elicit successful organizational change. Employees' suggestions can be very valuable during these times of change (Premeaux and Bedeian, 2003).

2.2 Concept of Innovation

In the American Management Association report, (2006) the President and Chief Executive Officer said that innovation drives growth and opportunity in new markets, and breathes life into a mature industry. Executives at all levels have a responsibility to lead and stimulate innovative

thinking across the entire enterprise. Stockholders, employees and customers count on executives to create a healthy, innovative work environment.

According to Innovation Survey, 2006 it points out that in today's fast-paced business environment, innovation is a prerequisite for success—and perhaps even for survival. That's why innovation has found its way to the top of the agenda at organizations around the world. Once considered primarily an output of R&D labs, innovation has become a corporate priority that touches every facet of, and, indeed, every employee in, an organization. External constituents, too—customers, academia, the government, vendors, even competitors—are playing growing role in companies' creative processes.

The AMA/HRI Innovation Survey, 2006 found that more than two-thirds of the 1,356 global respondents considered innovation either —extremely important —or —highly important to their organizations today. About half of respondents thought innovation will be —extremely important to their organization in 10 years, and 35% say it will be —highly important (American Management Association report, 2006).

A lot of people are confused, when they hear the word: innovation. They do not know what exactly the word means and what the main characteristics of it are. The two words invention and innovation often get mixed up; sometimes they are even used as synonyms. The beginning of the process of transformation is called invention. It is used as an effective idea. Invention is part of innovation or the innovation process. (Otterbacher, 2008).

Tidd, (2003) had an idea that innovation came from the word '*innovare*'. It is a Latin word, and the meaning is to create or make a something new. He said that innovation was a new way of

doing things or better/ unique combinations of production factors (Otterbacher, 2008). As he wrote, innovation is making new opportunities for additional valued added, it does not involve just the typical product/process innovation of manufacturing but also the market, organizational and resource input innovations, too. (Martínez-Ros&Orfila –Sintes, 2009)

According to the American Management Association report, (2006) innovation is the term used to describe how organizations create value by developing new knowledge and/or using existing knowledge in new ways. The term is often used to mean the development of new products or services, but organizations can also innovate in other ways, such as through new business models, management techniques and organizational structures. Service innovation is defined as the development of novel and useful ideas for improving service effectiveness (Chen, 2001). Therefore, service innovation strategies are likely an ability of firms to drive business change method of new management to achieve business success (Hu and Yu, 2008) through searching for the new ways to develop products and services (Stamboulis and Skayannis, 2003).

As a result, innovation strategies can make unique market and market niches to occur (Hua and Wemmerlov, 2006) and seemingly, they appear to be the only means for an organization to convert change into opportunities and thus succeed (Huse et al., 2005). Companies can introduce the innovation process in five areas which are; generation of new or improved product, introduction of new production processes, development of new sales markets, development of new supply markets and reorganization or restructuring of the company (Otterbacher, 2008) Innovation should be looked at as an opportunity. The result of these opportunities is the creation of a new product or service or changing a previous one. Innovation cannot only be an idea/philosophy, but innovation can be thought about as a practice, a process or a product. The

point is that the individual perceives the thing as something new. The individuals are very important in innovation, because they transform _a new problem-solving idea into an application. (Otterbacher, 2008).

According to the American Management Association report, (2006) it states that whoever originally said —the customer always comes first could have been looking at the results of the AMA/HRI Innovation Survey 2006. When survey participants were asked about their reasons for pursuing innovation in their own organizations, their top reason was the need to —respond to customer demands. In fact, when looking at the importance that respondents attached to this customer demand via the Likert-type scale used in this survey question, it's clear that customer demands will become even more important over the next decade. Service innovation can improve predictability of sales and cash flow for industries like hotel sectors which suffers from cyclical variations, e.g., seasonality. In addition, many product categories are becoming more saturated with tough competitors competing for market share, this lowers profitability. Global supply chains, with their increased purchasing power, are also forcing lower prices, and meeting these demands by improving productivity has nearly run its course. Innovation can result in increased customer satisfaction and loyalty. (Product and Service Innovation in Small and Medium-Sized Enterprises, 2006 Service innovation can offer an establishment the opportunity to be more competitive through reduction of costs, product differentiation and target on the most profitable customers.

2.3 Endogenous Barriers to Innovation

According to Storey, (1994) most small firms are, not very entrepreneurial or innovative. This situation represents the vast majority of small firms. One intricate question then is whether this fact is a consequence of barriers to innovation which, if removed, would increase innovation and growth in the small firm sector.

In the Strategos survey, (2004) of innovation practices of more than 550 large companies, Pierre Loewe and Jennifer Dominiqini found out that an overwhelming majority of respondents in every industry rated innovation as critical and said that the importance of innovation would grow in the future. However, most respondents were critical of their companies' innovation effectiveness – for example, only 19 percent said their companies —walked the talk on innovation, and a majority rated their company's innovation effectiveness below average. The top six obstacles to innovation identified by respondents were consistent across industries; they include short-term focus, inadequate time, resources or staff, leadership expects payoff sooner than is realistic, management incentives are not structured to reward innovation, lack of a systematic innovation process and belief that innovation is inherently risky.

In a specific study of barriers to innovation in Swedish SMEs (Ylinenpää, 1996), two groups of small firms were identified: one group of micro firms revealing low market performance and a low degree of innovation, and another group of small and medium-sized firms revealing a better market performance and a higher degree of innovation. These two groups perceived barriers to innovation differently: the low-performing or low-innovative group of micro firms generally

perceived higher barriers to innovation, and specifically perceived lack of external venture capital as their most significant barrier to innovation.

A complementary picture of barriers to innovation was revealed by case-studies of 30 small manufacturing firms in Ireland, Sweden and Finland (Vesalainen *et al.*, 1997). Addressing both innovations and potential innovations, and specifically focusing on barriers to innovation during different stages of the innovation process in small manufacturing firms, a more developed picture of how small firms perceive barriers to innovation evolved. By using a computer-based text-analysis software package to analyze the results from 30 semi-structured interviews, three main clusters of obstacles were identified as: general conditions for innovations, resourcing of innovative work and competition/marketing factors related to innovations.

The resource-cluster of barriers includes lack of money, time and competencies. Limited in-house resources are a specific feature of small firms. Shortage of resources also relates to competence and personnel factors. The level and range of competencies in a small firm can be expected to have a crucial impact on the firm's ability and capability to innovate, both regarding available time and regarding the level of employee's capacity to discover new solutions. If an enterprise wants to increase its innovations capacity, high level of employee creativity is necessary. Considering that creativity is necessary so that firms resolve problems related to generational knowledge and absorptive capacity. Creativity is the generation of novel and appropriate ideas, products, processes, or solutions (Shalley, 2004).

Inadequate time is moreover often fertilized by an ambition to perform most or all work-tasks in-house, thus contributing to a capacity overload. This common orientation towards in-house

resources, short-termed and cash-generating jobs, often contributes to form vicious circles in small manufacturing firms, where financial barriers cause time or capacity barriers that in turn has negative implications for the firm's ability to generate more sustainable and long-term revenues. (Freel, 2000)

Another area of innovation obstacles is related to a weak management commitment, which does not support innovation culture. Innovation process involves changes in working practices and social organization that challenges established hierarchies and working disciplines. There are occasions when innovations bring about resistance that may threaten the project and even lead to it being abandoned (Smith, 2007). Firms need an ability to innovate continuously; they must have a set of beliefs and understanding. Acceptance of innovation requires commitment from the employees. Effective innovation has to be viewed in connection with change management, as it disrupts established routines and schedules (Simpson et al. (2006).

Some organizational cultures like specialization can hamper innovation, the more highly specialized organization is, and the less likely it is to make successful innovations. This is because as the technology and organization of a company become increasingly focused and complex, the patterns of corporate behaviour to increase efficiency, reduce cost, and avoid errors become more and more established (Sheth& Ram, 1987).

This can be a problem in established firms that want to innovate. Organization culture and established patterns are difficult to break, and the temptation to market innovations simply because they are compatible with the current company technologies can be overwhelming (Sheth& Ram, 1987). Houston et al,(2001) points out that over time, organizational cultures that

touch on structures and intra-firm communication patterns develop inertia, making it difficult for the organization to resist all but incremental change (Houston et al, 2001). These forces can become a barrier for successful innovations when the market changes radically due to technological advances and/or rapidly evolving consumer preferences.

Also the firm's timing of market entry can be important. An early market entry has several important effects in a technology battle; for instance, it helps to build a larger market share and creates reputation effects (Carpenter & Nakamoto, 1990). But the study of Christensen et al, (1988) suggests that very early entrants often fail, while somewhat later entrants are more likely to survive. Suarez states that the first product in the market is often too expensive for the mass market and is therefore aimed at the high-end of the market (Suarez, 2004).

The value barrier occurs in two types, the first type is true value for the customer, which is explained in the first part of this section. The second type is the costs that a customer does have to make when he switches from one to another product. Most of the radically new technologies introduced on the market outperform existing technologies on one or two dimensions but initially perform far worse on other dimensions (Bower & Christensen, 1995).

An example of failed innovative products, because there was not enough extra value in comparison to other products, is the various internet firms who charged customers for access to certain types of information or services that are truly valuable for customers. The reason these products/services failed is the availability of other web sources with the same content at no financial cost and very little search cost (Bond & Houston, 2003). So it is very important that the value of the innovation is clear for the potential customer. Without this sense of value on the

consumer side of the market, it becomes very hard to successfully introduce a new innovative product. Switching costs are the costs for any single participant in the market when he/she wants to change from one to another product. The existence of switching costs can also have an effect on a firm's ability to attract customers and build or retain its installed customer base. Switching costs can have different causes. Chakravorti states that switching costs can become higher if the market is more interconnected, because the participants in the market are dependent on other players (Chakravorti, 2004).

