

Influence of Managerial Personality Traits on Entrepreneurial Innovativeness in Hotels: A Study of Yenagoa Metropolis, Bayelsa State

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Abstract

This paper examines the relationship between personality traits, with specific focus on neuroticism and agreeableness, and entrepreneurial innovativeness within the hotel industry. Combining Trait Theory and Theory of Creative Destruction, this research explores how personality influences business innovation, challenging the notion that traditional entrepreneurial attributes alone drive success. Using a cross-sectional survey design, data was collected from 109 hotel managers in Yenagoa Metropolis, employing structured questionnaires to assess personality traits and innovative behaviour. Findings indicate a moderate positive relationship ($r = 0.33$) between neuroticism and entrepreneurial innovativeness, suggesting that adaptive emotional resilience may enhance strategic decision-making in uncertain business environments. Similarly, agreeableness exhibits a moderate positive correlation with innovation, reinforcing previous studies that emphasise collaboration and teamwork as drivers of creativity. However, excessive agreeableness may limit risk-taking behaviours necessary for disruptive innovation. The paper concludes by recommending further studies on how cultural and environmental factors interact with personality traits to shape innovation within the hospitality sector.

Keywords: *Personality traits, Big Five, Hospitality, Managers, Yenagoa, Bayelsa State*

Introduction and Background

The hospitality industry, particularly hotels, plays a crucial role in the economic development of society. In today's competitive market, innovation is key to maintaining a sustainable business model. Managers, as decision-makers, are at the forefront of driving entrepreneurial innovativeness within hotels. Their personality traits, especially those encapsulated in the Big Five personality traits—agreeableness, neuroticism, openness, extraversion, and conscientiousness—are known to significantly influence their leadership styles and decision-making processes. Agreeableness and neuroticism are two personality traits that are particularly noteworthy in understanding entrepreneurial innovativeness, and both constitutes the focus of this paper.

Agreeable individuals are typically cooperative, trusting, and good at working with others, which could foster an environment conducive to innovation. Conversely, individuals high in neuroticism, often characterised by emotional instability, may struggle to manage the stress and risks inherent in entrepreneurial activities, potentially inhibiting innovative behavior. Despite the recognised importance of these traits, limited research has specifically examined their impact on entrepreneurial innovativeness within the context of the hotel industry, especially in regions such as Yenagoa metropolis, Bayelsa State. This study seeks to fill this gap and contribute to the broader understanding of how managerial personality traits influence innovation in the hospitality sector, with Yenagoa Metropolis as its focus. The paper is organised into six sections: introduction and background; review of related literature; theoretical framework; methodological concerns; data presentation and analysis, and; conclusion.

Statement of the research problem

Entrepreneurial innovativeness is essential for the survival and growth of hotels, especially in a competitive environment where customer preferences and market conditions continuously evolve. While various factors influencing entrepreneurial innovativeness have been studied (Kei *et. al.*, 2024), limited attention has been given to the role of personality traits, particularly agreeableness and neuroticism, in shaping managerial decision-making in the hospitality industry. In Yenagoa metropolis, where the hotel sector is vital to the local economy, the link between managers' Big Five personality traits and the level of innovation in their hotels remains largely underexplored and only beginning to gain traction with recent studies (Court and Dennis, 2024; Kei *et. al.*, 2024).

Research objectives of the study

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

- i. Determine the relationship between agreeableness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.
- ii. Assess the relationship between neuroticism and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

Research questions

- i. What is the nature of relationship between agreeableness and entrepreneurial innovativeness of hotels in Yenagoa metropolis?
- ii. What is the nature of relationship between neuroticism and entrepreneurial innovativeness of hotels in Yenagoa metropolis?

