

Personality Traits and Entrepreneurial Innovativeness of Hotels in Yenagoa Metropolis of Bayelsa State, Nigeria

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DOI: 10.56201/ijssmr.v10.no8.2024.pg204.232

Abstract

The project explores for relationship between personality traits and entrepreneurial innovativeness in the hospitality industry. Specifically, the study focuses on the impact of personality traits of hotel managers in Yenagoa and how it impacts on entrepreneurship and innovativeness of hotels in Yenagoa Metropolis. This study adopts a cross-sectional survey design, and combines primary and secondary sources of data collection. This study has a population of a hundred and nine (109) hotels in Yenagoa Metropolis and adopted census sampling techniques. Data will be collected using a structured questionnaire, structured in the form of 5-point Likert scale ranging from strongly agree (SA) to strongly disagree (SD). Data gathered will be analysed using descriptive statistics such as frequency counts, percentage distribution, mean and standard deviation. The mean values, standard deviation and Pearson correlation coefficient would be applied to provide answers to the research questions. For the inferential level of analysis, test of significance would be applied with a view of rejecting or accepting the hypotheses postulated in the study.

Key Words: *Personality traits, Big Five, Managers, Hotels, Yenagoa, Hospitality, Bayelsa State*

1.1 Introduction

Businesses owners, operators and even scholars have treated entrepreneurship and business innovativeness as separate spheres (Zhao et al., 2010). Several studies have shown that there is no consistent relationship between personality traits and entrepreneurial innovativeness. Previous studies have provided mixed results, meaning that over the years there is no direct links between personality trait and entrepreneurship (Zhao et al., 2010). However, recent studies are showing contrary result. According to Wang et al. (2016), personality traits are suggested to be more reliable influence on becoming an entrepreneur. For Wang et al. (2016), entrepreneurship requires certain skill set, and understanding how certain personality traits disposes individuals to particular conducts or way of doing business means that both are not worlds apart. For them, understanding personality traits is a necessary part of understanding entrepreneurship. In simple terms, entrepreneurship refers to the process of creating a new business or enterprise and bearing all risk with the hope of profit (Zaridis, Soldatou & Soldatou, 2019; Gagatsios, 2008; Morris, 1998; Penrose, 1959). Research has shown that entrepreneurs are risk-takers and they never let an opportunity slide by; they always create an enterprise or business to fill a gap in the market. However, according to Wang et al. (2011), it is personality traits that define what kind of entrepreneur one is and his/her level of innovation.

Entrepreneurship is a concept that has commanded the attention of researchers in recent years, especially in developing countries where it is considered essential to addressing or solving issue facing business start-up, industrialisation, how to increase industrial competition, decision making, job creation, etc. Many researchers have tried to define the concept of entrepreneurship in different ways according to their preferred socioeconomic orientation. Penrose (1959) noted that entrepreneurship is a particular indistinguishable concept that does not fit easily within the scope of standard business research because it is closely linked to personal characteristics of each individual in business. The contention is that entrepreneurship is a complex concept embodying human characteristics such as personality traits. What this means is that what defines or determines entrepreneurship must take into account or consideration of defining the characteristics that set an entrepreneur apart from other business men and women in society. The concern here is that entrepreneurship and entrepreneurship innovation might be related with personality traits of the entrepreneur. Thus, if it is so considered then, it is not out of place to infer from the possibility of connection or link between personality traits and entrepreneurship innovativeness to argue that understanding personality trait might be invaluable to understand entrepreneurship innovativeness. To further understand the relationship between personality and entrepreneurship, “researchers began to study the influence of general personality traits or specific personality trait on individuals’ intention to start a new business or difference between entrepreneurs and manager” (Awwad & Al-Aseer, 2021: 88; cf Zhao et al., 2010). Research on the personality trait of entrepreneurs took off in the mid-20th century, unifying approaches from economics, psychology, sociology and business management to answer the questions: who is an entrepreneur? What drives them? What trait defines them? Et cetera (Awwad & Al-Aseer, 2021; Zhao et al., 2010). The first few decades of these researches were faced many conceptual challenges as researchers struggle to develop a solid theoretical framework and appropriate measurement tool.

Personality trait can be described as a consistent individual reaction caused by external situations or internal environmental factors. According to Cherry (2021), both nature and nurture play a role in the development of personality traits, especially the Big Five Personality. Personality theorists have argued that the prediction of a person's behaviour can be made using their personality, so that even business acumen can be so predicted (Cherry, 2021; Wang et al., 2016; Penrose, 1959). Researchers have spent years before now trying to pin down character traits as a way of analysing people's behaviour in relation to business judgement and risk-taking. At one point, Allport (1937) espoused over 4,000 traits as capable of influencing individual behaviour in relation to business. Though, this has been however improved and reduced to 16, it is still seen as complicated as features of certain traits appear in two or categories thereby making it difficult to make clear lines of prediction. However, Allport (1937) work serves as part of early attempts to link individuals' personality type to firms' performance and outcome in business studies.

The hotel industry is an economic activity within the hospitality industry, which combines spatial and accommodation services with the services of nutrition, including related services. It is specific for its spatial, technical and technological, organisational and personnel capacities, which allows achieving full catering service of accommodation, food and beverage within one unit. Exploring opportunities requires adventurous mindset and personality that can envision possibilities where none seems apparent. This is the forte of entrepreneurship. Entrepreneurs do not only venture into new and unexplored business ideas, but also take note of the goals of building new competitive enterprises by strengthening the potential and ability of organisations in establishing, planning, handling risk and the benefits. In other words, entrepreneurs bring about growth and success through innovation, creative ideas, Risk taking, pro-activeness, competitive aggressiveness etc. Meaning, an individual or management that does not possess traits suitable for entrepreneurship cannot achieve long term goals of the firm. Instead, such individual or management will cause chaos and do the reverse of set out goals, objectives, rules and regulations leading to the liquidation of the firm. It is in the context of the foregoing that recent studies have been suggestive of the importance of understanding personality traits as drivers of firm and its relation to goal attainment. The Big Five Personality trait is one of such attempts that have gained attention in business studies. The Big Five Personality model is a multi-dimensional approach towards defining personality, it has been the pre-dominant model for personality traits since the 1980's and they include openness, conscientiousness, extraversion, neuroticism and agreeableness.

Openness as one of the Big Five personality traits, is used to describe human personality involving six dimensions; active imagination, aesthetic sensitivity, activeness to inner feelings, preference for variety (adventurous), intellectual curiosity and challenging authority. It is argued to be closely related to entrepreneurship in the sense that, individuals characterised by openness are broad thinkers; they have a strong need for change, always want to experience new level of their job, they seek intellectual stimulation in their work place/occupation by taking more challenging jobs on different levels because they are also adventurous. According to recent studies, innovation cannot be separated from firms (Awwad & Al-Aseer, 2021; Kirzner, 1999). Hence, hotel industries who seek innovation for success, efficiency and development might have to adopt management style that is inclined to openness. This is because openness, as a personality trait, disposes individuals to risk-taking which often leads to new ideas. This trait, it is argued, makes individuals capable of identifying gaps in the market that others have overlooked. It is in this sense Kirzner (1999) argues that, entrepreneur alertness which helps detect business opportunities is akin to

openness as a personality trait.