Customer risks have a great role to play in the failure or success of innovative products. Sheth and Ram, (1987) distinguish two types of customer risks. The first type of risk, and most obvious, is the economic risk for potential customers. The higher the costs, the higher the perceived economic risk will be. The second type of customer risk is the performance uncertainty. The technology may not be fully tested and tried which could mean that the innovation may not function properly and/or is not reliable (Sheth& Ram, 1987).

This risk will become higher when the innovation is totally new (and not proven) to the market and is influenced by other factors such as the degree of dependability of the customers on each other. Lastly, innovations acquire a certain identity at the beginning of the market introduction solely from their origins: product class, industry, and country. If these associations are unfavorable as a result of stereotyped thinking, they create barriers to adoption (Sheth& Ram, 1987). The image of a competitor can also be an entry barrier for the market. The image of a firm or product is difficult to alter. An example of this is Philips, a firm which has changed their company slogan several times to create a better image.

2.4 Exogenous Barriers to Innovation

The government, its policies and regulations, is a frequent source of barriers to innovation. He views barriers as a component of a national innovation climate in the country. Government taxation is by many small firms perceived to have negative implications for these firms' willingness and capability to invest in innovations. As demonstrated by Henrekson (1996), most governmental regulations favor large-scale firms by their tax policies, credit policies and labour laws. Lack of government support for small business as compared to those with security, besides, education system that influences people to get a job instead of starting a business is other demotivating factors.

Regulations can take several forms, and most industries are subject to at least one of them. Every business that wants to operate on a regulated market is in most cases obliged to follow these regulations. Sheth and Ram categorized the several forms of regulation into four types (Sheth& Ram, 1987).

The first type of regulation is industry self –regulation, which is normally limited to codes of business practice and business ethics as expressed by an industry, trade or professional association. A good example of self-regulation is the codes and rules that exist in the hotel and restaurant act, 1972 that influence prices, ratings and general operations. An organization is obliged to follow these codes or else it may not operate on the same market as the other organizations. The second type is government regulation of both company's internal operations and its market operations. Government regulators are concerned with product safety, occupational safety, antitrust violations, and trade practices.

An example is the United States' Federal Aviation Administration, which regulates the aviation industry by certifying aircraft, setting maintenance standards, controlling air space, and overseeing the commercial aviation business. Their primary mission is product safety and passenger safety (Sheth& Ram, 1987).

Katz, (2003) notes that governmental requirements and regulations can also be used to enhance the attractiveness of domestic producers over foreign competitors. The role of governments is not restricted to regulation: for example government purchases of a product in the early stages of the market development around an innovative product may tilt the balance in favor of the firm producing it, and make this product more likely to become successful (Suarez, 2004).

The third type is limited to certain government controlled services, such as water and energy supply. These markets are monopolies, where the fundamental thrust is rate regulation: prices and products are approved by the government (Sheth& Ram, 1987).

The fourth type of regulation relates to patents and trademarks. New technologies or processes can be patented and brand names can be protected by trademarks. The idea of patents and trademarks is that the inventor is protected from imitators who might exploit the innovation and deny the innovator the commercial opportunity. Patents are a major regulatory barrier to firms in especially the chemical and pharmaceutical industry because imitations of a patented product cannot be brought on the market until the patent is expired (Sheth& Ram, 1987).

Bureaucracies and formal procedures point to frustration with approval processes, which can be so embedded and cumbersome that they can stifle creativity and flexibility in the workplace. Public sector policies and rules (and how they are interpreted) can be used to block innovative

options. For example, concerns about the legal and operational issues with innovative platforms can prevent or delay firms to accessing potential service delivery options. These policies may be related to confidentiality, e.g. intellectual property rights, this can impact on access to information, whereas freeing up information and actively encouraging exchange and collaboration across organizations will promote innovation. (From <http://www.apsc.gov.au/publications>-accessed on 6th Nov, 2013)

Just as external public pressure can serve as a source and driver of innovation, it can also constitute a barrier. Inherent resistance to change can mean that the innovation process may barely be underway before opposition is expressed and mobilized. Existing stakeholders who feel they have a stake in the current system may resist change despite its inherent benefits. In some quarters, a suspicion that government-sponsored changes are usually aimed at saving money and cutting services will provoke resistance—innovation can be perceived as code for ‘removing something we like’. Some issues may be seen as inappropriate for government involvement, or the exploration of an idea may be misinterpreted as a government endorsement of a controversial position. Also, the process may be at fault. The innovation might not have been well explained beforehand or the transition might have been poorly managed, becoming an unwelcome and/or misunderstood surprise. In addition, support for an innovation may be rattled by early problems or setbacks during the implementation phase. In each of these circumstances, negative public or stakeholder reaction can cause an innovation to be scrapped. This is not to say that responding to external feedback is bad—there is always the possibility that the new idea or system may be an inferior solution—but overreaction to limited or poorly informed feedback can stop a new idea dead in its tracks. It can also stifle the desire to innovate by giving support to the

perception that good ideas will not be defended from unfair criticism. External reaction needs to be considered and carefully balanced against the strength of the case for innovation. Unless the pressure for innovation is very strong, the risk side highlighted by external criticism often seems weightier than an uncertain innovative outcome. (From <http://www.apsc.gov.au/publications-> accessed on 6th Nov, 2013)

Public servants are regarded as risk-averse. This is not surprising, given the potential for political and media criticism of the government if programs or policies are seen to fail. It is easier to avoid criticism by not taking risks, particularly as the consequences of risk-taking in the public sector can be severe and can include political damage to the government, public criticism, possible legal consequences, diminished career prospects, and damage to personal reputation. As well as the obvious risk of failure, a range of other risks may be involved in introducing innovation, these may include the risk that the innovation may render the skills of the staff or service manager of the organization obsolete, secondly the risk that the innovation will cost more than was intended, the risk that the innovation will have unintended consequences, fourthly that the innovation might be successful but that the PSO could not cope with the subsequent increased level of demand for the service. (Brown, 2005)

According to Australian Public service commission, (2013); parliamentary formal processes for scrutiny, such as the budgeting process or the reports of the Auditor-General, tend to focus on risks, shortcomings and failures. It is not the vast majority of agency activities being performed successfully that claim attention, but the small minority experiencing problems. A disproportionate focus on those activities can lead to broad claims and perceptions of public sector incompetence and ineptitude. Such exposure to parliamentary and public criticism can act

as a powerful disincentive for experiment or risk taking and again emphasizes the need to carefully manage public sector innovation. Legal frameworks also emphasize risk. Legal advice will detail risks, many of which will not have equal weight but must still be considered. Poor legal advice will often set out all possible risks without advising on likelihood, consequences or ways of minimizing the risks. Above all, however, the problem is that most elected chief executives perceive bureaucratic innovation as very risky. Challengers, legislators, and the media concentrate almost exclusively on failure. Failure is news, it generates controversy, particularly about who was responsible, and can be portrayed as scandalous. (Australian Public service commission, 2013)

The public sector supports the government of the day by implementing its policies. While this does not prevent organizations from putting forward innovative ideas that may be different from existing government policy, it makes it harder to sell the merits of those ideas. Senior executives and ministers may recognize the value of a proposal, but if it would force the government to withdraw an established policy position- this is much less likely to be accepted. Innovations can also occur at the wrong time in a political cycle and be caught up in a change of priorities. Innovations that feed into the government's priorities, particularly those that hold the promise of addressing problems facing the government, will have a good prospect of support. In some instances, an innovative idea will need to wait for the right time and climate to attract the support it may deserve. (Australian Public service commission, 2013)

According to Australian Public service commission, (2013); social factors like religion and local traditions discourage consumers from accepting modern foods, clothing, and lifestyles in general. Successful products in one culture can fail in another because they cannot break the tradition

barriers. An example is that many people in Catholic countries do not want to use condoms, because this is against the will of the church. Another example in the hospitality sector is the consumption of certain foods which are deemed as a taboo in some communities, additionally the resistance of modern medicines in some Asian countries where they have always relied on herbal remedies and other alternative means to treat diseases. Just as with the organization culture barrier, established patterns or mindsets of customers are hard to influence by a firm.

An innovation is resisted when it requires making changes in the traditions established by the societal culture; the greater the change, the greater the resistance. An example of a tradition barrier is the eating and drinking habits of (groups of) persons. Drinking beer was considered blue collar, and gin and tonic was a sissy drink that no real man would prefer over a shot of whiskey. This barrier of tradition is probably the biggest obstacle to product innovation in many developing countries. Perhaps the most common reason for customer resistance to an innovation is that it is not compatible with existing workflows, practices, and/or habits of the user. (Sheth & Ram, 1987)

2.5 Theoretical Framework for the Study:

To derive the relationships between innovation and proactive work behaviour, the study will utilize role theory and social cognitive theory as propounded by Katz & Kahn in 1978 and Bandura in 1986 and 2005 respectively.

2.5.1 Role Theory

According to role theory, each individual acts out socially defined categories of work in a predictable manner based on expectations and social norms. This to an extent explains the behaviours between the innovative and proactive employees in an organisation. From this it is reasonable to assume that employees' proactivity and innovation is motivated or de-motivated by their expectations and the environment they work in. If these environments are not similar to the expectations of the employees, they are less likely to be innovative and proactive. Therefore if barriers to these expectations exist, employees might not engage in proactive work behaviour.

2.5.2 Social Cognitive Theory

The social cognitive theory is a learning theory based on ideas learnt by individuals by watching what others do and don't do (Bandura, 1986). Hence, the expectations that individuals hold covers their ability to perform a particular behaviour and the expected outcome to be derived from that behaviour. Social cognitive theory suggests that portions of the individual knowledge acquisition depend on the individuals' observation of others within social interactions, experiences or media influences. Through this application, individuals learn on their own through self-efficacy or the belief's regarding one's capabilities of successfully completing tasks or goals even though there were no external influences/instructions. This could imply that all employees are capable of being innovative and proactive at workplaces if the workplaces have developed a culture of innovation and proactivity.