Research hypotheses

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

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

Significance of the study

It is a common place that entrepreneurial innovativeness which leads to profit maximisation is at the heart of any business venture, however what is not common is the effect or impact of personality trait on entrepreneurial innovativeness. Thus, this study seeks to bring to the fore link(s) between personality trait and entrepreneurial innovativeness. To this end, this study is important because it will not only benefit entrepreneurs but also useful to researchers as it contributes to knowledge base on entrepreneurship and factors responsible for its growth and success. For entrepreneurs, the study will serve as a useful guide to identify qualities that are invaluable to innovation in business management. It will help to focus energy and resources on areas that are vital to survival in competitive environment. For customers, since they are basis for the establishment of firms, improvement of entrepreneurial outcome is at once improvement in service. This study will be useful to improve service delivery of hospitality firms specifically hotels and thereby improve customer's satisfaction. For researchers, this study contributes to the literature on entrepreneurship, personality trait and business management generally. It will be useful to researchers working on organisational performance and behaviour in general and hospitality industry in particular. Furthermore, it will make an original contribution to understanding service delivery and customer satisfaction in hospitality firms in Yenagoa.

Scope of the study

The scope of the study covers hotels in Yenagoa metropolis in Bayelsa State. Conceptually, the study examines the relationship between personality traits and entrepreneurial innovativeness, by focusing on the Big Five personality traits—conscientiousness, extraversion, agreeableness and neuroticism—on hotels in Yenagoa metropolis, with specific focus on the latter two. While other parts of hotel management might be useful to understanding entrepreneurial innovativeness, this piece focuses specifically on the role of agreeableness and neuroticism in determining entrepreneurial innovativeness in the hotel industry in Yenagoa. Geographically, the study confines itself to Yenagoa Metropolis, the capital of Bayelsa State of Nigeria.

Review of Related Literature

The relationship between managerial personality traits and entrepreneurial innovativeness has been a subject of considerable research in various fields, including management, entrepreneurship, and hospitality. This section examines existing literature on the Big Five personality traits—particularly agreeableness and neuroticism—and their impact on entrepreneurial innovativeness in the context of hotels. The Big Five personality traits, which include openness, conscientiousness, extraversion, agreeableness, and neuroticism, have long been studied for their impact on workplace behavior, leadership, and entrepreneurial success (McCrae and Costa, 1997). Each of these traits is thought to influence how individuals approach tasks, make decisions, and interact with others, all of which are crucial elements of entrepreneurial innovativeness.

Agreeableness is typically characterised by qualities such as cooperativeness, trust, and friendliness. People with high agreeableness are more likely to build positive relationships,

encourage teamwork, and approach conflict resolution in a collaborative manner (Barrick and Mount, 1991; Clavarella et al., 2004; Sarma and Borooach, 2021; Court and Dennis, 2024; Kei et al., 2024). In an entrepreneurial context, agreeable managers may create an environment that fosters open communication and idea-sharing, both of which are crucial for innovation. Research by De Clercq et al. (2013) supports the idea that managers with higher agreeableness are more likely to engage in innovative behaviours because they value collaboration and idea generation. This trait may lead to enhanced creativity and problem-solving abilities, which are essential for entrepreneurial innovativeness in the hotel industry.

In contrast, neuroticism is associated with emotional instability, anxiety, and a tendency to react negatively to stress (Costa and McCrae, 1992; Abbasi, 2011, Soto, 2018). It embodies negative emotional temperament such as self-pity, low self-esteem, and a high tendency to incline towards depressing conduct. To this end, Obikoya and Ezems-Amadi (2014) argue that those with high score in neuroticism are not only hostile in conduct, but exhibit high sense of poor judgment and insecurity in dealing with others. Thus, managers who score high in neuroticism may have difficulty coping with the risk and uncertainty that often accompany innovative endeavors. A study by Zhao et al. (2019) found that neuroticism negatively affects entrepreneurial intentions and behaviors because it hinders the manager's ability to make confident decisions and take necessary risks. In the hotel sector, where the pace of change is rapid, high levels of neuroticism might limit a manager's ability to innovate effectively, as they may become more risk-averse or overly cautious.