Innovation cannot be separated from firm's strategy in order to survive in competitive environment. This means hotel, like other firms, requires innovation in order to survive. Innovation has been defined as the strategic choices a firm makes and the setting in which the firm operates (Harrison & Enz, 2005; Enz, 2005; Schoenberger, 1986). Innovation is simply defined as the creation, development, and implementation of new product, process or service with the aim of improving efficiency or competitive advantage (Enz & Verman, 2010). Innovation and entrepreneur are directly linked with each other because they cannot function without each other, an entrepreneur is someone who creates a new business bearing all risk and rewards as the business owner. Both new and existing hotels require innovation to strive in the long term, as one of the entrepreneurial innovativeness is essentially to survive and maximise profit as a firm. Management body who cannot come up with innovative concepts cannot meet up the requirement of its service provision and overall customer satisfaction. Every management body has personality trait attached to it with which can lead the industry to growth and success or failure. So, it is essential because personality psychologists have observed reliable associations between how people rate on trait scales and how they fare or feel on average in various aspects of their lives impact the result they bring and it is applicable to all industries (Rauch, 2014; Patterson & Kerrin, 2014; Frese, 2009). Thus, for hotel industry to remain relevant, retain reputation and attract more potential customers leading to optimal growth, expansion and development, innovation and openness is important. The concern of this study is to explore what appears to be an inextricable link between personality type and business innovativeness, with particular focus on hotels in Yenagoa metropolis. In addition, the study infers customer satisfaction in employee or management in associated with their personalities, the personality of staff is likely to contribute to either poor or excellent performance in dealing with services they provide. This study seeks to explore this line of enquiry, to examine the possible relationship between the big five personality traits of hotel managers and entrepreneurial innovativeness in hotel industry. To do this, the paper is organised into five sections, including this introductory section which sets the background of the study. The second section examines conceptual, theoretical and empirical issues while the third addresses methodological issues. The fourth section presents and analyses the data while the fifth section concludes the study.

1.2 Scope and Statement of the Problem

The scope of the study covers hotels in Yenagoa metropolis in Bayelsa State, Nigeria. Conceptually, the study examines the relationship between personality traits and entrepreneurial innovativeness, by focusing on the Big Five personality trait – openness, conscientiousness, extraversion, agreeableness and neuroticism – on hotels in Yenagoa metropolis. While other parts of hotel management might be useful to understanding entrepreneurial innovativeness; this study focuses specifically on the role of personality traits in determining entrepreneurial innovativeness in the hotel industry in Yenagoa. Geographically, the study confines itself to Yenagoa Metropolis. Yenagoa, which is the capital of Bayelsa State, is one of the eight local government areas of the state with a population of 524,400, making it the most populous local government in the State. The hotel industry in Bayelsa State has become increasingly competitive with due to the population of newly established hotels. Accordingly, hoteliers compete for the existing market share through offering of cuisine and paid lodging. In consideration of the competitiveness of the hotel industry's a number of hotels in Yenagoa lose market share and experienced low patronage from customers.

This category of hotels does not have innovative services and processes to meet the current realities and cannot bring satisfaction to customers thus, some of the hotels lack the ability to meet running cost and incur losses while some were forced to close down operation. The above situation requires hotels to be innovative to gain market share and remain afloat in the hotel industry, entrepreneurial innovativeness of hotels requires managers to seek for ways to offer new services and processes. This implies that managers have to utilize the right combination of cognitive and personality factors to drive the process of new product and service creation and diffusion. Accordingly, the study explores the relationship between the big five personality factors of managers and entrepreneurial innovativeness of hotels in Yenagoa, Bayelsa state.

1.3 Research Objectives of the Study

The aim of the study is to examine the relationship between the Big Five Personality Trait of managers and entrepreneurial innovativeness of hotels in Yenagoa metropolis. The specific objectives of the study are to:

- i. Examine the relationship between openness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.
- ii. Ascertain the relationship between conscientiousness and entrepreneurial innovativeness of hotels in Yenagoa Metropolis.
- iii. Establish the relationship between extraversion and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

1.4 Research Questions

- i. What is the nature of relationship between openness and entrepreneurial innovativeness of hotels in Yenagoa metropolis?
- ii. What is the nature of relationship between conscientiousness and entrepreneurial innovativeness of hotels in Yenagoa metropolis?
- iii. What is the nature of relationship between extraversion and entrepreneurial innovativeness of hotels in Yenagoa metropolis?

1.5 Research Hypotheses

H₀₁: There is no positive relationship between openness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

H₀₂: There is no positive relationship between conscientiousness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

H₀₃: There is no positive relationship between extraversion and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

2. Conceptual, Theoretical and Empirical Review

2.1 Conceptual Review

The Concept of Personality

The history of personality dates as far back to ancient Greece. Philosophers since the 4th century have been trying to define exactly what it is that makes us who we actually are. Aristotle was one of the first individuals to hypothesize connections between physical body and behaviour. Sigmund Freud posited that the human psyche consists of three main concepts: the id, the ego and superego which controls all the conscious and unconscious thought and therefore behaviour. The id

encompasses bodily needs and desires, the ego can be thought of as the bridge between id and reality and lastly the superego is responsible for conscience and for regulating the id and ego by providing sense of wrong and right. Personality is a term in psychology which depicts the character of a person in everyday life. According to Long (2000) personality refers to those stable characteristics by which individuals differ from each other and which acts as the basis for what they do. He said it is a label normally applied to interpersonal behaviour and we would for instance say that a person who is socially outgoing has an extraverted personality. While according to Allport (1961) personality is a dynamic organisation, inside a person, of psychophysical system that creates the persons characteristic pattern of thoughts, feelings and behaviours. The personality of entrepreneurs is made up of complex and unique elements which set them apart from other people. It includes all patterns of cognitive thinking and emotions. Personality of entrepreneurs is shaped from several factors, some of which include values, beliefs, expectations or deep desires, etc. Melihbulu (2005) revealed a number of factors including luck, hard work, good idea and money leads to an entrepreneur success.

The Concept of Personality Trait

Personality traits reflect basic dimension on which people differ, Miller (2016) agrees that each individual has different personality trait or stability that demonstrates behaviour in different situations. Miller (2016) examined that entrepreneurs' personality traits to identify traits that have impact on business performance. Personality traits such as internal locus of control and ambiguity tolerance influenced the business success directly and the business process indirectly. Abdullah et al (2009) confirmed that eight factors are vital to the success of entrepreneurs. In rank order of importance, these factors are advancement drive, achievement oriented, commitment, decision-making ability, managing risk, tenacity, networking, and optimism. David and Edward (2011) found those entrepreneurs' personal characteristics, such as need for achievement, need for cognition and internal locus of control, have positive influences on firm performance

The Concept of the Big Five Personality

The idea of pinning down human character to specific traits has been a long and concerted search among scholars. The earliest trace of narrowing down to five basic personality traits finds acceptance in the theory developed by D. W. Fiske. Fiske's five basic traits were later developed, elaborated and expanded upon by other researchers such as Norman (1967), Smith (1967), Goldberg (1981), Costa & McCrae (1987). Another earlier model of this theory was advanced by Tupes and Christal (1961) but only became popular in the 1980s and early 1990s when J. M. Digman espoused it and Lewis Goldberg extended it to study the upper echelon of organisation. In the 1970s, about four sets of independent researchers from the National Institutes of Health, the University of Michigan, and the University of Oregon have worked on and respectively discovered that most human character traits can be described using five dimensions.

These researches cumulatively produced the Big Five theory which pins human character to basic five personality traits: extraversion-introversion, neuroticism, agreeableness, conscientiousness, and openness. The five factors can be easily remembered using the acronym "OCEAN" or "CANOE." Like Carl Jung and Hans Eysenck, the Big Five begins with

1. **Extraversion-Introversion:** More often referred to as Extroversion, which measures for 'how energised one gets in the company of others' among others. It is defined by the correlated variation in multiple psychological and behavioural facets, and refers to being talkative, sociable, cheerful, friendly et cetera, (Wilt & Revelle, 2008). At the high-end extraverted behaviour is defined by

boldness, assertiveness, positive emotionally and status motivation. In a dissimilar way at the low-end extraverted behaviour is defined by shyness, submissiveness, and avoidance tendencies.