Studies describe an individual as an agent for change, development and adaption in a continuous manner towards achieving self-organizing, proactive, self-regulating, and self-reflecting (Bandura, 2005). Likewise, innovative work behaviour could also be determined by the outcomes

expectations such as change and performance,(Yuan & Woodman, 2010). From the theories it is reasonable to assume that there is an existing relationship between innovative work behaviour and proactive work behaviour and this relationship may affect the performance relating to group and organization.

2.6 Conceptual Framework

With reference to figure 2.1 below, the conceptual framework models the relationship between innovation barriers and proactive work behaviour. The dependent variable of the study is proactive work behaviour defined by personal initiative, taking charge, issue selling, voice and control while the independent variables are the endogenous and exogenous innovation barriers.

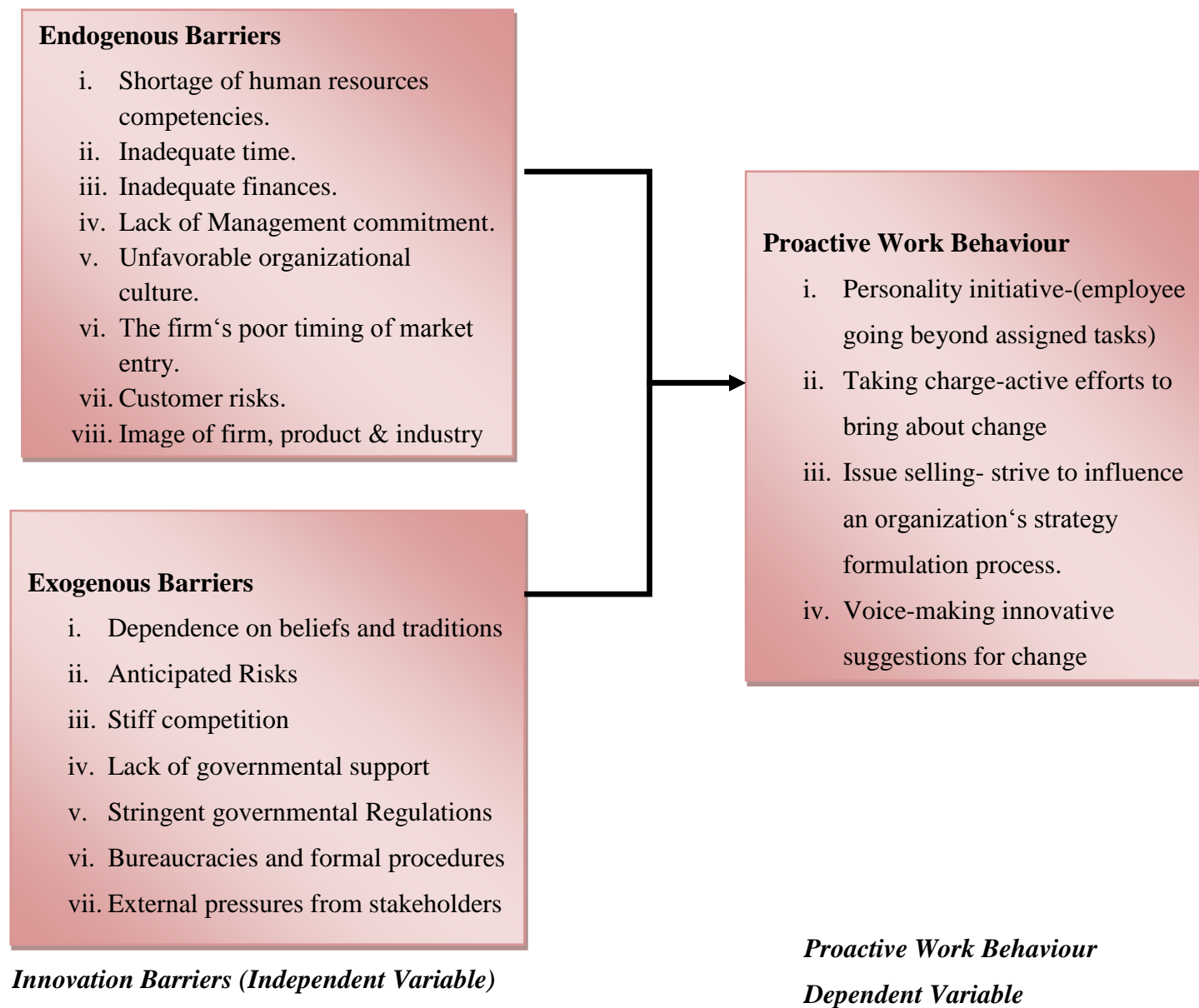


Fig 2.1: Conceptual framework of the study

Source: Modified from University of Twente (2005) and Patterson et al., (2009)

CHAPTER THREE

RESEARCH METHODOLOGY.

3.0 Introduction

This section discusses the research methodology that will be adopted in attempt to achieve the objectives of the study. It presents information on research design, the study area, sample size, sampling technique, research instruments, data analysis and presentation.

3.1 Study Area

The research was carried out in selected hotel establishments located in Nairobi city, which is one of Africa's largest that boasts of a well-developed system of hotels and top-rate tour companies. According to trip advisor information, (20014) Nairobi offers a well- developed infrastructure, excellent hotels, and fine food, it has a total of 12 five star rated hotel.

The city is proposed to be a metropolitan by vision 2030; this has influenced much restructuring, technological change, high competitive pressures, changing customer demands and growing social and governmental influences. With these turbulent environmental conditions, it is reasonable to assume that this area will be an ideal place to carry out this study.

3.2 Research Design

This study employed co-relational research design to enable the establishment of the relationships between innovation barriers and proactive work behaviour. The design would give in-depth acquisition of knowledge and insight into the study population and the variables under

study. Additionally, the design allowed for more objective supporting or rejecting the study hypotheses, through use of inferential statistics.

3.3 Target Population

Mugenda and Mugenda, (1999) defined a population as the entire group of individuals, events or objects having common observable characteristics. According to hotels' statistics, the total number of permanent employees in all the three hotels at the time of the study stood at 190 with a distribution of 67 from Intercontinental Hotel, 60 from Hilton Hotel and 63 from Safari Park Hotel.

3.4 Sampling

Sampling is the process of selecting a number of individuals for study in such away that the individuals selected represent the large group from which they were selected. The individuals selected form the sample (Mugenda and Mugenda1999).

3.4 .1 Sample Size Determination.

Samples were drawn from the target population of three, five-star rated hotels with a total of 214 employees of this category. Mugenda and Mugenda,(1999) formula was used to arrive at the sample size of 139 front line employees.

n =the desired sample size (when the population is less than 10,000) N =the estimate of the population size (when the population is more than 10,000)

Therefore, to get the desired sample size when the population is less than 10, 000, on a precision of 5% and a confidence level of 95% (Mugenda and Mugenda, 1999), the sample size for this study was;

$$Nf = \frac{384}{1 + \frac{384}{190}} = 127$$

According to Kothari, C. (2004), the researcher should usually follow the method of proportional allocation under the sizes of the samples from the different strata keeping them proportional to the sizes of the strata. That is, if Q_i represents the proportion of population included in stratum j and n represents the total sample size, the number of elements selected from stratum j is $n \cdot Q_i$.

The sample of size to be drawn from the population of size N which is divided into strata of different sizes. Adopting proportional allocation, the researcher shall for instance take a target population of 60 employees in Hilton hotel, then divide it by the total 190 target employees in all the three establishments, and then multiply it by the sample size of 127 to give a sample size of 40 employees. The calculations are indicated in the table 3.1.

Table 3.1 Sample Size Distribution.

Name of Establishment	Target Population	Proportion	Sample Size
Hilton hotel	60	$60/190 \times 127$	40
Intercontinental	67	$67/190 \times 127$	45
Safari Park hotel	63	$63/190 \times 127$	42
Total	190		127

Source: Researcher's compilation, (2014)

3.4.2 Sampling Techniques.

The study employed purposive, stratified and systematic sampling methods. Purposive sampling technique was used to identify the establishments since the researcher highly believed the establishments would provide information the researcher intended to collect. Stratified samplings was also be used to stratify the hotels according to primary and support departments. By use of the attendance lists of the stratified departments, the respondents were sampled systematically, for instance by picking each third employee on the list depending on the ratio of the sample size. This approach was favoured since it allowed inclusion of all subgroups in the population which might have been excluded if other sampling methods were to be used.

3.5 Data Collection.

This section discusses the data types, data sources and data collection instruments used in the study

3.5.1 Data Types and Sources.

Both primary and secondary data sources were employed in the study. Primary data was collected by distributing questionnaires to employees in the selected hotel establishments. Secondary data was also collected and studied through use of hotel reports and records kept; other sources include relevant books, magazines, websites and the internet, media as well as published journals.

3.5.2 Data Collection Instruments.

The study utilized questionnaires as the tools of data collection. The total number of 137 questionnaires was administered to the front line employees. Section A of the questionnaire contained demographic information including, gender, age, education level, marital status, occupation and designation. Section B consisted of proactive work behavior indicators such as personal initiative, taking charge, voice and issue selling. Section C included both exogenous and endogenous variables. Questionnaires adopted the likert scale format and were self-administered.

3.6 Reliability and Validity Tests.

As Kothari, (2004) pointed out, validity test indicates the degree to which an instrument measures what it is supposed to measure. It is the extent to which differences found with a measuring instrument reflect true differences among those being tested. Content validity was performed to measure the instruments' adequate coverage of the topic under study. Besides

criterion-related validity was performed to enable the researcher to predict the outcome or estimate the relationships between the variables under study.

A pilot survey was be conducted in one 5-star rated hotel in Nairobi city other than the ones targeted by this research. This was for the purpose of ensuring consistency of the questions, test question sequence, eliminate biased questions, repetitive and ambiguous questions and also to estimate response rate. Thirty questionnaires were provided for this exercise.