Entrepreneurial innovativeness in the hotel industry

Entrepreneurial innovativeness in the hotel industry refers to the ability to introduce new ideas, products, services, or processes that significantly enhance business performance or create a competitive advantage (Hjalager, 2010). The hotel sector is increasingly characterised by dynamic customer demands and technological advancements, making innovation critical for survival and growth. Managers' personality traits, as discussed above, play a pivotal role in shaping the organisational culture and decision-making processes that foster innovation. Entrepreneurial innovativeness can manifest in various forms, including the adoption of new technologies, the creation of unique guest experiences, or the implementation of sustainable business practices. Recent research by Mohamad et al. (2020) found that hotels that embraced innovative practices were able to adapt to market changes and improve their customer satisfaction levels. In particular, managers with high levels of openness to new experiences were found to be more likely to introduce novel services and processes, indicating the critical role that personality traits play in driving innovation in hotels.

Research by Damanpour (2014) further emphasises that entrepreneurial innovativeness in the hotel sector depends heavily on leadership, as leaders are responsible for initiating and managing change within the organisation. Leadership styles influenced by personality traits like agreeableness and neuroticism could directly affect the level of innovation within a hotel, with some personality traits encouraging risk-taking and others stifling creativity and change. Conversely, some studies have shown that low score in neuroticism could also be associated with emotional stability, calmness, well-adjusted and resilient behaviour, all of which are invaluable to scientific engagement and creativity in hotel industry (Esfahani et al., 2012; Sarma and Borooah, 2021).

A study by Jones and Crompton (2019) explored how leadership traits influence innovation in the hospitality sector, focusing on the role of managers' personality traits in fostering an innovative climate. They found that managers who were more agreeable were better at creating a work

environment that encouraged idea sharing and risk-taking, which were essential components of innovation. Additionally, a positive and supportive managerial approach was linked to higher levels of employee creativity and a greater willingness to experiment with new ideas. On the other hand, a study by Shinnar et al. (2021) investigated how personality traits, specifically neuroticism, impacted the entrepreneurial orientation of hospitality managers. They found that managers with high levels of neuroticism were less likely to exhibit entrepreneurial behaviours due to their increased sensitivity to stress and fear of failure. Such traits may inhibit risk-taking and hinder the pursuit of innovative strategies, which are crucial in the highly competitive and customer-driven industry like the hospitality industry.

Conceptual Review of Big Five Personality Traits and entrepreneurial innovativeness.

The study of personality—the unique patterns of thoughts, emotions, and behaviours that define individuals—has ancient roots. Philosophers, scholars, and psychologists from different civilisations have long sought to explain what makes people who they are. Ancient Africa is credited to have laid the foundations of personality study through classical times to recent psychosocial analysis. The earliest known discussions of personality can be traced to Ancient Kemet (Egypt), where philosophical and religious texts described a multi-faceted view of human nature. Egyptian beliefs held that personality was shaped by *Ka* (vital essence), *Ba* (individual consciousness), and *Ib* (the heart, seat of morality) (Assmann, 2001; Asante, 2000). These ideas are basis of, and precursor to, modern psychological theories, particularly rooting in Sigmund Freud's analysis, that differentiate between biological drives, personal identity, and ethical decision-making.

One of the earliest African scholars to address personality was Ptahhotep (c. 2400 BCE), who wrote *The Maxims of Ptahhotep*, emphasising wisdom, self-control, and ethical leadership as core traits of a balanced personality (Hilliard, 1998). Similarly, Imhotep (c. 2650 BCE), a polymath and physician, understood the connection between emotions, personality, and health, anticipating later ideas in psychosomatic medicine (Asante, 2000; Assmann, 2001; Sakue-Collins, 2024). Across West Africa, the Yoruba concept of *Ori*, inner consciousness, provided an early framework for understanding personality. *Ori Inu* (inner head) was believed to shape an individual's character, decision-making, and destiny, with modern notions of innate temperament and self-determination having striking resemblance (Gbadegesin, 2004). Meanwhile, in Southern Africa, the *Ubuntu* philosophy—"I am because we are"—highlighted the role of social relationships and communal values in shaping personality (Ramose, 1999). Ubuntu emphasises the interconnected and ethical dimensions of human nature. This is important to note as, though, it contrasts with later Western ideas of personality which situates traits as an individualistic; it nonetheless does not de-emphasise the foundational basis of human concerns for understanding human nature as predating modern theorising.