2. **Neuroticism:** It is simply the reverse of Eysenck's test for "emotional in-stability", measures for physical and emotional response to stress/threat in someone's daily life. It refers to negative emotions such as sadness, being moody, hostile, anxiety et cetera, neurotic individuals have a higher risk of finding difficult to control their emotions and emotional disturbances Khan et al., (2005).
3. **Agreeableness:** Measures individual differences in general concern for social harmony and the tendency to share and cooperate to achieving greater organisational ends. It refers to the quality of interpersonal orientation that starts from caring, straightforward, modest, tender-minded, altruistic et cetera.
4. **Conscientiousness:** refers to being disciplined, efficient, responsible, well ordered, careful, planned, competent, virtuous, careful and high achieving personality, combines with the desire to be reliable and achievement oriented (Barrack & Mount, 1995).
5. **Openness:** openness to experience is the broadest dimension that covers traits like high curiosity, intelligence, imaginative, creative, broad sight and eagerness to learn and experience new things. It measures for the proclivity or tendency towards creativity (Batey & Furnham, 2006).

Given the broad acceptability of this theory among researchers and its enormous explanatory power to the understanding of human character traits, this study utilises it to examine how the personality of entrepreneurs predisposes small and medium scale business to entrepreneurial outcomes. These five factors have stood up so well among researchers and survived scrutiny as the most rigorous and sophisticated model for understanding humans in organisational setting.

The Concept of Entrepreneurship

The concept of entrepreneurship can be better understood by first examining who an entrepreneur is and, in so doing, suggests who it is not. Who is an entrepreneur? An entrepreneur is someone who has and works to create a product or service that people will pay for to acquire. It is not simply anyone who produces something that is exchanged for value. Rather, entrepreneur refers to an individual who takes risk to create something new or ventures into path that is hitherto unknown or unclear to others. The word "entrepreneur" is derived from a French root 'entreprendre', meaning to undertake. The term entrepreneur seems to have been introduced into economic theory by Cantillon (1803). However, it was Schumpeter, who really launched the field of entrepreneurship by associating it with innovation.

Entrepreneurship is a discipline with knowledge base theory. Generally, the process of setting up a business is known as entrepreneurship, specifically, it is an outcome of complex socio-economic, psychological, technological, legal, and other factors. Entrepreneurship is a major source of employment, economic growth, and technological progress (Kuratko, 2007; Reynolds, Bygrave & Autio, 2004). Entrepreneurship has also seen as the process of developing, organising, and running a new business to generate profit while taking on financial risk (Kuratko, 2007). This risk-taking character of entrepreneur, among others, has in recent years witnessed an unprecedented interest in individual differences as a means of understanding entrepreneurship (Hisrich, Langan-fox & Grant, 2007). More specifically, behaviours consistently identified in relation to individual differences in entrepreneurial success, innovation, and value creation have all gained traction in

recent times (Ahmetoglu et al. 2011). Studies have shown that personality predicts entrepreneurial success outcome beyond business creation and success; it foretells that personality trait are stronger predictors of these outcome including innovativeness of an entrepreneur (Naranjo et al, 2016; Bartoloni & Baussola, 2018).

Entrepreneurial Innovativeness

An innovative entrepreneur is one who has the ability to come up with innovative products and services to meet the market trends and demand, while innovative entrepreneurship is the practice of establishing or creating a new business idea intending to generate profit, assist community and accomplish firms goals and objectives by bring satisfaction to its customers and making calculated risk and implementing innovative and novel ideas. Recently, it was found that a firm's innovativeness lead to the superior firm performance in turbulent business environment (Zawani et al, 2016). Similarly, other studies have demonstrated that there is positive impact of innovation on firm's performance (Bartoloni & Baussola, 2018; Ribau et al, 2017; Tajuddin et al, 2015). Evidently, innovation is believed to be one of the key drivers for long-term success of a firm in competitive markets (Naranjo et al, 2016).

Entrepreneurial innovativeness start-ups overthrow the traditional ways of operating a long term established firm. Innovation is responsible for raising the quality and lowering the prices of products and services that have to satisfy and make consumers satisfied. According to Loewe et al (2014), and in line with the context of this study, 'managers or entrepreneurs with personality traits that are conceived of innovativeness would be more likely to perceive a fulfilling life in terms of career, health and family. If a hotel is not involved in any innovative activity, its growth will sooner or later diminish and its competitiveness will be lost Dzhandzhugazova et al. (2016).

The Concept of Innovation

In this study it is essential to have a working definition of innovation that captures the essence of the research. Achieving this requires the examination of different views on innovation so as to establish an understanding of the concept of innovation. Ribau et al. (2017) noted that economic growth was driven by a combination of factors of production put in place by an entrepreneur by utilizing new techniques. He argued that for society to grow, the need for new ways of enhancing the production process and introduction of new goods and services was essential to develop the economy. Sam (2018) sees innovation as a tool for economic change which in turn drives productivity. Sam's view of innovation was however more concerned with capitalist industrialisation and saw the introduction of innovation as only applicable to tangible innovations which occur on a large scale (Solomon, 2019). The world has evolved since Sam (2018) and Solomon's (2019) definitions of innovation as that which drives economic growth is paramount to understanding innovation in modern times, by taking into cognizance factors that either drive or mitigate against innovation in the 21st century.

Bartoloni and Baussola, (2018) referred to innovation as an original and relatively more effective way of introducing something new into the market or society. Bartoloni and Baussola (2018) definition centers on bridging the gap between originality and strategic knowledge and argues that the general worldview of innovation is technology and research-based which does not capture the non-technological innovations such as management, recruitment, business intelligence inter alia. The position of Francolins (2019) aligns with the works of Ojen (2016) and Yang, Marlow and Yu (2019) who posit that innovation equates to newness, be it in product or process implementation. Using the logistics industry in Taiwan as a case study, Ojen (2016) argues that innovation in

organisational operation is primarily about introducing a new dimension towards industry goals. The views of (Ojen, 2016; Francolins, 2019; Yang, Marlow and Yu, 2019) on innovation do not however take proper cognizance of the fact that innovation does not necessarily have to be original or new and neither is it a one-dimensional process as noted in the studies of Clanton, 2018; & Rowley, 2019) but rather multi-dimensional. Bargemen et al. (2019: 1334) viewed innovation as “the multi-stage process whereby organisations transform ideas into new/improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace.” Here, the use of ‘improved’ is significant because it recognises the fact that innovation is not always about newness but about transformation, to improve an existing service or product.

Similarly, Slim (2016) and Besant et al. (2018), on their part, focused on understanding innovation from the essence of its usefulness to organisations and management. They examined innovation in relation to survival and growth of organisations. On the one hand, Besant et al. (2018) argue that innovation is a process that must be consciously introduced by businesses in order to compete in the market-place. They emphasised on the practicality of innovation and its importance in business development. On the other hand, Slim (2016) had earlier argued that innovation in organisations could be viewed from three distinct theoretical perspectives which are Individualist, Structuralism and Interactive Process. Slim (2016) attempted to establish a framework that fuses theory and practice so as to have a better understanding of not just the concept of innovation, but its applicability in organisations and management. The views of Slim (2016) and Besant et al. (2018) have been criticized as being too organisation-centric and does not accommodate the importance of the end users, that is customers, for whom the innovation is meant to serve for in the first place. Carlson (2016) took a more consumer-centric view on innovation. Carlson (2016) posits that the idea of introducing innovation in an organisation is to enhance the value chain so as to provide satisfaction to the customer and increase profits as these twin issues are the reason why the organisation exists in the first place. Carlson (2016) brought together two vital aspects of innovation which other studies have hitherto not effectively addressed. This duo satisfaction and profit, serves as forecast for the organisation, management, its processes, its business orientation and the customer. This forecast is vital because the purpose of innovation is to create value and this value must be incorporated in all the processes which lead up to the end product. The position of Carlson (2016) while emphasising forecast along the business process, focuses a bit too heavily on the customer perspective and how the customer conditions innovation rather than innovation being as a result of internal development.