Reliability was measured using the Cronbach's Alpha at a level of 0.7%. According to Hair *et al.*, (2006) the general agreed upon lower limit for Cronbach's Alpha is $\Rightarrow 0.70$ but may decrease to $\Rightarrow 0.60$ in exploratory research and increase up to ≥ 0.80 in studies that require more stringent reliability

3.7 Data analysis.

Data was coded and analyzed with the aid of Statistical Package for Social Sciences (SPSS) version 17.0. Descriptive and inferential statistics were analyzed. Descriptive statistics were used to summarize data. It included a summary of means, frequencies and percentages. This enabled the researcher to meaningfully describe the distributions of scores and measurements and present the findings in tabular diagrams for easy interpretation.

Factor analysis was performed to reduce the number of items on the variables for ease of analysis, interpretation, presentation and discussion of the most significant variables. Inferential statistics used was multiple regression. As Kothari, (2004) put across; multiple regression analysis is a statistical method that deals with the formulation of mathematical model to depict

relationships amongst variables which can be used for the purpose of prediction of the values of dependent variable, given the values of the independent variable.

Multiple regression analysis method was used to determine the relationship between the independent variables (innovation barriers) and the dependent variable (proactive work behaviour) and give prediction (cause effect) of independent variable to dependent through a multiple regression equation. The regression model was given as:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \mu$$

Where,

Y_i = proactive work behaviour

X_1 = endogenous innovation barriers

X_2 = exogenous innovation barriers

β_0 = Constant term

β_1 and β_2 , = Coefficients of the Regression

μ = Error term

Besides, a one-way analysis of variance was performed to test the difference in proactive work behaviour between the male and female employees since it is an appropriate test for judging the significance of a sample mean or for judging the significance of difference between the means of two samples.

3.8 Ethical Considerations.

The researcher avoided research plagiarism by acknowledging other authors whose work will be used in development of the study. Data confidentiality and privacy was highly upheld, no respondent was required to indicate their names on data collection instruments besides, data collection was done with voluntary informed consent of the respondents. The researcher did not use any vulnerable or special populations in development of this study without their consent.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Overview.

This chapter presents the results of the analyses in accordance to the following objectives of the study;

- i. To investigate the relationship between endogenous barriers and proactive work behaviour in the hotel industry.
- ii. To investigate the relationship between exogenous barriers and proactive work behaviour in the hotel industry.
- iii. To establish the difference in proactive work behaviour between the male and female gender.

It discusses results on the relationship between innovation barriers and proactive work behaviour and determines the difference in proactive work behaviour between the male and female gender.

4.1 The Response Rate.

The study targeted 127 respondents but 77 managed to fill the questionnaires leaving 50 questionnaires un-responded. Therefore the response rate yielded 60.63 % which was fairly above average. The response rate attained could have been attributed to the fact that most of the respondents were literate and understood the questions.

4.2 Descriptive Statistics

Descriptive statistics are used to describe the basic features of data in a study. They provide simple summaries about the sample and the measures together with simple graphic analysis. They form the basis of virtually every quantitative analysis of data. The primary use of descriptive statistics is to describe information or data through the use of numbers and to give a clear view of raw data by presenting quantitative descriptions in a manageable form (Mugenda and Mugenda, (1999).

Descriptive statistics was used in this study to summarize data relating to the personal information of the respondents, measures of proactive work behaviour and measures of the endogenous and exogenous barriers. It gave a summary of means, frequencies and percentages of these variables for the researcher to meaningfully describe the distributions of scores and measurements and present the findings in tabular diagrams for easy interpretation

4.2.1 Personal Information of Respondents

The respondents' profile was generated from the personal information collected through the questionnaires which specifically focused on their age, gender, level of education, marital status, years of experience and the departments in which the employee worked. The outcome from the analysis is as shown in table 4.1 below.

From the table, the descriptive results indicate that majority of the respondents were male 75.3% (n=58) while 24.7% (n=19) were female. From the sample population, 61% (n=47) were married followed by 27.3% (n= 21) who were single. Those divorced were 10.4% (n=8) while the widowed were 1.3% (n=1).

With regard to age, majority of the respondents belonged to the age group between 28 and 37 years represented by 53.2% (n=41,) followed by an age group of between 38 and 47 years 24.7% (n=19). Age group of between 48 and 57 were 11.7% (n=9) with the least being above 58 years 2.6% (n=2).

Concerning the level of education, majority of the respondents had diploma education 64.9% (n=50) followed by a bachelors' degree holders by 27.3 % (n=21). Only 7.8% (n=6) had secondary education as their highest level of education while none had primary education as their highest level of education.

Regarding their departments, those employed in front office department were 33.8%, (n=26), followed very closely by 32.5% (n=25) who were employed in food and beverage department. Those who worked in other (secondary) departments were 18.2% (n=14) and those who worked in housekeeping department were 15.6% (n=12).

Pertaining to their work experience, majority had worked for a period of 1 to 4 years 42.9% (n=33), followed by 5 to 10 years 22.1% (n=17) then closely followed by those over 10 years by 18.2 % (n=14), and finally the minority had worked for less than a year 16.9% (n=13).

Table 4.1: Personal Information of hotel customers.

NAME OF THE VARIABLE	INDICATOR	COUNT	PERCENT (N %)
Gender	Male	58	75.3
	Female	19	24.7
Marital status	Single	21	27.3
	Married	47	61.0
	Divorced	8	10.4
	Widowed	1	1.3
Age	18-27	6	7.8
	28-37	41	53.2
	38-47	19	24.7
	48-57	9	11.7
	Above 58	2	2.6
Level of Education	Primary	-	-
	Secondary	6	7.8
	College	50	64.9
	University	21	27.3
Department	Food & Beverage	25	32.5
	Front Office	26	33.8
	Housekeeping	12	15.6
	Others	14	18.2
Work Experience	Less Than a Year	13	16.9
	1-4years	33	42.9
	5-10years	17	22.1
	Over 10 Years	14	18.2
		-	-

Source: *Survey Data*, (2014)

4.2.2 Proactive Work Behavior.

The respondents were asked to rate their thoughts concerning a range of statements in relation to proactive work behavior. To establish the level of agreement, the attributes were measured and analyzed based on the following 5-point Likert scale; **(1)- Strongly Disagree, (2)-Disagree, (3)- Neither, (4)- Agree and (5) -Strongly agree**; with point (5) - strongly agree being the highest of them all. The outcome from the analysis was as shown in the table 4.2 below.

Of the measures rated, a minority of 1.3% strongly disagreed that they handle problems at work place; none disagreed while 2.6% were neutral. Those who agreed were 47.1% with the same margin strongly agreeing. This statistics generated a mean value of 4.42; this mean was

slightly beyond the 4-point Likert scale value set for 'Agree'. Thus a majority of the respondents handle problems at their work place.

In reference to problem solving skills, a margin of 1.3% strongly disagreed that they have problem solving skills and none disagreed, 2.6% remained neutral. 50.6% indicated that they agreed, 45.5% strongly agreed. The mean value (4.39) tended towards the 4-point likert scale 'agree' indicating that majority of the respondents agreed that they solve problems.

From the sample, none strongly disagreed that they perform tasks, 2.6% disagreed and 11.7% were neutral. 42.9% agreed with the same margin representing those who strongly agreed. The mean of 4.26 gave an indication that majority of the respondents agreed that they perform assigned tasks.

When asked whether respondents take initiative even when others do not, a margin of 1.3% strongly disagreed with the same margin disagreeing. 9.1% were neutral on this while a margin of 54.5% agreed, 33.8% strongly agreed. This was with a mean of 4.18; thus majority of the respondents agreed that they take initiative even when others do not.

No respondent strongly disagreed using opportunities to attain goals. Only 3.9% disagreed, while 6.5% were neutral. 62.3% of respondents agreed that they take every available opportunity to attain their goals with a margin of 27.3% strongly agreeing to this. The mean result was 4.13 indicating that a majority of the respondents agreed that they use opportunities to attain goals.

Pertaining to whether respondents discover new ideas at work place, none strongly disagreed. A minority of 1.3% disagreed while 7.8% of the respondents were neutral. A majority of 61% agreed with 29.9% strongly agreeing that they discover new ideas at work place. This gave a

mean of 4.19; implying that a majority of the respondents agreed that they discover new ideas at work place.

In a summary table 4.2 shows that employee problem handling skills; performing tasks; taking initiative; using opportunities in order to attain goals and discovering new ideas at my work place are key measures of proactive work behavior. This conclusion is based on all the means of the measures that lie slightly above 4 (Agree) on the Likert scale.

Table 4.2: Measures of proactive Work Behavior.

Item		Count	Percent (N)	Mean
I handle problems at my work place.	Strongly Disagree	1	1.3	4.42
	Disagree	-	-	
	Neutral	2	2.6	
	Agree	37	48.1	
	Strongly Agree	37	48.1	
Whenever something goes wrong, I search for a solution.	Strongly Disagree	1	1.3	4.39
	Disagree	-	-	
	Neutral	2	2.6	
	Agree	39	50.6	
	Strongly Agree	35	45.5	
Whenever there is a chance to perform a task, I take it.	Strongly Disagree	-	-	4.26
	Disagree	2	2.6	
	Neutral	9	11.7	
	Agree	33	42.9	
	Strongly Agree	33	42.9	
I take initiative even when others don't.	Strongly Disagree	1	1.3	4.18
	Disagree	1	1.3	
	Neutral	7	9.1	
	Agree	42	54.5	
	Strongly Agree	26	33.8	

I use opportunities in order to attain my goals.	Strongly Disagree	-	-	4.13
	Disagree	3	3.9	
	Neutral	5	6.5	
	Agree	48	62.3	
	Strongly Agree	21	27.3	
I discover new ideas at my work place	Strongly Disagree	-	-	4.19
	Disagree	1	1.3	
	Neutral	6	7.8	
	Agree	47	61.0	
	Strongly Agree	23	29.9	

Source: *Survey Data*, (2014).