In Western philosophy, Aristotle (384–322 BCE) was one of the earliest to hypothesised links between physiology and behaviour, arguing that temperament (e.g., melancholic or sanguine) influenced personality (Shields, 2016). Later, Galen (129–216 CE) expanded on this with the four humors theory, suggesting that bodily fluids determined personality traits, a concept that persisted for centuries (Nutton, 2004). The modern scientific study of personality emerged with Sigmund Freud (1856–1939), who introduced psychoanalytic theory. Freud posited that the psyche consisted of the id (instinctual desires), ego (reality-oriented mediator), and superego (moral conscience), resembling Egypt's *Ka*, *Ba*, and *Ib* respectively, all of which shaped personality

(Freud, 1923; cf. Assmann, 2001). While Freud's work was groundbreaking, it largely ignored cultural and social factors, unlike earlier African and Eastern traditions.

In contrast, Gordon Allport (1897–1967) introduced the trait theory of personality, defining it as a dynamic organisation of psychological systems that shape thoughts, emotions, and behaviours (Allport, 1961). This idea laid the groundwork for the Big Five Personality Traits—openness, conscientiousness, extraversion, agreeableness, and neuroticism (McCrae and Costa, 1987). Recent studies confirm that these traits influence entrepreneurial behaviour, leadership, and innovation (Zhao and Seibert, 2006; Antoncic et al., 2018). Modern research highlights that entrepreneurs display distinct personality traits that differentiate them from traditional managers (Leutner et al., 2014). Studies suggest that openness and conscientiousness are strongly linked to entrepreneurial success, while neuroticism and agreeableness play more complex roles (Bouchikhi, 2020).

The Big Five Personality Traits model is now one of the most widely accepted frameworks for understanding human behaviour. It posits that individual differences in personality can be categorised into five broad traits: openness, conscientiousness, extraversion, agreeableness, and neuroticism. Highlighting the evolution of research that pins human characteristics to five basic personality traits, Kei et al. (2024) argue that there is now predominance of this cumulative work easily remembered by the unique acronym “OCEAN” or “CANOE”. They argue that the OCEAN, taken collectively as a psychosocial analytical tool, “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” (Kei et al., 2024: 216). Individually, these concepts have been highlighted as emphasising different human nature relating to or inclining towards different social outcomes. Thus, openness, the tendency to be open-minded, creative, and willing to engage with new ideas, it is argued to be associated with creativity due to eagerness to learn and experience new things (Batey and Furnham, 2006). Conscientiousness is noted as discipline-oriented traits, associated with efficient, planned, and carefulness characteristic of high degree of organisation, dependability, and goal-oriented behaviour in an individual (Barrack and Mount, 1995). While extraversion, the extent to which one is sociable, energetic, and assertive, is commonly linked to boldness in action and positive emotionally (Wilt and Revelle, 2008), agreeableness—the tendency to be cooperative, empathetic, and compassionate—relates to straightforwardness, concern for social harmony, and the tendency to cooperate (Kei et al., 2024). And, neuroticism, the tendency to experience negative emotions such as anxiety, depression, and emotional instability, connotes negative, hostile, unstable emotion or emotional instability (Khan et al., 2005).