From the foregoing, innovation, in the context of this study, refers to an idea that is designed to either create a new activity or improve on an existing activity by introducing technological and non-technological dimensions in order to enhance customer experience and organisation profits. The connection between entrepreneurship and innovation comprises of independent and corporate efforts in putting together and deploying resources to capture the value of innovative ideas. Researchers have already showed that entrepreneurship is the primary mechanism for fusion of innovation into practical domain or implementation (Bargemen et al., 2019; Yang, Marlow & Yu, 2019). The entrepreneur is characterized principally by innovative behaviour and will employ strategic management practices in business (Carland et al, 1984). According to Nnadi (2014), innovation is a method for entrepreneurs to endow existing resources with greater potential for wealth creation as well as a method for creating new wealth-producing resources. Entrepreneurs

should inquire, listen, and go out and look for it because it is perceptual and conceptual. They analyze people and figures to come up with an innovation that satisfies the opportunity. Fillis and Rentschler (2010) describe innovation is the introduction or transformation of a new concept into a product, service, or change in organization or process. It is an essential part of corporate strategy and a constant renewal process that involves the entire organisation. Entrepreneurial innovation may take the form of new financial markets, new ideas, new goods, new distribution methods, and new management practices.

The Concept of Hotel Industry

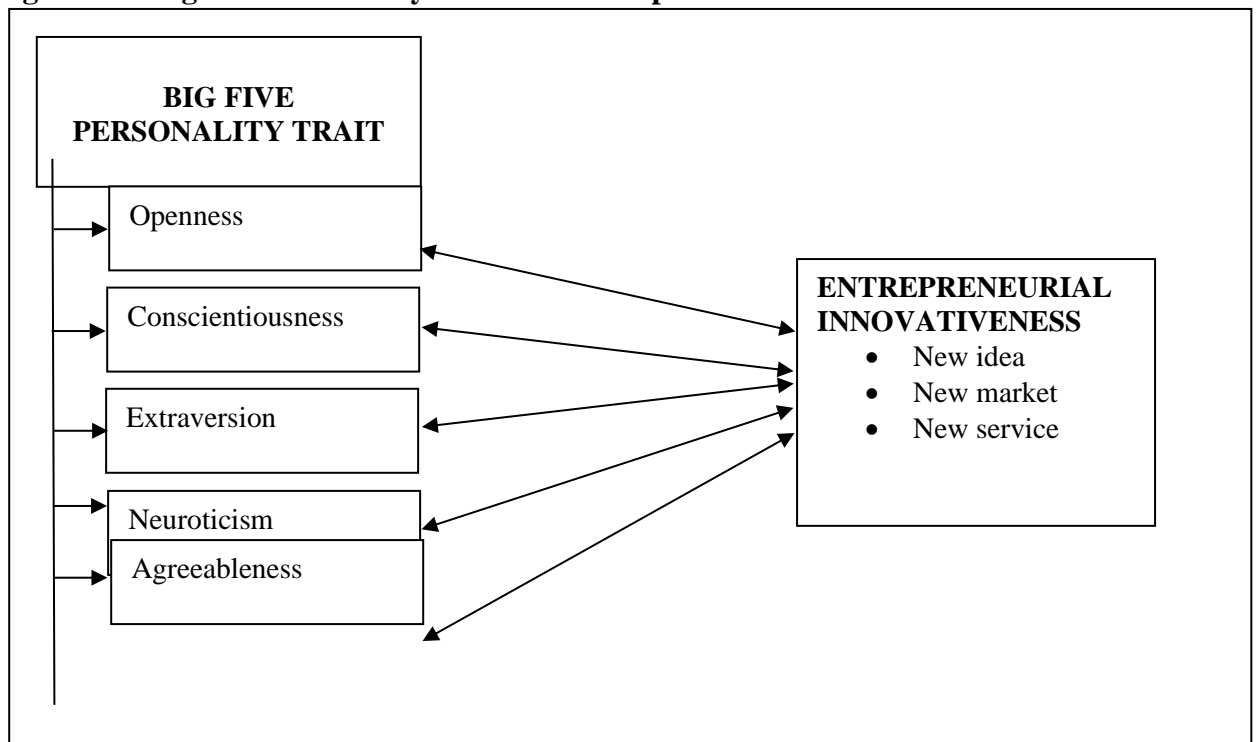
Employees with their knowledge and skills form the backbone of successful business. In hospitality firms, specifically hotels, people create, offer and provide services, and the quality of service is associated with the quality of work relating to the special knowledge and skills in hotel management. General culture, etiquette, technological knowledge and processes employed in the management of hotel are function of personality trait, through which the specificity of personnel in hotel management is reflected (Cerovic, 1994). The behaviour of the individual is determined by the characteristics of his/her personality. To be able to understand and predict satisfaction in hotels, it is necessary to determine which personality characteristics are necessary to achieve the required quality of service. Employees at all levels are an essential part of an organisation and their full involvement enables the use of their abilities to achieve well-being of the organisation. All hotel organisations should be led by the fact that it is not possible to develop a high level of guest satisfaction if the employees in the organisation are not satisfied (Brown et al., 2002). Brown et al. (2002) argued that work orientation and personality traits were predictors for the quality of customer relations. Specifically, the quality of interpersonal relationship with supervisors, peers, and supervisees is critical, because it is both indirectly and directly related to employees' job satisfaction Furnham et al (2002) and organisational commitment (Graf and Harland, 2005), as well as turnover intention Donovan et al (2004). In a study on the relationship between personality traits and hospitality firms delivering on their objectives, it was found that there are significant, direct and indirect, effects of personality traits of hotel middle managers and emotional exhaustion. Their results were consistent with previous research that mid-level managers who had extroverted personalities tend to be largely buffered from emotional exhaustion.

According to Carver and Sierra personality is a dynamic organisation of psycho-physical system within the person that creates the characteristic behaviour, thinking and feeling of that person Donovan et al (2004). Due to the unique characteristics of the hotel industry, its inseparability of production and consumption, hotels are emphasizing providing positive attitudes and emotions by prescribing both implicit and explicit display rules during service encounters (Lee & Ok, 2012). Hotel employees are required to present politeness, sympathy, warmth, and friendliness during interpersonal interactions with their customers (Lee et al., 2016). Responding to the rules of the firm, employees may choose to behave in different ways: surface acting and deep acting. Surface acting refers to a display of emotions without the true associated feeling, whereas deep acting refers to display of emotions with the associated feelings rooted in the individual – deep acting highlights efforts to change the inner feeling of an individual (Seery & Corrigan, 2009). What this suggests is that employees may choose to behave consistently with the display rules by hiding their true emotions, regardless of whether it is rooted or not. To this end, some may try to alter their own personality and behave accordingly, while others might choose to engage potential employees who possess those qualities and, as such, need not act. Extant research claimed that surface acting

causes negative outcomes such as job stress, job dissatisfaction, and burnout due to emotional dissonance (Lee and Ok, 2014) while deep acting causes positive outcomes such as increased job performance and job satisfaction (Lee & Ok, 2012).

Previous efforts to investigate the relationship between personality traits and entrepreneurship have centred on the use of narrow traits such as risk-taking, locus of control and need for achievement (Llewellyn & Wilson, 2003). These studies have confirmed that further research is needed to evaluate the role of personality in relation to entrepreneurship (Llewellyn & Wilson, 2003; Lee & Ok, 2012). Similarly, researches have been suggestive on the need to make use of comprehensive and valid psychological frameworks to investigate the relationships between a business leader's personality attributes and firm performance (Lee & Ok, 2012). Scholars and researchers are of the opinion there is a relationship between hotel managements' personality and the overall performance of hotel without disregard to other environmental factors, but the exact direction of such relation remains largely uncertain.

Figure 2.1: Big Five Personality Trait and Entrepreneurial Innovativeness



2.2 Theoretical Review

Trait Theory

Traits theory has a long list historical trajectory dating back to the works of Socrates and Plato in 5th Century BC. Modern versions of traits theory draw its origins from the “Great Man” theories propounded by Thomas Carlyle in his book *On Heroes, Hero Worship, and the Heroic in History* (1841). In this text, Carlyle argued that one can learn how to do leadership if one studies the lives of great men. Some of the earlier versions of this approach emphasised the idea that if people demonstrated masculine traits and dominant behaviour then, they could become leaders (Kinicki

et al., 2012). Allport was an early proponent in this tradition. His early work was viewed as the beginning of the modern psychological study of personality. Often referred to as one of the founding figures of personality psychology, Allport argues that the personality of a person is the single most unique thing about a person. He also treated traits as dispositional properties an individual possesses which makes them unique and developed a long list of 4500 trait-like words. Traits theory, in this sense, is closely associated with Sigmund Freud and his Psychoanalytical theory.