4.2.3 Endogenous Innovation Barriers.

The views of employees were collected on their level of agreement with endogenous indicators which were availability competencies, adequate employees and finance. The responses were measured and analyzed based on the following 5 –point Likert scale: **(5) - Strongly Agree; (4)- Agree; (3)–Neither; (2)-Disagree** and **(1)-Strongly Disagree**; with point (5) - Strongly agree being the highest of them all. The results from the analysis were as shown in the table 4.3 below.

The study found that 11.7% strongly agreed that the hotel lacked financial capacity to be innovative, 31.2% of the respondents agreed while 16.9% were neutral with the same margin disagreeing. Only 23.4% strongly disagreed. The mean result of the measures lied within 3- points on a Likert scale implying that most of the respondents were did not know whether the hotel has financial capacity to be innovative.

With regard to availability of adequate employees, a margin of 5.3% strongly agreed that they were not enough while 21.1% agreed. Only 6.6% remained neutral, 35.5% disagreed that they are not enough while 31.6% strongly disagreed hence a mean of 3.67. This mean was fairly

within; (4)-Agree and (3)-Neither implying that most of the respondents were not sure whether they were adequate to be innovative.

When asked whether the hotel lacked sufficient competencies to be innovative, a measure of 9.1% strongly agreed that the hotel lacked sufficient competencies while 31.2% agreed. Only 5.2% were neutral, 31.2% disagreed and 23.4% strongly disagreed. This in general gave a mean of 3.29. With the mean laying within 3-points on a Likert scale, it was concluded that majority of the respondents were not sure whether the hotel had enough competencies to be innovative. In a summary table 4.3 shows that inadequate resources like financial capacity, inadequate employees and competencies are endogenous innovation barriers exist in hotels. However many employees are not aware whether these resources are adequately provided by hotels. This is shown by mean results of all the measures that lie within 4 (Agree) and 3 (Neutral) on the Likert scale.

Table 4.3 Descriptive Results on Endogenous Innovation Barriers.

Item		Count	Percent	Mean
The hotel lacks adequate financial capacity to be innovative	strongly agree	9	11.7	3.09
	agree	24	31.2	
	neutral	13	16.9	
	disagree	13	16.9	
	strongly disagree	18	23.4	
The hotel lacks enough employees to be innovative	strongly agree	4	5.3	3.67
	agree	16	21.1	
	neutral	5	6.6	
	disagree	27	35.5	
	strongly disagree	24	31.6	
The hotel lacks sufficient competencies to be innovative	strongly agree	7	9.1	3.29
	agree	24	31.2	
	neutral	4	5.2	
	disagree	24	31.2	
	strongly disagree	18	23.4	

Source: *Survey Data*, (2014)

4.2.4 Exogenous Innovation Barriers.

To evaluate the views of the respondents on the extent to which employees agreed with the statements on exogenous innovation barriers, which were; government support and government regulations; the following 5 –point Likert scale was used; **(1) - Strongly Agree (2)-Agree (3) - Neither (4) Disagree (5) Strongly Disagree**; with point (1) - Strongly agree being the highest of them all. A summary of the results from the analysis were as shown in the table 4.4 below.

The study established that 22.1% strongly agreed that the government does not give enough innovative support to the hotel with 28.6% agreeing. 7.8% were neutral, 27.3% disagreed to this view while 14.3% strongly disagreed. In summary, the statistics gave a mean of 2.83 that was fairly within (2)–Agree; implying that most of the respondents agreed that the government does not give enough innovative support to the hotel so as to be innovative.

Concerning governmental regulations on innovation for instance; industry self-regulation codes e.g. hotel and restaurant act, 1972 that influence prices, ratings and general operations a majority of 19.5% strongly agreed that they are barriers and that they do not offer support to hotel innovativeness 28.6% agreed with only 14.3% being neutral. Those who disagreed were 19.5% while 18.2% strongly disagreed, hence a mean result of 2.88 that slightly lied within (2) – Agree; implying that most of the respondents agreed that hotels face governmental stringent regulations on innovation.

In a summary table 4.4 shows lack of government support and regulations are exogenous innovation barriers that exist in hotels. This conclusion is based on the mean results of all the

measures that are within 2 (Agree) on the Likert scale pointers.

Table 4.4 Descriptive Results on Exogenous Innovation Barriers

Item		Count	Percent	Mean	Std. dev
The government does not offer enough innovative support to the hotel	strongly agree	17	22.1	2.83	1.418
	agree	22	28.6		
	neutral	6	7.8		
	disagree	21	27.3		
	strongly disagree	11	14.3		
The hotel faces governmental stringent regulations on innovation.	strongly agree	15	19.5	2.88	1.414
	agree	22	28.6		
	neutral	11	14.3		
	disagree	15	19.5		
	strongly disagree	14	18.2		

Source: *Survey Data*, (2014)

4.3 Reliability Tests

All reliability tests were captured through statements on a 5-point Likert scale. The reliability test results in table 4.5 showed that Cronbach's alpha coefficient of the endogenous barriers and exogenous barriers were 0.792 and 0.703 respectively, hence a good internal consistency of the factors used to measure. Regarding proactive work behaviour, the results showed that Cronbach's alpha coefficient of 0.804. Generally the entire variables used in the study had acceptable internal consistency as indicated by the Cronbach's alpha coefficient of 0.810. This value is much above the minimum value of 0.7 considered acceptable. (Hair *et al.*, 2006)

Table 4.5: Reliability Results.

Reliability Statistics	N of items	Cronbach's Alpha	Cronbach's Alpha Based on standardized items
Endogenous innovation barriers (X1)	10	0.792	0.792
Exogenous innovation barriers (X2)	8	0.703	0.701
Proactive Work Behavior (Y)	23	0.804	0.794
All variables (X1), (X2) and (Y)	41	0.810	0.802

Source: *Data Analysis*, (2014)

4.4 Factor Analysis.

DeCoster, J. (1998) pointed out that factor analysis is often used in data reduction to identify a small number of factors that explain most of the variance observed in a much larger number of manifest variables. Factor analyses are performed by examining the pattern of correlations (or covariances) between the observed measures. Measures that are highly correlated (either positively or negatively) are likely influenced by the same factors, while those that are relatively uncorrelated are likely influenced by different factors

Factor analysis was carried out for each of the variables to reduce the number of items on each of the variables for ease of presentation, analysis, interpretation and discussion of the most significant factors.

4.4.1 Proactive Work Behavior

The Kaiser-Meyer-Olkin measure of sampling adequacy was 0.610. Kaiser, (1974) recommends that values greater than 0.5 are acceptable. This therefore implies that the sample size was adequate to yield results. Bartlett's test of sphericity was done to test whether the correlation

matrix was an identity matrix, which would indicate that the factor model was inappropriate. For these data, Bartlett's test was highly significant ($p < 0.001$), implying that factor analysis was appropriate.

Table 4.6: KMO and Bartlett's Test of Proactive Work Behavior

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.610
Bartlett's Test of Sphericity	Approx. Chi-Square	519.781
	df	253
	Sig.	.000

Source: *Data Analysis* (2014)

The total variance explained in table 4.7 presents the number of common factors compounded, the eigenvalues associated with these factors, the percentage of total variance accounted for by each factor and the accumulative percentage of the total variance accounted for by the factors. Although twenty three factors were computed, not all the factors were useful in representing the list of variables. Using the criterion of retaining only factors with reasonable percentages of variance eigenvalues, the first 6 factors were retained for rotation. As indicated in the table 4.7 below the first component accounted for 19.952% of variance and was designated voice while the second component had 10.821% variance and was designated personal initiative. Component 3 accounted for 8.031% variance and was labelled result-oriented while the fourth had a variance of 6.544% and was named creative behaviour. The fifth component had a variance of 6.037% and was designated was embractive and the last had 5.643% and was labelled inventive.

These 6 factors accounted for a total cumulative variance of 57.028% and thus, they were adequate to represent the data

Table 4.7: Total Variance Explained of Proactive Work Behavior.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.Voice	4.589	19.952	19.952	4.589	19.952	19.952	2.657	11.551	11.551
2.Personal initiatives	2.489	10.821	30.773	2.489	10.821	30.773	2.496	10.851	22.402
3.Result-oriented	1.847	8.031	38.804	1.847	8.031	38.804	2.237	9.726	32.127
4.Creativity	1.505	6.544	45.349	1.505	6.544	45.349	2.206	9.589	41.717
5.Embracive	1.388	6.037	51.385	1.388	6.037	51.385	1.965	8.542	50.259
6. Invention	1.298	5.643	57.028	1.298	5.643	57.028	1.557	6.770	57.028

Extraction Method: Principal Component Analysis.

Source: *Data Analysis* (2014)

Table 4.8 shows the rotated component matrix that presents 6 factors of proactive work behavior after varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. The 6 components explain a total of variables grouped into each of the 6 principal components (factors). The interactions converged in 14 iterations. The components were rotated using Varimax Criterion to reduce the multi-collinearity and hence account for 100% of the variance.

Table 4.8 shows the rotated component matrix that presents 6 factors of proactive work behavior after varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. The 6 components explain a total of variables grouped into

each of the 6 principal components (factors). The interactions converged in 27 iterations. The components were rotated using Varimax Criterion to reduce the multi-collinearity and hence account for 100% of the variance.

Table 4.8: Rotated Component Matrix (a) of Proactive Work Behavior.

Rotated Component Matrix ^a						
	Component					
	Voice	Initiative taking	Result-oriented	Creative	Embracive	Inventive
Handle problems			.620			
Implement solutions			.555			
Improve efficiency			.510			
Impress seniors			.584			
I search for solutions whenever something goes wrong						
Perform tasks						
Take personal initiative		.683				
Implement ideas		.625				
Influence my seniors		.591				
Sell my ideas		.650				
Utilize opportunities to achieve goals						.650
Discover new ideas						.795
Make suggestions						
Discover new ideas						
Adopt work procedures					.755	
Keep informed of current issues					.551	
Improve work procedures						
Find new work methods				.655		
Change counter-productive policies				.512		
Speak up in groups				.668		
Make recommendations	.839					
Encourage other employees	.808					
Communicate my opinions	.767					
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 14 iterations.						