However, for the purposes of this study, agreeableness and neuroticism are of particular interest because of their potential influence on managerial behaviours that impact innovation. Agreeableness is expected to have a positive relationship with entrepreneurial innovativeness, as it fosters collaborative and supportive work environments, while neuroticism is expected to have a negative impact, as managers with high neuroticism may struggle with the risks and challenges associated with innovation. Entrepreneurial innovativeness has been defined as the ability and willingness to introduce new ideas, processes, and products that lead to competitive advantages and improved performance. In the hotel industry, entrepreneurial innovativeness can manifest in various ways, such as the introduction of new technologies, novel customer service offerings, or sustainable business practices (Hjalager, 2010). The ability to innovate is critical for hotels to stay

competitive and relevant in a rapidly evolving market. Entrepreneurial innovativeness in hotels can also be influenced by external factors, such as market trends and customer preferences, but the role of the manager's personality is crucial in setting the tone for innovation within the organisation (Carlson, 2016; Yang, Marlow and Yu, 2019).

Thus, managers with high agreeableness are more likely to engage in transformational leadership, which has been linked to a culture of creativity and innovation (Bass and Riggio, 2006). Conversely, high neuroticism might lead to a more transactional leadership style, focused on minimising risk and maintaining stability, which can hinder innovation (Judge and Bono, 2001). Yet, some other studies have associated neuroticism with creativity, arguing that the concern for stability and preservation are also positive predictors for artistic creativity (Batey and Furnham, 2006; Court and Dennis, 2024). Nonetheless, in the context of this study, innovation 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”, and examining how agreeableness and neuroticism relate with it is the focus (Kei et al., 2024: 212).

Theoretical Framework

This study is anchored on Traits Theory and the Theory of Creative Destruction, both of which provide critical insights into the relationship between personality traits and entrepreneurial innovativeness in the hotel industry. Though drawing from a long tradition of concerns to understand human nature, Traits Theory originates from the field of psychology and posits that individual differences in behaviour, including entrepreneurial tendencies, are determined by inherent personality traits. This theory was significantly shaped by the work of Gordon Allport (1937), who identified traits as enduring and consistent patterns of behaviour. Further development of this theory was done by Raymond Cattell (1943) and Hans Eysenck (1967), who emphasised the hierarchical structure of personality traits. In contemporary entrepreneurship studies, the Big Five Personality Model, proposed by Costa and McCrae (1992), has become the dominant framework, consisting five dimensions—openness, conscientiousness, extraversion, agreeableness, and neuroticism—discussed above.

One of the key arguments of Traits Theory is that personality traits influence business decisions, including risk-taking, opportunity recognition, and innovation (Zhao and Seibert, 2006). Research by Leutner et al. (2014) and Brandstatter (2011) supports the idea that entrepreneurs possess distinct personality characteristics that differentiate them from managers. In the context of this study, agreeableness and neuroticism are explored to determine their impact on entrepreneurial innovativeness in the hotel industry. This study aligns with the findings of Antoncic et al. (2018), who found that certain personality traits, when managed effectively, contribute to creativity and innovation in business and, thus, necessitating ‘destructive creation’.

The Theory of Creative Destruction was introduced by Joseph Schumpeter (1942) in his book *Capitalism, Socialism, and Democracy*. This theory argues that entrepreneurship drives economic progress through continuous cycles of innovation, where old business models are replaced by new, more efficient ones. Schumpeter emphasised that entrepreneurs play a crucial role in this process by introducing novel products, services, and business practices. A central assumption of this theory is that economic development is propelled by innovation and the entrepreneurial spirit. Schumpeter (1934) identified entrepreneurs as individuals who exploit opportunities by introducing new combinations of resources, leading to business transformation. Contemporary scholars, such as

Acs and Audretsch (2010) and McMullen and Shepherd (2006), have expanded on Schumpeter's work by emphasising the role of personality traits in driving innovation. The contention is that "disequilibrating", radical upheaval and disrupting effect of entrepreneurial risk-taking is not incompatible with innovation. Rather, as Kei et al. (2024: 217) put it, the "innovator and capitalist are intertwined", so that entrepreneurial 'disruption' is part of progress in capitalist mode of social organisation.