Trait theory (also called dispositional theory) is an approach to the study of human personality. Traits theorists are primarily interested in the measurement of traits, which can be defined as habitual patterns of behaviour, thought and emotion. According to this perspective, traits are aspects of personality that are relatively stable over time, differ across individuals (e.g. some people are outgoing whereas others are not), are relatively consistent over situations, and influence behaviour. Traits are in contrast to states, which are more transitory dispositions. Variants of traits theory abound but, in their variations, they share certain basic assumptions which include:

Traits are common to many individuals and vary in absolute amounts between individuals.

1. Traits are relatively stable and exert fairly universal effects on behaviour regardless of the environmental situation. Thus, a consistent functioning of personality variables is predictive of a wide variety of behaviours.
2. Traits can be inferred from the measurement of behavioural indications

Building on Sigmund Freud's psychoanalysis, without necessarily accepting key aspects of it as the basis of understanding individual's disposition, Carl Jung contends that traits were inborn. For Jung, the basis of traits is primarily genetically determined, so that an individual is either born with one of two opposite temperaments. These temperaments are broadly categorized into two and, according to Jung, they are introversion and extraversion. On the one hand, the former refers to a natural inclination to appreciate the world inside oneself, which predisposes one to characteristics such as quietness, shyness, distaste for social functions, and a love of privacy. On the other hand, the latter refers to a natural tendency to appreciate the world outside oneself, which predisposes one to characteristics such as loudness, usually outgoing, enjoy social activities, and a dislike for being alone.

In a like manner, Hans Eysenck introduced mathematical analysis to trait theory for the purpose of measuring temperament. Introducing a long list of adjectives, Eysenck used a special statistical tool called factor analysis to measure or figure out which factors (trait dimensions) carry the most weight. From the result of labourious studies, Eysenck created a trait test referred to as Eysenck Personality Questionnaire (EPQ). Eysenck developed a tri-dimension traits test consisting of three dimensions namely: extraversion-introversion, neuroticism, and psychoticism. Unlike Jung's dichotomies, Eysenck sees temperaments in terms of dimensions whereby one is scored on extraversion-introversion: with a low score meaning one is introverted, and a high score meaning extraversion. The implication of this is that, unlike Jung's binary of either extraversion or introversion, one could be half-way in-between extraversion and introversion. The second dimension, neuroticism, tests for an individual's predisposition to emotional in-stability. A high score on this scale means the individual is very nervous, inclines to phobias and obsessions, and largely emotionally unstable, while a low score is akin to emotional stability. The third dimension, psychoticism, tests for the tendency of an individual having problems dealing with reality. A high score on this scale means an individual is psychotic and or suffering from psychosis, a low score

means an individual is pretty normal, while a middle score means that the individual is a bit eccentric, risk-taker and goal-getter since they likely to take risks where others won't dare. The respect for, and acceptance of, Eysenck's model among psychologists and organisational experts is connected to its ability to measure, to a reasonable extent, the traits of person in relation to others and their social environment. Consequently, more recently, with advances in computer communication technology, researchers and scholars have resorted to computer technology to analyse more factors than those hitherto manually performed by Eysenck and others. This has led to significant improvement to understanding human personality in broader social contexts and gave birth to the "five factor" or "big five" theory. The five factors, represented by OCEAN or CANOE, which measures for the absence and or presence of each element in an individual, collectively demonstrates the individual's proclivity or tendency towards creativity, inclination towards dynamism and openness to risk and innovation. As Carl Jung and Hans Eysenck have pointed in the context of the individual, these factors show the amount of energy, emotional stability, foresight, temperament and willingness of firms to adjust to creative ideas in the face of market challenge. Thus, given its breadth of coverage and its explanatory of personality traits, this study evokes it alongside the Theory of Creative Destruction to examine how the personality of entrepreneurs predisposes managements of hospitality firms, particularly hotel managers, to entrepreneurial outcomes.

Theory of Creative Destruction

Creative destruction as a concept and theoretical statement can be defined as the decay of long-standing practices, procedures, products or services followed by more innovative, disruptive ones. It is based on the principle that old assumptions need to be broken so that new innovations can benefit from existing resources and energy. The word "creative" refers to the new innovations brought to market while "destruction" refers to the fate of those antiquated products and processes that are replaced by the new innovation. Creative destruction is a theory about what drives economic innovation and the business cycle in a capitalist economy.

As a theory, while the term is first credited to the German economist and sociologist, Werner Sombart, it is more readily identified with the Austrian economist Joseph Schumpeter, who brought it to prominence in 1942 in his magnum opus, *Capitalism, Socialism and Democracy*. Schumpeter describes it as an evolutionary process within capitalism that "revolutionizes the economic structure from within, incessantly destroying the old one, incessantly creating the new one". Educated in Vienna at the turn of the century, Schumpeter was a student of the Austrian School of Economics, a loosely-fit group of researchers and acolytes that studied in the tradition of Carl Menger. Unlike traditional economists, who focus on equilibrium and a static form of competition, the Austrians view the market as a dynamic process (Smith et al., 2001). Whereas classic economic theory believes the key to competitive advantage and sustainable profits lies in the dampening of competition through barriers to entry and strategic positioning (Porter 1980), the Austrians believe that abnormal profits and competitive advantage are fleeting, due to the perennial gale of firm actions and rival reactions. Innovation and firm's success lead to imitation, which leads to erosion of profits.

Schumpeter's ideas of innovation, disequilibrium, and the role of the entrepreneur came from dialectical positions of fellow Austrian adherents. Kirzner (1973, 1997) has long argued that innovation induces an "equilibrating" change to the status quo, in contrast to Schumpeter's more "disequilibrating", radical upheaval. Frank Knight in his theory on entrepreneurship, argues that

the innovator and capitalist are intertwined, whereas Schumpeter believes that their functions are separate (Evans and Jovanovich, 1989). Because of that, Knight argues that entrepreneurs have to be responsible for their own capital funding. Schumpeter (1934), thinking the entrepreneur is not a risk taker, feels that there are no liquidity constraints to being an entrepreneur and, that eventually, the capital markets will bear the financial risk of discovery (Schumpeter, 1934).

2.3 Empirical Review

Though extant research is sated with relationship between management personality and firms' performance, there is dearth of literature centred on the big five personality trait and entrepreneurial outcome. However, few studies exist that have investigated the likely role of personality on the performance of hotels focusing on specific areas and not the entire spectrum of big five personality traits.

For instance, in an empirical study on the 'survival-ability' of hotels in South-south Nigeria, Barnabas and Apoh (2021) explore the presence and or absence of Machiavellian traits in CEOs as an explanatory variable for why family-owned businesses (FOBs) barely survive two generations. The research focused particularly on the personality traits of CEOs of hotels in South-south of Nigeria and why they struggle to survive beyond their initial founders. They explored for the absence and or presence of "negative disposition" of CEOs by examining their proclivity towards Machiavellianism. Barnabas and Apoh (2021: 17) concurred with Carpenter et al. (2004) to argue that, since senior executives are often faced with "decision-making challenges such as overload of information, confusing indicators and conflicting interests and intentions", personality traits tests does not account for CEOs psychological response outside the big five model. For them, Machiavellianism, which encompasses "manipulation, amorality, cynicism, emotional coldness and a lack of empathy", refers to negative psychological trait which projects the interest of the individual (i.e. in this case, the CEO) far and above all other consideration. Barnabas and Apoh (2021) therefore conclude that the presence of Machiavellian traits in CEOs negatively impacts the survival of FOBs.