Source: Data Analysis, (2014)

4.4.2 Endogenous Innovation Barriers

The KMO measure of sampling accuracy indicates a KMO =0.788 which is above the minimum 0.5. This implies the sample size was adequate for the variables entered into analysis. Bartlett's

Test of Sphericity that was used to test the adequacy of the correlation matrix yielded a value of 246.193 and an associated level of significance smaller than 0.001, therefore the findings implies that the factor analysis was appropriate for the study.

Table 4.9: KMO and Bartlett's Test of Endogenous Innovation Barriers

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.788
Bartlett's Test of Sphericity	Approx. Chi-Square	246.193
	df	45
	Sig.	.000

Source: *Data Analysis*, (2014)

The total variance results of endogenous innovation barriers factors indicates that of the 10 factors were computed; but only 2 were useful in representing the list of variables. Using the criterion of retaining only factors with eigenvalues values of 1 or greater, the first 2 factors were retained for rotation. Component 1 accounted for 37.421% of variance and was designated organizational technicalities while the second component accounted for 17.262% of variance and was designated resource inadequacies. These retained factors accounted for a total cumulative variance of 54.684 %, thus, adequate to represent the data.

Table 4.10: Total Variance Explained of Endogenous Innovation Barriers.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.Organisational technicalities	3.742	37.421	37.421	3.742	37.421	37.421	3.528	35.278	35.278

2. Resource inadequacies	1.726	17.262	54.684	1.726	17.262	54.684	1.941	19.405	54.684
Extraction Method: Principal Component Analysis.									

Source: *Data Analysis*, (2014)

Table 4.11 shows rotated component matrix that presents 2 factors of used to measure endogenous innovation barriers after varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. The 2 components explain a total of variables grouped into each of the 2 principal components. The interactions converged in 5 iterations. The components were rotated using Varimax Criterion to reduce the multicollinearity and hence account for 100% of the variance.

Table 4.11 Rotated Component Matrix (a) of Endogenous Innovation Barriers

Rotated Component Matrix ^a		
	Component	
	Organisational technicalities	Resource inadequacies
Poor timing of market entry for innovative products	.802	
Focus on daily work tasks that generate short term revenues	.761	
Organizational constraints e.g too much management control	.747	
Inadequate management support	.736	
Public pressures from internal stakeholders who resist change	.665	
Low value of innovative products.	.663	
Customers perceive innovative products as risky	.490	
Insufficient competencies to innovate		.835
Insufficient employees to be innovative		.834
Inadequate financial support to be innovative		.592
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Source: *Data Analysis*, (2014).

4.4.3: Exogenous Innovation Barriers

The Kaiser-Meyer-Olkin measure of sampling adequacy was 0.721, which is above a

recommended acceptable value of 0.5. Therefore the sample size was adequate. Bartlett's test of sphericity indicated that the factor model was inappropriate because it was significant ($p < 0.001$), implying that factor analysis was appropriate.

Table 4.12: KMO and Bartlett's Test of Exogenous Innovation Barriers

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.721
Bartlett's Test of Sphericity	Approx. Chi-Square	92.748
	df	28
	Sig.	.000

Source: *Data Analysis*, (2014)

Although 8 factors were computed for exogenous innovation barriers, not all the factors were useful in representing the list of variables. Using the criterion of retaining only factors with reasonable percentages of variance eigenvalues, the first 3 factors were retained for rotation. These 3 factors accounted for 33.055%, 14.138% and 13.711% of the total variance respectively. These factors were designated social economic, governmental and attitudinal barriers respectively. This gave a cumulative percentage of 60.904% of the total variance attributed to the three factors. Thus, a model with three factors was adequate to represent the data.

Table 4.13: Total Variance Explained of Exogenous Innovation Barriers

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.Socio economic	2.644	33.055	33.055	2.644	33.055	33.055	2.079	25.992	25.992
2. Governmental	1.131	14.138	47.193	1.131	14.138	47.193	1.659	20.739	46.731
3 Attitudinal	1.097	13.711	60.904	1.097	13.711	60.904	1.134	14.173	60.904

Extraction Method: Principal Component Analysis.

Source: *Data Analysis*, (2014)

Table 4.14 shows the rotated component matrix that presents 3 factors after Varimax rotation. These two components explain a total of variables grouped into each of the two principal components namely: government support and government regulations respectively. The interactions converged in 5 iterations. The components were rotated using Varimax Criterion to reduce the multi-collinearity and hence account for 100% of the variance.

Table 4.14: Rotated Component Matrix (a) of Exogenous Innovation Barriers

Rotated Component Matrix ^a			
	Component		
	Socio-economic constraints	Governmental regulations	Governmental policies
Innovation occurs at wrong time which changes priorities	.773		
External stakeholders resist change	.745		
Some social factors discourage the use of new products	.652		
Government does not offer enough innovative support		.767	
Governmental stringent regulations on innovation		.836	
Focuses on the risks of failure of the new products			.823
Governmental bureaucracies on innovative products			.602
Governmental procedures e.g. In registration of new products			

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Source: *Data Analysis*, (2014).

4.5 Inferential Statistics

This study employed both multiple regressions ANOVA analysis. Multiple regression analysis

was used to test two hypothesis about the relationship between a dependent variable (Y) and independent variable (X) while a t-test was carried out to determine the extent to which in proactive work behavior differs between the male and female employees.

To analyze the relationship between innovation barriers and proactive work behavior two multiple regression equations were estimated for the dependent variable against each of the independent variables. Proactive work behavior which was the dependent variable was denoted as Y and was made up of five six behaviour indicators that were designated; communication, taking initiative, result-oriented, creativity, embrative and invention behaviours. These indicators were summed up and averaged to obtain proactive work behavior.

The independent variables for the study were: were endogenous innovation barriers (X_1), and exogenous innovation barriers (X_2). Each of these independent variables was made up of sub variables which were averaged autonomously to derive the main independent variables. To derive (X_1) endogenous innovation barriers; the sub variables averaged were; organizational technicalities and resource inadequacies. Pertaining to (X_2) exogenous innovation barriers, three components that were designated; socio-economic constraints, governmental regulations and governmental policies were averaged.

4.5.1 Proactive work behavior and endogenous innovation barriers

A regression analysis of Y (proactive work behavior) against X_1 ; (endogenous innovation barriers) and X_2 ; (exogenous innovation barriers) was done and the regression model was as follows:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \mu$$

$$Y_i = 4.610 - 0.243X_1 + 0.0166X_2 + \mu$$

Where Y_i = Proactive work behavior

X_1 = endogenous innovation barriers,

X_2 = exogenous innovation barriers.

β_0 = Constant term.

β_1 and β_2 , = Coefficients of the Regression

μ = Error term.

The beta (β) values coefficients for the model indicates the level of contribution of the individual variable to model. The beta values indicate the extent the values of the dependent variable changes when the independent variable was to increase by a factor of one when the other variables were held at a constant.

From the above model, it is clear that there exist a negative relationship between Y_i (proactive work behavior) and endogenous innovation barriers (X_1), based on the negative coefficient of the variable $\beta = - 0.243$. From these results, it is clear that there exist a negative relationship between Y_i (proactive work behavior) and endogenous innovation barriers (X_1), based on the negative coefficient of the variable -0.243 . This shows that when endogenous innovation barriers are reduced by one unit percentage, proactive work behavior improves by 24.3%. It follows then that reduction in endogenous innovation barriers improves proactive work behavior barriers.

As concerns the relationship between Y_i (proactive work behavior) and exogenous innovation barriers (X_2), there exists a positive correlation as indicated by coefficient of the variable $\beta = 0.0166$. From these results, it is clear that there exist a positive relationship between Y_i

(proactive work behavior) and endogenous innovation barriers (X1), this is based on the positive coefficient of the variable 0.0166. This shows that when exogenous innovation barriers increase by one unit percentage, proactive work behavior improves by 1.66%. It follows then that increase in exogenous innovation barriers motivates proactive work behavior barriers.

The coefficient of determination (R^2) is by definition the proportion of total variation in the dependent variable (Y) explained by the regression of Y on X (Koutsoyiannis, 1993). R^2 was found to be 0.306. Thus, we can deduce that the regression of Y_i on X_1 and X_2 , explains 30.6% of the variations in the dependent variable. This means that proactive work behaviour was explained by 30.6% of endogenous innovation barriers and endogenous innovation barriers.

At the same time, the data yield a Durbin-Watson value of 2.112. This means that there is correlation amongst the variables that were brought out in the study.

Table 4.15: Model Summary of Y_i on X_1 and X_2

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.553 ^a	.306	.287	.412	.306	16.320	2	74	.000	2.112
a. Predictors: (Constant), X_2 , X_1										
b. Dependent Variable: Y_i										

Source: *Data analysis*, (2014)

4.5.2: Hypothesis testing

The study had hypothesized that;

H0₁: *There is no significant relationship between endogenous innovation barriers and proactive work behaviour in the hotel industry.*

H0₂: *There is no significant relationship between exogenous innovation barriers and proactive work behaviour in the hotel industry.*

In order to test the relationships between the independent variables for this study, the researcher subjected the data to multiple regression and the coefficients of correlations were obtained as shown in the table 4.17.

From the results of the analysis, hypothesis that there is no significant relationship between endogenous innovation barriers and proactive work behaviour in the hotel industry was rejected ($t = -5.036$, $p = 0.000$), and there is no significant relationship between exogenous innovation barriers and proactive work behaviour in the hotel industry was also rejected. ($t = 3.503$, $p = 0.001$)

The summary of the outcomes was as indicated in table 4.16 below:

Table 4.16: Summary of the hypothesis findings.