Drawing from the foregoing, this study integrates traits theory and creative destruction theory to explore the role of neuroticism and agreeableness in shaping entrepreneurial innovativeness in the hotel industry. Neuroticism, often associated with emotional instability, has been found to have a complex relationship with entrepreneurship (Carpenter et al., 2004). The study's findings suggest that moderate levels of neuroticism can contribute to innovation, aligning with Antoncic et al. (2018), who argue that emotional resilience in uncertain environments fosters creativity. On the other hand, agreeableness, characterised by cooperation and trust, can enhance teamwork and collaborative innovation, as suggested by Zhao and Seibert (2006). By linking personality traits to creative destruction theory, this study underscores that certain personality dimensions influence how managers in the hotel industry engage in innovative practices. Entrepreneurs who embody adaptive neurotic tendencies or cooperative agreeableness can drive organisational renewal and competitiveness, aligning with Schumpeterian principles of economic evolution.

Methodological Concerns

This study adopts a cross-sectional survey design, a type of observational study design that is widely used in quantitative research. An analytical cross-sectional study is a non-experimental approach that examines variables at a single point in time without manipulation (Schmidt and Brown, 2019). This design is particularly suitable for assessing relationships between personality traits and entrepreneurial innovativeness among hotel managers, as it allows for efficient data collection without altering the natural behavior of respondents (Setia, 2016; Court and Dennis, 2024; Kei et al., 2024). The study utilises primary and secondary data sources to ensure a comprehensive analysis.

Primary data was collected through the administration of structured questionnaires to hotel managers, while secondary data includes relevant published materials such as peer-reviewed journal articles, books, industry reports, and other specialised publications that provide theoretical and empirical context (Saunders, Lewis and Thornhill, 2019). The combination of these data sources enhances the validity and reliability of the study's findings. The study focuses on 109 hotels in the Yenagoa Metropolis, making up the population of the study. The sample population of the study was derived from multiple sources, including industry reports and official registries. The inclusion of all 109 hotels ensures comprehensive coverage of the hotel industry within the study area. Thus, given the relatively small population size, the study employs a census sampling technique, meaning that all 109 hotels are included in the study. A census approach minimises sampling error and provides a more accurate representation of the population (Etikan and Bala, 2017). For uniformity and data accuracy, one manager from each hotel was selected as the respondent.

Data collection technique, reliability of the instrument, and data analysis

The primary data collection instrument for this study is a structured questionnaire, divided into three sections. The first section collects biographical data of the respondents, while the second

section focuses on the dimensions of the Big Five Personality Traits (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) and their influence on entrepreneurial innovativeness within hotels. The third section measures the level of entrepreneurial innovativeness using validated scales. The questionnaire employs a 5-point Likert scale ranging from Strongly Agree (SA) to Strongly Disagree (SD). The measurement items for personality traits and entrepreneurial innovativeness were adapted from well-established scales in scientific literature, where reliability is a measure of the extent of replicability in the instrument of measurements (Drost, 2011; Antoncic et al., 2015; Kei et al., 2024). Testing for the reliability of the instrument is important as it ensures reliability and comparability with previous studies in entrepreneurship and personality psychology (Kei et al., 2024; Court and Dennis, 2024).

The reliability analysis of the study's measurement scales was assessed using Cronbach's Alpha Coefficient, which determines internal consistency (Kei et al., 2024; Antoncic et al., 2015). The results show that Entrepreneurial Innovativeness had a high reliability score of 0.916 across 10 items, indicating strong consistency. Among the Big Five Personality Traits, Openness (0.767), Conscientiousness (0.807), Agreeableness (0.725), and Neuroticism (0.787) all demonstrated acceptable reliability. However, Extraversion had a lower reliability score of 0.582, suggesting moderate consistency. Overall, the Big Five Personality Traits scale, with 40 items, had a strong reliability score of 0.898, confirming its suitability for the study.