In a similar sense, Hao Zhao and Scott Seibert (2006) in a meta-analytical review of personality variables hitherto employed in entrepreneurship literature, examined the relationship between Big Five personality traits and entrepreneurial status. Relying secondary data obtained from previous studies, Zhao and Seibert (2006) organised and summed up the full range of personality variables used in previous studies and arrived at the five-factor model (FFM) as its summation. They then used the model to examine the relationship between personality and entrepreneurial status of entrepreneurs and managers, and found that there is significant difference between entrepreneurs and managers on four personality dimensions i.e. Conscientiousness, Openness, Neuroticism and Agreeableness, with no difference found for Extraversion. It was further observed that "the multivariate relationship for the full set of personality variables was moderate" (Zhao and Seibert, 2006: 259) except Extraversion which was indifferent. Thus, given the existence of heterogeneity in all the personality variables, Zhao and Seibert (2006) concluded that the need for further examination on the exact nature of moderation between specific personality and entrepreneurial status.

In a similar view, Hyun Jeong, Kang Hyun Shin and Terry Umbreit (2007) explore the effect of the big five personality dimension on hotel employee's burnout. The specific purpose of the study was to identify the role of each personality dispositions in understanding employee's burnout in the hotel work setting. Jeong, Shin and Umbreit (2007) relied on primary data sourced by

administering questionnaires to eight (8) lodging properties within two consecutive paydays. They used international personality item pool (IPIP) by Goldberg (2001) to evaluate the respondents five personality dimensions which consisted of 50 concrete statements on a 5-point responds scale ranging from "very inaccurate" to "very accurate", while MBI-GS instrument developed by Schaufeli et al. (1996) was used to evaluate employees job burnout in hotels. Each item was rated using a 5-point Likert-type scale, ranging from "never" to "always". This section contained a total of 16 statements, and is composed of three subcategories: exhaustion (5 items), cynicism (5 items), and professional efficacy (6 items). They adopted several methods in analysing the negative influence on exhaustion and cynicism and a positive effect on professional efficacy in the hotel work setting. Jeong, Shin and Umbreit (2007) made use of hierarchical regression technique to test the research hypothesis and found out that the dimensions of big five personality trait including conscientiousness, extraversion, agreeableness and neuroticism have significant relationship and is a useful predictor of job burnout. All, except openness to experience, in relation to the hypothesis, have significant relationship between personality trait and job burnout attributes in this study.

Similarly, following the high interest rate, fees, fines, personal debt and decreased savings which have taken a toll on individuals and the society at large, (Donnelly, Iyer and Howell 2012) coined a study to predict money management tendencies from Big Five personality traits and materialistic values and to assess the independent effects of money management on wealth accumulation, debt accumulation, and compulsive buying. Donnelly, Iyer and Howell (2012) seek to determine the independent relationships between Big Five personality traits, material values, money management, and financial well-being. Study 1 determines the Big Five personality profile of those who manage their money. Study 2 attempts to replicate the effects of personality on money management while examining the independent effects of the components of material values on money management and also examines the financial benefits of money management controlling for personality traits, materialistic values and other socio-demographic variables. Studies 3 and studies 4 add other covariates to these models to test their robustness and further clarify the independent relationship. Studies 2, 3, and 4 adopted five-item proxy to analyse participants financial circumstance while studies 1 adopted Cronbach Alpha in measuring participant financial circumstance. Based on the general findings across the four specific studies, conscientiousness predicts improved money management because highly conscientious people have more positive financial attitudes and a future time perspective. Additionally, money management was consistently a significant predictor of wealth, debt accumulation, and compulsive buying.

In a dissimilar sense, Okoisama & Amah (2019) assert that pro-activeness of organisation, particularly its top management echelon, is essential for organisational survival. In an empirical study which consists of 120 proprietors of hotels in Bayelsa State, Okoisama & Amah (2019) examined for relationship between pro-activeness and organisational survival by measuring for "competitiveness and adaptability" in the face of challenging circumstances. On the one hand, organisational survival, as defined by Cunningham (2016) in Okoisama & Amah (2019: 100), "portrays the capacity or probability of the firm to continue in existence, notwithstanding the difficulties faces in the business condition." Edwinah Amah (2014) puts this into perspective when she contends that organisation survival depicts how a firms' corporate performance is successful and effective in terms of gainfulness, development, deals boost, cost minimization, profit maximization, and general efficiency. It is in this context that Okoisama & Amah (2019) posit that

organisational survival in the context of the study is that which “further advancement, innovativeness, [and] interest in innovative work” and act extraordinarily in ensuring the survival of hotels. On the other hand, the Merriam Webster Dictionary (2007) defines pro-activeness as characterised by the capacity to act in expectation for future need, issues, and changes. Thus, drawing from this, Okoisama & Amah (2019: 100) argue that it “is related and basic in entrepreneur orientation since it supports forward looking activity by the entrepreneur that energise advancement and inventiveness.”

These studies individually and collectively have highlighted different aspects of human personality that shape and contribute to innovativeness of hotels, specifically on how personality traits, whether one or the five as collective, affects entrepreneurial innovativeness is still lacking. Examining for the specifics of how the much acknowledged big five personality traits relates to entrepreneurial innovativeness of hotels underscores the importance of this study. It is important to note that each of the five personality factors or traits represents a range between two extremes “very high” and “low”. Its either a worker is high in a particular personality trait or low in a particular personality trait.

From the foregoing, it is obvious that the outcome of entrepreneurship in the context of innovation and creativity in hospitality firms, hotels to be precise is majorly affected by the different personality traits. (Cerovic, 1994) noted that organisations are not immune to internal and external stimuli and must respond accordingly in order to remain productive either through new processes or products. (Seery and Corrigan, 2009) argues that innovation management is a continuous process and management has the responsibility of triggering and appropriately harnessing the creative capabilities of its workforce. Innovation in the face of challenging reality requires creativity, a closely-linked concept to innovation and in dealing with hospitality firms the differences in personalities lead to different behaviour of individual (each of the personality trait contains high and low features), and it leads to a variety of levels of productivity, outcomes, and overall job performance. It is therefore very important to match employee traits as much as it is possible with the kind of job, he/she needs perform in the hospitality firm because employees at all level are an essential asset to the hospitality firm and each of their action can either lead the firm to a positive or negative route.

This study builds on existing literature to address areas of concern that has resulted there from. For example, while some researchers have concentrated mainly on different aspects or characteristics of the personality of humans and their contribution to the outcome, results or intent in hospitality firm, others have focused on specific personality traits and or a combination i.e. extraversion and openness, etc., with unclear link between them and entrepreneurial innovativeness. This study bridges this gap. This study, by focusing on openness, conscientiousness and extraversion, sheds light on how relevant the big five personality trait relates to the entrepreneurial innovativeness of hotels in Bayelsa state, by examining how the absence and or presence of each accounts for specific character outlook of hotel managers while acknowledging the presence of all five in every individual. It examines for the range between the two extremes “very high” and “very low” arguing that, it is either an entrepreneur or worker is high on a particular trait or is low in a particular trait. The predominance of each helps defines the character of hotel managers and so determines entrepreneurial innovativeness in hotels.

3. Methodological Issues

Research Design, Sample and Sampling technique

This study adopts the cross-sectional survey design which is a type of observational study design. The study combines primary and secondary sources of data collection. Primary data was collected through the administration of questionnaires to respondents. Secondary data comprises already published material in the form of articles, books, magazines, reports and other specialised publications relevant to the study. These instruments, taken together, form the basis of data for the study. This study has a population of a hundred and nine (109) hotels in Yenagoa Metropolis, to which a census sampling technique was applied and the entire population retained as sample size. Therefore, the sample size of the study is 109 and questionnaire was given to only one manager of each of the 109 hotels.