HYPOTHESIS	STATEMENT	RESULTS	ACTION
H0 ₁	There is no significant relationship between endogenous innovation barriers and proactive work behaviour in the hotel industry was rejected.	$t = -5.036$, $p = 0.000$	Rejected
H0 ₂	There is no significant relationship between exogenous innovation barriers and proactive work behaviour in the hotel industry was rejected.	$t = 3.503$, $p = 0.001$	Rejected

Source: *Data analysis, (2014)*

The 95% confidence interval for endogenous innovation barriers (X_1), the estimation of β ranged between (-) 0.340 and (-) 0.147 for the lower and upper bound respectively, while for

exogenous innovation barriers (X_2); the estimation of β ranged between 0.72 and 0.261 for the lower and upper bound respectively. The true population parameter would lie in this range on 95 occasions out of one hundred occasions this parameter is estimated. The standard error of the X_1 estimate stood at 0.048 while X_2 was 0.047. These are small values in relation to the regression coefficient which implies a reliable prediction of β . The standard error is the estimate of how much the regression coefficient will vary between samples of the same size taken from the same population; that is, if one was to take multiple samples of the same size from the same population and use them to calculate the regression equation, this would be an estimate of how much the regression coefficient would vary from sample to sample.

Table 4.17 Coefficients (Y_i against X_1 and X_2)

Model		Coefficients ^a											
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	4.610	.248		18.574	.000	4.116	5.105					
	X1	-.243	.048	-.495	-5.036	.000	-.340	-.147	-.437	-.505	-.488	.972	1.029
	X2	.166	.047	.344	3.503	.001	.072	.261	.261	.377	.339	.972	1.029

a. Dependent Variable: Y_i

Source: *Data analysis*, (2014)

4.5.3: ANOVA

The samples were randomly selected. As shown in the table 4.18 below; the sample means of male employees had a mean of 4.26 while the female samples mean was 4.42. The 95% confidence interval for the mean ranged between a total of 4.19 and 4.41 for the lower and upper bound respectively. The standard error difference of the sample stood at 0.56.

Table 4.18: Descriptive Results of ANOVA

Descriptives								
Proactive Work Behaviour (Y)								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	58	4.26	.480	.063	4.13	4.38	3	5
Female	19	4.42	.507	.116	4.18	4.67	4	5
Total	77	4.30	.488	.056	4.19	4.41	3	5

Source: *Data analysis, (2014)*

A NOVA test was conducted to explore the difference in proactive work behavior between male and female gender so as to test the hypothesis that stated;

H₀₃. *There is no significant difference in proactive work behavior between the male and female employees.*

As indicated from table 4.19, the ANOVA results indicated a p value > 0.05 hence the assumption that samples variances were equal. The mean difference between groups 0.378 resulting in no significant difference $F(1, 75) = 1.595$; $p > 0.05$. This means that the Null hypothesis is accepted.

Table 4.19: ANOVA Test

ANOVA					
Proactive work behaviour					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.378	1	.378	1.595	.210
Within Groups	17.752	75	.237		
Total	18.130	76			

Source: *Data analysis, (2014)*

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Overview

This chapter presents discussions, conclusions and recommendations for the study. Section 5.1 highlights a summary of the research findings and discussions in section 5.2, a conclusion to this study is presented in section 5.3 and recommendations made in section 5.4. Areas for further research have been highlighted in section 5.5.

5.1 Summary of Findings

The goal of the study was to establish the relationship between innovation barriers and proactive work behaviour in hotel industry, through examining the endogenous and exogenous barriers to innovation. In addition, the study explored the differences in proactive work behavior between the male and female gender. The study initially hypothesized that endogenous and exogenous innovation barriers have no significant relationship with proactive work behavior. From the findings of the study, the null hypotheses were rejected and the alternative hypothesis adopted.

Concerning the differences in proactive work behavior between the male and female gender, the null hypothesis was accepted. This is illustrated in the table 5.1 below

Table 5.1: Summary of Findings

HYPOTHESES	STATEMENT	RESULTS
<i>H01:</i>	<i>There is no significant relationship between endogenous innovation barriers and proactive work behaviour in the hotel industry.</i>	Rejected
<i>H02:</i>	<i>There is no significant relationship between exogenous innovation barriers and proactive work behaviour in the hotel industry.</i>	Rejected
<i>H03:</i>	<i>There is no difference in proactive work behaviour between the male and female employees.</i>	Accepted

Source: *Regression analysis, 2012*

5.2 Discussions

5.2.1 Relationship between endogenous innovation barriers and proactive work behaviour

Endogenous innovation barriers (X1) consisted of ten sub components which were poor timing of market entry for innovative products, focus on daily work tasks that generate short term revenues, organizational constraints e.g too much management control, inadequate management support, public pressures from internal stakeholders who resist change, low value of innovative products, customers perception of innovative products as risky, insufficient competencies, insufficient employees and inadequate financial support to be innovative. The ten components were subjected to factor analysis and were statistically reduced to two components which the researcher named organizational technicalities and resource inadequacies. The researcher deducted that endogenous innovation barriers can adequately be represented by the two factors.

When regression analysis was done to find out the relationship between endogenous innovation barriers and proactive work behaviour, it was found out that at 95% confidence level, the t-value

was -5.036 and was well above the critical value of $t_{\alpha}=2.96$.

Sampled employees agreed that organizational technicalities like too much management control, public pressures from internal stakeholders who resist change, high perceived risks of innovative products e. t. c and resource inadequacies like insufficient employee's finances and competencies like relevant job experiences and skills can limit employees' ability to be proactive.

These findings are consistent with, Frese and Fray, (2001) study which pointed out that if people know that they have resources to deal with a situation, they also know that the outcome is controllable. When few resources are available (control is low), people give up their aspirations.

This can imply that if employees are provided with adequate resources like finances and skilled labour; they are necessary to contribute to in proactive behaviour, the likelihood that they will actually carry out this behaviour and strive for extraordinary goals increases regardless of the impediments that may be brought about by the external environment.

Therefore endogenous innovation barriers have a significant contribution to proactive work behaviour. The regression results showed a correlation at the level of $p<0.05$. This led to the rejection of the null hypothesis that was stated as: *There is no significant relationship between endogenous innovation barriers and proactive work behaviour in the hotel industry.*

In summary, this study corresponds to previous other studies that found out that proactive work behaviour may be considered as a personal disposition akin to personality that may be triggered by situational cues like resources and competencies. The situation cues may generate high levels of intrinsic motivation, which, in turn spurs proactive work behaviour (Bateman & Crant, 1993; Crant, 2000; Marisa and Wilmar, 2004; Morrison & Phelps, 1999; Parker, 2000).

5.2.2 Relationship between exogenous innovation barriers and proactive work behavior.

Since proactive behavior is essential during times of uncertainty and change (Griffin, Neal, & Parker, 2007). The researcher was interested in finding out the relationship between exogenous innovation barriers and proactive work behavior.

Exogenous innovation barriers (X_2) consisted of eight sub components which were; government support, government regulations, wrong political timing, social factors, high competition, formal procedures, government bureaucracies and government focus on failure. The eight components were subjected to factor analysis and were statistically reduced to two components which the researcher named socio-economic constraints, governmental regulations and governmental policies.

Regression analysis was done to find out the relationship between endogenous innovation barriers and proactive work behaviour, it was found out that at 95% confidence level, the t-value was 3.503. This figure is above the critical value of $t_{\alpha}=2.96$.

The regression results showed a correlation at the level of $p<0.05$. Because of a positive correlation between exogenous innovation barriers and proactive work behavior, this led to the rejection of the null hypothesis that was stated: *there is no significant relationship between exogenous innovation barriers and proactive work behaviour in the hotel industry.*

These findings are consistent with Fritz and Sonnentag (2009); who found a linear positive relationship between situational constraints and proactive behavior.

However, these results may be contradictory and unexpected since previous studies; Jarvis,

(2009); Piater, (1984) indicated that bureaucracies, formal processes and lack of government support do not breed proactive work behavior. It may be a dilemma why employees may still engage in extra proactive efforts when being confronted with these stressors at work. Certainly, one might rather think that if employees are confronted with constraints, fulfilling the required tasks should be more demanding. However, since proactive behaviour aims at changing and improving the internal organizational environment (Grant & Ashford, 2008);

External constraint may stimulate proactive behaviour. Constraints like governmental regulations, high competition and customer resistance to new products may point to aspects that need to be improved. The occurrence of these constraints makes it obvious for an employee that it is necessary to take action and bring about change.

In summary the study coincides with Frese and Fay, (2001) study which pointed out that a highly proactive personality is one who is relatively unconstrained by external situational forces but one who effects environmental change. This concept assumes proactive individuals are proactive across multiple contexts and over time, regardless of the contingencies of a situation. This could therefore imply that the most fundamental antecedents to proactive behaviour are not situational (exogenous) but personal motivations (endogenous).

5.2.3 Proactive Work Behaviour between Male and Female Employees.

The researcher conducted a factor analysis on twenty three components of proactive work behavior and the variables in the study were reduced to eight behaviour factors namely; voice, initiative taking, result-oriented, creative, embractive and inventive. These indicators were summed up and averaged. Upon subjection to regression ANOVA analysis, results indicated a p

value > 0.05 hence the assumption that samples variances were equal. The mean difference between groups was 0.378 resulting in no significant difference $F(1, 75) = 1.595; p > 0.05$.

These results led to acceptance of the Null hypothesis that stated; *there is no difference in proactive work behaviour between the male and female employees*. Therefore, there is no difference in proactive work behaviour between the male and female employees. This implies that no specific gender is associated with proactive work behaviour. These finding corresponds to Griffin *et al*, (2007) study which pointed out that there is no relationship between gender and proactive work behaviour.