The data for the study is analysed using descriptive and inferential statistical techniques. Descriptive statistics such as frequency counts, percentage distribution, mean, and standard deviation were used to analyse the key variables of the study. To address the research questions, mean values, standard deviations, and Pearson correlation coefficients were computed to examine relationships between variables. At the inferential level, significance tests were conducted to determine whether to accept or reject the study's hypotheses. A 5% significance level ($p < 0.05$) was adopted as the decision threshold for statistical tests, and this is represented below, thus:

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

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

\sum = summation

Data Presentation and Analysis

To ensure comprehensive data collection, a total of 109 questionnaires were distributed to respondents. The response rate was assessed based on the number of returned and valid questionnaires. The table below provides a summary of the distribution, return rate, and the final number of questionnaires used for analysis.

Table: Questionnaires administered and returned

Status	Frequency	Percentage (%)
Distributed	109	100
Returned	105	96.3
Used for Analysis	100	91.7

Source: SPSS Computed Output, 2023

Out of the 109 distributed questionnaires, 105 (96.3%) were successfully returned. However, after data validation and screening for completeness, 100 questionnaires (91.7%) were considered valid for analysis. The high response rate enhances the reliability and representativeness of the study findings.

Analysis of research questions and test of hypotheses**Research Question One:**

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

Research Hypothesis One:

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

HA₁: There is a positive relationship between agreeableness and entrepreneurial innovativeness of hotels in Yenagoa metropolis.

Table 4.14: Descriptive Statistics for agreeableness and entrepreneurial innovativeness of hotels

	Mean	Std. Deviation	N
Agreeableness	3.26	.483	100
Entrepreneurial Innovation	4.05	.592	100

In table 4.14 above reveals the mean (M) and standard deviation (SD) values from the mean responses in regard to agreeableness of managers and entrepreneurial innovation of hotels. The mean values of 3.26 and 4.05 affirmed the agreeableness and entrepreneurial innovativeness respectively of managers and hotels as the overall mean values are on agreed continuum of the 5-point scale.

Table 4.15: Correlations showing the relationship between agreeableness and entrepreneurial innovativeness of hotels

		Agreeableness	Entrepreneurial Innovation
Agreeableness	Pearson Correlation	1	.330**
	Sig. (2-tailed)		.001
	N	100	100
Entrepreneurial Innovation	Pearson Correlation	.330**	1
	Sig. (2-tailed)	.001	
	N	100	100

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

Table 4.15 demonstrates the Pearson product moment statistic with a correlation coefficient of $r = 0.33$, indicating a positive relationship between the big-five personality factor of agreeableness of managers and the entrepreneurial innovativeness of hotels in Yenagoa. This means that as the personality factor of agreeableness 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 agreeableness 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 results show that *there is a positive and significant relationship between agreeableness and entrepreneurial innovativeness of hotels in Yenagoa metropolis since the p-value is less than the chosen alpha ($r = 0.33$, $p = 0.001 < 0.05$)*. Additionally, the positive and moderate relationship between agreeableness 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 neuroticism and entrepreneurial innovativeness of hotels in Yenagoa metropolis?

Research Hypothesis Two:

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

HA₂: *There is a positive relationship between neuroticism and entrepreneurial innovativeness of hotels in Yenagoa metropolis.*

Table 4.16: Descriptive Statistics for neuroticism and entrepreneurial innovativeness of hotels

	Mean	Std. Deviation	N
Neuroticism	2.93	.539	100
Entrepreneurial Innovation	4.05	.592	100

In table 4.16 above reveals the mean (M) and standard deviation (SD) values from the mean responses in regard to neuroticism of managers and entrepreneurial innovation of hotels. The mean values of 2.93 and 4.05 affirmed the neuroticism and entrepreneurial innovativeness respectively of managers and hotels as the overall mean values are on agreed continuum of the 5-point scale.