Measurement and Reliability of Instrument

The data collection instrument is a structured questionnaire. It is structured in the form of 5-point Likert Scale ranging from strongly agree (SA) to strongly disagree (SD). For the design of the research instrument, the big five personality trait and entrepreneurial innovativeness was adapted from existing scales and scientific literature (Anthonic et al., 2015). According to Drost (2011), reliability is the extent to which measurements are repeatable when different people perform the measurement on different occasion, under different condition, supposedly with alternative instruments which measure of a construct or skill. In testing the reliability of instrument, this study adopted the Cronbach Alpha Coefficient which measures the internal consistency i.e. how closely related the provided data are the solution is given below:

Table 3.1 Reliability Statistics

S/N	Constructs	Cronbach's Alpha	N of Items
1	<i>Entrepreneurial Innovativeness</i>	<i>.916</i>	10
2	<i>Openness</i>	<i>.767</i>	8
3	<i>Consciousness</i>	<i>.807</i>	8
4	<i>Extraversion</i>	<i>.582</i>	8
5	<i>Agreeableness</i>	<i>.725</i>	8
6	<i>Neuroticism</i>	<i>.787</i>	8
	<i>Overall Big-Five Personality</i>	<i>.898</i>	40

Source: SPSS Computed Output, 2023.

The result in table 3.5.1 shows that the response to the questionnaire distributed is statistically reliable. Entrepreneurial innovativeness has a reliability index of 0.92 while consciousness has a reliability index of 0.81 making both highly reliable. Subsequently openness has a reliability index of 0.77, while extraversion has a reliability index of 0.58, also agreeableness has a reliability index of 0.73, and finally neuroticism also has a reliability index of 0.79, making all of them reliable. On a general note, the overall average of all the items measured has a reliability index of 0.90.

The study adopted content validity as one of four validity measures, with the others being construct

validity, criterion validity and face validity. Content validity measures how well an instrument covers all relevant part of the subject-matter (or construct) it aims to measure (Nikolopoulou, 2022). The study’s questionnaire was evaluated against how well it captured and covered all relevant areas of the big five personality traits and entrepreneurial innovation, particularly the three focused on in the paper, reflecting broad scholarly consensus.

Method of Data Analysis

Descriptive statistics such as frequency counts, percentage distribution, mean and standard deviation were employed to analyse biographical data and the transformed data set for all of the variables. The mean values, standard deviation and Pearson correlation coefficient was applied to provide answers to the research questions. For the inferential level of analysis, test of significance was applied with a view of rejecting or accepting the hypotheses postulated in the study. Accordingly, 5% level of significance was chosen for decision making. The formula is given below:

$$r = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum(x_i - \bar{x})^2 \sum(y_i - \bar{y})^2}}$$

Where:

- r = correlation coefficient
- x_i = values of the x-variable in a sample
- \bar{x} = mean of the values of the x-variable
- y_i = values of the y-variable in a sample
- \bar{y} = mean of the value of the y-variable

∑ = summation

4. Data Presentation and Analysis

This section presents the data and analyses the findings of the primary research conducted. It presents the outcome of the questionnaires administered. The data were segregated and presented based on the classification of the questions. Response obtained from the respondents will be presented analysed based on the data obtained from the structured questionnaires, and the number of responses in each category is tabulated as 100 per cent. Responses received are presented in groups and clusters as they relate to each other. Each table combining response to questions are accompanied by justification for the questions as well as their juxtaposition. The analysis of data is done to reflect the objective of the study.

Questionnaire Administration

Figure 4.1 Questionnaires Administered and Returned

	Distributed		Returned		Used for Analysis	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
	109	100	105	96.3	100	100
Total	109	100	105	96.3	100	100

Source: SPSS Computed Output, 2023.

In the table above (figure 4.1), a total of 109 questionnaires were distributed to respondents and all retrieved. Out of the 109 questionnaires retrieved, four (4) were not answered properly and thus discarded, thereby reducing the number to 105 valid questionnaires which amounts to 96.3% of

the original questionnaires distributed. Consequently, upon close inspection, additional five (5) questionnaires were either mutilated or unclear and as such discarded. Thus, 100 questionnaires were used as the basis of analysis for the study.

Analyses for Research Questions and Test of Hypotheses

Research Question One:

What is the nature of relationship between openness and entrepreneurial innovativeness of hotels in Yenagoa metropolis?

Research Hypothesis One:

H₀₁: There is no positive relationship between openness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

H_{A1}: There is a positive relationship between openness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

Table 4.2: Descriptive Statistics for Openness and Entrepreneurial Innovativeness of Hotels

	Mean	Std. Deviation	N
Openness	3.45	.575	100
Entrepreneurial Innovation	4.05	.592	100

In table 4.8 above shows the mean (M) and standard deviation (SD) values from the mean responses in regard to openness of managers and entrepreneurial innovation of hotels. The mean values of 3.45 and 4.05 affirmed the openness and entrepreneurial innovativeness respectively of managers and hotels as the overall mean values are on agreed continuum of the 5-point scale.

Table 4.3: The relationship between Big five Personality of openness and Entrepreneurial Innovativeness of Hotels

		Openness	Entrepreneurial Innovation
Openness	Pearson Correlation	1	.568**
	Sig. (2-tailed)		.000
	N	100	100
Entrepreneurial Innovation	Pearson Correlation	.568**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Table 4.9 demonstrates the Pearson product moment statistic with a correlation coefficient of $r = 0.57$, indicating a positive relationship between the big-five personality factor of openness of managers and the entrepreneurial innovativeness of hotels in Yenagoa. This means that as the personality factor of openness increases in managers, there would be increase in entrepreneurial innovation of hotels. This provides answer to the research question: *what is the nature of relationship between openness and entrepreneurial innovativeness of hotels in Yenagoa*

metropolis?

To test the hypothesis postulated, the probability value (P-Value) is compared with the chosen alpha level of 5%. The result shows that *there is a positive and significant relationship between openness and entrepreneurial innovativeness of hotels in Yenagoa metropolis since the p-value is less than the chosen alpha ($r = 0.57, p = 0.000 < 0.05$)*. In other words, the positive and moderate relationship between openness and entrepreneurial innovation of hotels is not due to chance. Thus, the null hypothesis is rejected.

Research Question Two:

What is the nature of relationship between conscientiousness and entrepreneurial innovativeness of hotels in Yenagoa metropolis?

Research Hypothesis Two:

H₀₁: There is no positive relationship between conscientiousness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

H_{A1}: There is a positive relationship between conscientiousness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

Table 4.4: Descriptive Statistics for conscientiousness and entrepreneurial innovativeness of hotels

	Mean	Std. Deviation	N
Conscientiousness	3.20	.507	100
Entrepreneurial Innovation	4.05	.592	100

In table 4.10 above shows the mean (M) and standard deviation (SD) values from the mean responses in regard to conscientiousness of managers and entrepreneurial innovation of hotels. The mean values of 3.20 and 4.05 affirmed the conscientiousness and entrepreneurial innovativeness respectively of managers and hotels as the overall mean values are on agreed continuum of the 5-point scale.

Table 4.5: The relationship between conscientiousness and entrepreneurial innovativeness of hotels

		Conscientiousness	Entrepreneurial Innovation
Conscientiousness	Pearson Correlation	1	.439**
	Sig. (2-tailed)		.000
	N	100	100
Entrepreneurial Innovation	Pearson Correlation	.439**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Table 4.11 demonstrates the Pearson product moment statistic with a correlation coefficient of $r = 0.44$, indicating a positive relationship between the big-five personality factor of conscientiousness of managers and the entrepreneurial innovativeness of hotels in Yenagoa metropolis, because it is statistically significant. This means that as the personality factor of

conscientiousness increases in managers, there would be increase in entrepreneurial innovation of hotels. This provides answer to the research question: what is the nature of relationship between conscientiousness and entrepreneurial innovativeness of hotels in Yenagoa metropolis?

To test the hypothesis postulated, the probability value (P-Value) is compared with the chosen alpha level of 5%. The result shows that there is a positive and significant relationship between conscientiousness and entrepreneurial innovativeness of hotels in Yenagoa metropolis since the p-value is less than the chosen alpha ($r = 0.44$, $p = 0.000 < 0.05$). In other words, the positive and moderate relationship between conscientiousness and entrepreneurial innovation of hotels is not due to chance. Thus, the null hypothesis is rejected.