Since no specific gender is associated with proactive work behaviour, this study asserts that it is vital to embrace gender diversity at workplace in order to expand the search base for proactive work behaviour. This findings are also consistent with Inger, D and Jennie G, (2011) findings stated that; enterprises with a balanced workforce (50-60% of same gender) are almost twice as likely to bring about change in their work environment compared to those with the most segregated workforce (90-100% of same gender) Three null hypotheses were tested and two were rejected.

A balanced gender distribution may have a strong effect on the likelihood to innovate. Employee diversity is often considered positive since it might create a broader search base for proactive and innovative behaviour and make the firm more creative and more open towards new ideas.

5.3 Conclusion

Based on the combination of literature review with the results of this study on the relationship between innovation barriers and proactive work behaviour in the Kenyan hotel industry, is that efforts to eliminate endogenous innovation barriers offer a good first step towards proactive work behaviour. Besides, exogenous innovation barriers and gender do not significantly affect proactive work behaviour. First, endogenous innovation barriers may stifle proactive work behaviour. This conclusion is drawn on the fact that majority of the respondents felt that most of the indicators of endogenous innovation barriers and their work proactivity. They put emphasis on adequate resources specifically competent employees and finances.

Secondly, exogenous innovation barriers have a positive relationship with proactive work behaviour. Proactive employees do not become passive of their work environment; rather they make conscious decisions to succeed in adverse and uncertain conditions. This conclusion was drawn from the fact that majority of the respondents felt that aspects like government support, unfavourable legislations and bureaucracies may trigger an active role to take charge and initiative, voice their opinions and sell issues.

Finally, there is no significant difference in proactive work behaviour between men and female employees. Both genders have an equal ability to take charge, take initiative, voice their opinions and sell issues at the work place and change their work environment. No specific gender is associated with proactive work behaviour.

5.4 Recommendations

Based on the findings, hospitality organizations should embrace the following recommendations so as to promote proactive work behaviour.

1. Endeavor to eliminate of innovation barriers to promote proactive work behaviour through ways that encourage great job autonomy and provision of necessary job resources. Greater job autonomy might make one feel more receptive to change because one feels less threatened by change if one has some influence over it; job resources may trigger the confidence to explore innovations deemed to be risky.
2. Enhancing the proactive work and innovation behaviour of employees will require an integrated strategy, incorporating elements of recruitment, selection, training, task and work redesign, organizational culture management, human resource systems and organizational redesign.
3. The management should provide a change enabling environment e.g. through adopting a leadership style that emboldens challenging the status quo in work procedures.
4. It is important to embrace gender diversity at workplace since it can create a broader search base and make the organization more creative and more open towards new ideas.
5. To maintain people's motivation to work in proactive mode, such behaviour can be incorporated into performance review systems. Bonuses, promotions, and special awards can be based on this criterion.
6. Innovation and proactive changes pursued merely for the sake of change are more likely to be counterproductive than those that are assessed realistically against the company's mission and purpose, so they should be aligned to a strategic perspective.

5.5 Areas for further research

More research is needed in the following areas;

1. Demographic determinants of proactive work behaviour
2. Effects of work place conditions on dispositional characteristics of proactive employees.
3. The relationship between proactive environmental fit behaviours and service innovation.

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APPENDICES.

Appendix I: Questionnaire for Hotel Employees Questionnaire Number []

Dear respondent,

I am a master student at Moi University undertaking a master degree course in Hospitality Management. I am conducting a research on “**The Relationship between Innovation Barriers and Proactive Work Behaviour in selected hotels in Nairobi city, Kenya**”. Your assistance towards achieving this objective will be highly appreciated; the information that you will provide will be treated with utmost confidentiality and will be for academic purposes only. Thank you for your cooperation.

Yours sincerely,
Shirandula D.

=====

Please Tick against each Item/Category of Items.

SECTION A: PERSONAL INFORMATION

1. What is your gender? {1} Male () {2} Female ()
2. Please indicate your marital status. Single () {2} Married () {3} Divorced () {4} Widowed ()
3. Please indicate your present age
{1} 18 – 27 () {2} 28 – 37 () {3} 38 – 47 () {4} 48 – 57 () {5} Above 58 ()
4. Kindly indicate your highest level of education attained.
{1} Primary () {2} Secondary () {3} College () {4} University ()
5. In which department do you work?
{1} Food & Beverage () {2} Front Office () {3} Housekeeping () {4} Others ()
6. For how long have you worked in this organization?
{1} Less than one year () {2} 1-4 Years () {3} 5-10 Years () {4} for Over 10 Years ()

SECTION B: PROACTIVE EMPLOYEE WORK BEHAVIOUR

7. Please **tick/cross** the number that best describes your agreement with the statements on proactive work behaviour at your work place with **5 (S.A-Strongly Agree)** being the highest.. Key: **(5) - Strongly Agree (4)-Agree (3) - Neither (2) Disagree (1) Strongly Disagree.**

Personal initiative	S. A	A	N	D	S. D
1) I handle problems at my work place.	(5)	(4)	(3)	(2)	(1)
2) Whenever something goes wrong, I search for a solution.	(5)	(4)	(3)	(2)	(1)
3) Whenever there is a chance to get involved, I take it.	(5)	(4)	(3)	(2)	(1)
4) I take initiative even when others don't.	(5)	(4)	(3)	(2)	(1)
5) I use opportunities in order to attain my goals.	(5)	(4)	(3)	(2)	(1)
6) I discover new ideas at my work place	(5)	(4)	(3)	(2)	(1)
7) I contribute to the implementation of new ideas	(5)	(4)	(3)	(2)	(1)
Taking charge					
1) I adopt improved procedures for doing my job.	(5)	(4)	(3)	(2)	(1)
2) I bring about improved procedures for the department.	(5)	(4)	(3)	(2)	(1)
3) I institute new work methods that are effective for the hotel	(5)	(4)	(3)	(2)	(1)
4) I change organizational rules or policies that are counter-productive.	(5)	(4)	(3)	(2)	(1)
5) I make constructive suggestions for improving how things operate within the organization	(5)	(4)	(3)	(2)	(1)
6) I pay attention to issues that are not part of my daily work.	(5)	(4)	(3)	(2)	(1)
7) I implement solutions to pressing organizational problems.	(5)	(4)	(3)	(2)	(1)
8) I introduce new structures, technologies, or approaches to improve efficiency.	(5)	(4)	(3)	(2)	(1)
Issue selling					
1) I influence my seniors to pay attention to my ideas	(5)	(4)	(3)	(2)	(1)
2) I impress the management with my ideas	(5)	(4)	(3)	(2)	(1)
3) I invest my energy and time to selling my ideas	(5)	(4)	(3)	(2)	(1)
Voice					
1) I make recommendations concerning issues that affect my work.	(5)	(4)	(3)	(2)	(1)
2) I encourage other employees to get involved in issues that affect the job.	(5)	(4)	(3)	(2)	(1)
3) I communicate my opinions about work issues to others even if it is different from others'.	(5)	(4)	(3)	(2)	(1)
4) I keep myself informed about issues where my opinion might be useful.	(5)	(4)	(3)	(2)	(1)
5) I speak up in groups with ideas for new projects or changes in procedures	(5)	(4)	(3)	(2)	(1)

8. How else do you demonstrate proactive work behaviour at your job place?

.....

.....

.....

SECTION C: INNOVATIONBARRRIERS

9. Please **tick/cross** the number that best describes your agreement with the statements on innovation barriers with **1 (S.A-Strongly Agree)** being the highest.

Key: (1) - Strongly Agree (2)-Agree (3) - Neither (4) Disagree (5) Strongly Disagree

STATEMENT	S. A	A	N	D	S.D
Endogenous barriers					
1. The hotel lacks financial support to be innovative	(1)	(2)	(3)	(4)	(5)
2. The hotel lacks sufficient employees to be innovative	(1)	(2)	(3)	(4)	(5)
3. I possess insufficient competencies to innovate	(1)	(2)	(3)	(4)	(5)
4. There is inadequate management support and commitment towards innovation	(1)	(2)	(3)	(4)	(5)
5. The hotel is short-term minded towards innovation activity and focuses greatly on daily work tasks that generate short term revenues	(1)	(2)	(3)	(4)	(5)
6. There are organizational constraints such as too much management control	(1)	(2)	(3)	(4)	(5)
7. The hotel does poor timing of market entry for innovative product and services	(1)	(2)	(3)	(4)	(5)
8. I think customers perceive our innovative products and services as highly risky	(1)	(2)	(3)	(4)	(5)
9. We encounter public pressures from internal stakeholders who resist change	(1)	(2)	(3)	(4)	(5)
10. The value of our innovative products and services is low.	(1)	(2)	(3)	(4)	(5)
Exogenous barriers					
1. The government does not offer enough innovative support to the hotel	(1)	(2)	(3)	(4)	(5)
2. We face governmental stringent regulations on innovation.	(1)	(2)	(3)	(4)	(5)
3. We face governmental bureaucracies on innovative products	(1)	(2)	(3)	(4)	(5)
4. We encounter formal governmental procedures for example in registration of new products or services.	(1)	(2)	(3)	(4)	(5)
5. The government focuses on the risks of failure of the new products and services	(1)	(2)	(3)	(4)	(5)
6. There are social factors like consumer taboos which discourage the consumption of new products and services	(1)	(2)	(3)	(4)	(5)
7. Our existing external stakeholders resist change despite its inherent benefits	(1)	(2)	(3)	(4)	(5)
8. Innovation occurs at the wrong time in a political cycle which changes priorities.	(1)	(2)	(3)	(4)	(5)
9. There are potential external criticisms if innovation is deemed to fail.	(1)	(2)	(3)	(4)	(5)
10. It is difficult to compete with other companies that have a high level of innovation	(1)	(2)	(3)	(4)	(5)

10. Indicate any other internal factors within the hotel that may be barriers to innovation.....

11. What other external factors (outside the hotel) maybe barriers to innovation.....

END OF QUESTIONNAIRE
Thank You for taking your time to fill in the questionnaire