Table 4.17: Correlations showing the relationship neuroticism and entrepreneurial innovativeness of hotels

		Neuroticism	Entrepreneurial Innovation
Neuroticism	Pearson Correlation	1	.326**
	Sig. (2-tailed)		.001
	N	100	100
Entrepreneurial Innovation	Pearson Correlation	.326**	1
	Sig. (2-tailed)	.001	
	N	100	100

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

Table 4.17 demonstrates the Pearson product moment statistic with a correlation coefficient of $r = 0.33$, indicating a positive relationship between the big-five personality factor of neuroticism of managers and the entrepreneurial innovativeness of hotels in Yenagoa, because the coefficient is statistically significant. This means that as the personality factor of neuroticism 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 neuroticism 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 results shows that *there is a positive and significant relationship between neuroticism and entrepreneurial innovativeness of hotels in Yenagoa metropolis since the p-value is less than the chosen alpha ($r = 0.33$, $p = 0.000 < 0.05$)*. That is to say, the positive and moderate relationship between neuroticism and entrepreneurial innovation of hotels is not due to chance. Thus, the null hypothesis is rejected.

Discussion of Findings

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

The study found that neuroticism and entrepreneurial innovativeness exhibited a mean value of 2.93 and 4.05, respectively, with standard deviations of 0.539 and 0.592. The Pearson correlation coefficient of 0.33 indicates a moderate positive relationship, suggesting that an increase in neuroticism is associated with a rise in entrepreneurial innovativeness among hotel managers.

This finding is in congruent with Okoisama and Amah (2019) but contrasts with Barnabas and Apoh (2021). Barnabas and Apoh (2021) argue that Machiavellian traits, which share similarities with neuroticism in terms of emotional instability and manipulative tendencies, negatively impact family-owned businesses (FOBs) when displayed by CEOs. However, they also noted that such traits could be beneficial among senior executives in certain contexts. This supports the argument by Carpenter et al. (2004) that focusing on a single personality trait is insufficient in analyzing CEO effectiveness without considering other traits in combination. Similarly, recent research by Antoncic et al. (2018) emphasizes the importance of emotional resilience in navigating business uncertainties, reinforcing the idea that some neurotic tendencies, when managed effectively, may contribute to innovation.

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

The study also found a mean value of 3.6 for agreeableness and 4.05 for entrepreneurial innovativeness, with standard deviations of 0.483 and 0.592, respectively. The Pearson correlation coefficient of 0.33 suggests a moderate positive relationship, meaning that an increase in agreeableness correlates with a relative rise in entrepreneurial innovativeness among hotel managers.

This finding supports Hao Zhao and Scott Seibert (2006), who examined the relationship between Big Five personality traits and entrepreneurial status. They concluded that agreeableness, conscientiousness, openness, and neuroticism significantly differentiate entrepreneurs from managers. Similarly, studies such as Leutner et al. (2014), affirm that agreeable individuals tend to foster collaboration and teamwork, which can indirectly enhance innovation in entrepreneurial settings. However, Bouchikhi (2020) suggests that while agreeableness contributes to a positive work culture, it may limit risk-taking behaviors necessary for disruptive innovation. The current study's findings align with the idea that moderate levels of agreeableness facilitate innovation but may not be the sole determinant of entrepreneurial success in the hotel industry.

Conclusion

The findings of this study suggest that both neuroticism and agreeableness exhibit a moderate positive relationship with entrepreneurial innovativeness of managers within the hotel industry. The correlation coefficient of 0.33 for both traits indicates that while they influence innovation, they are not the dominant factors driving entrepreneurial activities among hotel managers. This aligns with the broader literature, which emphasises the interplay of multiple personality traits in shaping business innovation among managerial staff of hotel management (Carpenter et al., 2004; Zhao and Seibert, 2006; Kei et al., 2024; Court and Dennis, 2024). The study highlights those neurotic tendencies, when managed effectively, may contribute positively to innovation by fostering adaptability and problem-solving in uncertain environments (Antoncic et al., 2018). Similarly, agreeableness can promote teamwork and a collaborative culture, but excessive

agreeableness may hinder bold, risk-taking decisions crucial for entrepreneurial breakthroughs (Bouchikhi, 2020). Future research should explore how these personality traits interact with other psychological and environmental factors to shape innovation within the hospitality sector.

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