Research Question Three:

What is the nature of relationship between extraversion and entrepreneurial innovativeness of hotels in Yenagoa metropolis?

Research Hypothesis Three:

H₀: There is no positive relationship between extraversion and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

H_{A1}: There is a positive relationship between extraversion and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

Table 4.6: Descriptive Statistics for extraversion and entrepreneurial innovativeness of hotels

	Mean	Std. Deviation	N
Extraversion	3.12	.516	100
Entrepreneurial Innovation	4.05	.592	100

In table 4.12 above shows the mean (M) and standard deviation (SD) values from the mean responses in regard to extraversion of managers and entrepreneurial innovation of hotels. The mean values of 3.12 and 4.05 affirmed the extraversion and entrepreneurial innovativeness respectively of managers and hotels as the overall mean values are on agreed continuum of the 5-point scale.

Table 4.7: Correlations showing the relationship between extraversion and entrepreneurial innovativeness of hotels

		Extraversion	Entrepreneurial Innovation
Extraversion	Pearson Correlation	1	.090
	Sig. (2-tailed)		.372
	N	100	100
Entrepreneurial Innovation	Pearson Correlation	.090	1
	Sig. (2-tailed)	.372	
	N	100	100

The table (4.13) above demonstrates the Pearson product moment statistic with a correlation coefficient of $r = 0.09$, indicating there is no positive relationship between the big-five personality

factor of extraversion of managers and the entrepreneurial innovativeness of hotels in Yenagoa Metropolis, because it is not statistically significantly. This means that as the personality factor of extraversion increases in managers, there would be decrease in entrepreneurial innovation of hotels and vice versa. This provides answer to the research question: what is the nature of relationship between extraversion and entrepreneurial innovativeness of hotels in Yenagoa metropolis?

To test the hypothesis postulated, the probability value (P-Value) is compared with the chosen alpha level of 5%. The result shows that there is no positive relationship between extraversion and entrepreneurial innovativeness of hotels in Yenagoa metropolis since the p-value is greater than the chosen alpha ($r = 0.09$, $p=0.372>0.05$). In other words, non-positive relationship between extraversion and entrepreneurial innovation of hotels is not due to chance. Thus, alternative hypothesis is rejected and null hypothesis accepted.

4. Discussion of Findings

Ho₁: There is no positive relationship between openness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

The descriptive statistics of mean values of 3.45 and 4.05, while the standard deviation values were 0.575 and 0.592 affirmed the openness and entrepreneurial innovativeness of managers and hotels. The Pearson product correlation between openness and entrepreneurial innovativeness was 0.57. The correlation coefficient shows that there is a positive and moderate relationship between coefficients because according to the results it is statistically significant. The results suggested that any increase in openness causes a relative increase in entrepreneurial innovativeness in the hotel. This finding is in agreement with Okoisama and Amah (2019) measures which “competitiveness and adaptability” as proxy for enthusiasm to learn new things, the willingness of hotel manages to take risk, the readiness to venture in to uncharted paths, etc which are visible characteristics of openness and as such reveals the positive significant correlation between openness to innovation and organisational endurance or survival. This is in congruent with the findings of this study that, there is a positive and moderate relationship between openness and entrepreneurial innovation of hotels, so that innovation in hotel is not due to chance.

Ho₁: There is no positive relationship between conscientiousness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

The descriptive statistics of conscientiousness and entrepreneurial innovativeness displays the mean values of 3.20 and 4.05; also, standard deviation of 0.507 and 0.592 affirms the conscientiousness and entrepreneurial innovativeness respectively of managers and hotels. The Pearson correlation of 0.44 shows a positive and moderate relationship between conscientiousness and entrepreneurship in hotel, which means an increase the personality trait of conscientiousness also causes an increase in entrepreneurial innovativeness of managers and hotel. The findings are in concordant with Donnelly, Iyer and Howell (2012) who made a research that predicts money management tendencies from Big Five Personality Traits and materialistic values and to access the independent effects of money management on wealth accumulation, debt accumulation, and compulsive buying. Donnelly, Iyer and Howell (2012) conducted 5 tests and concluded that conscientiousness predicts improved money management because highly conscious people have more positive financial attitude and a future time perspective.

Ho₁: There is no positive relationship between extraversion and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

The results of the descriptive statistics analysis show a mean value of 3.12 and 4.05, also a standard

deviation of 0.516 and 0.592 affirming extraversion and entrepreneurial innovativeness of managers and hotels. Accordingly, the Pearson correlation of 0.09 depicts that there is no positive relationship between extraversion and entrepreneurial innovations. The results suggested that any increase in extraversion causes a decrease in entrepreneurial innovativeness in the hotel. This finding is in accordant with Zhao and Seibert (2006) who examined the relationship between Big Five personality traits and entrepreneurial status using the five-factor model as its summation. Zhao and Seibert (2006) observed that “the multivariate relationship for the full set of personality variables was moderate” except Extraversion which was indifferent.

5. Conclusion

The broad of objective of the study is to examine the relationship between the big-five personality of managers and entrepreneurial innovativeness of hotels in Yenagoa metropolis. According to research question used in analysis, the findings show the different relationship between the big 5 personality trait and entrepreneur innovativeness, a detailed explanation of each relationship is discussed below. Based on the findings of this research, the correlation coefficient indicates that there is a positive relationship between the personality trait of openness and entrepreneurial innovativeness of hotels in Yenagoa metropolis. The result shows that an increase in openness will lead to an increase in entrepreneurial innovativeness of hotels and manager.

On the relationship between conscientiousness and entrepreneurial innovativeness, the findings demonstrate the correlated coefficient is statistically significant, which shows the positive relationship between the personality trait of conscientiousness and entrepreneurial innovativeness of hotels and managers in Yenagoa metropolis. This means that a consistent increase in conscientiousness of hotel managers will bring about same increase of entrepreneurial innovativeness in hotels. Conversely, on the nature of relationship between extraversion and entrepreneurial innovativeness, the findings affirm that the relationship between extraversion and entrepreneurial innovativeness is not statistically significant, which means that there is no positive relationship between personality trait such as extraversion and entrepreneurial innovativeness of hotels. In other words, an increase in extraversion of hotel managers does not necessarily yield a subsequent increase in entrepreneurial innovativeness of hotels. Thus, taken together, openness to experience or receptiveness of manager of hotels improves the entrepreneurial innovativeness of hotels. Conscientiousness of managers of hotel contributed to entrepreneurial innovativeness of hotels in Yenagoa, Bayelsa state. Also, being outgoing and cheerfulness of hotel managers provide room for entrepreneurial innovativeness of hotel. However, personality factor has not been adequately explored to the advantage of hotel by managers.

Nevertheless, appreciating the value of understanding personality traits would require hotel management or human resource department of hotels to explore and employ personnel’s with active imagination by conducting various test to know if the personnel is creative, intelligent, open to new things and are willing to tackle complex situations because an increase in the personality trait of such individual will lead to an increase in entrepreneurial innovativeness of that hotel. Also, the human resource of a hotel or management should refrain from hiring personnel who seems to possess the personality trait of extraversion, because the development of such individual most likely lead to a decrease in the entrepreneurial innovativeness of that hotel. Personality traits such as being organised, efficient, dedication, systematic, and attention to detail are invaluable to the hotel, especially for the post of a manager who oversees the activities of a unit or department because it promotes and increases entrepreneurial innovativeness. The contributions of this study

nonetheless, further investigation employing qualitative analysis would be invaluable to ascertain more in-depth grounding of the personality traits of different official positions to entrepreneurial innovativeness of hotels.

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Acknowledgements:

We wish to appreciate the Tertiary Education Trust Fund (TETFUND) for sponsoring this research under the Institutional Based Research (IBR). Dr Timinepere Ogele Court, under whose supervision the dissertation titled: “Personality Traits and Entrepreneurial Innovativeness of hotels in Yenagoa Metropolis off Bayelsa State” was conducted in the 2021-2022 academic session in the University of Africa, Toru-Orua, is also acknowledged.