

A study of Creativity, Innovation and Performance of the Hospitality and Tourism Industry in Ibadan, Oyo State, Nigeria

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ABSTRACT: *The study examined the relationship between creativity, innovation, and performance of the hospitality and tourism industry in Ibadan, Oyo State. Lack of imagination and innovativeness in the hotel and tourism sectors in Oyo State is one of the reasons why the state is failing to establish itself as a worldwide player in the hospitality and tourism industries. The study specifically examined the influence of organizational support on performance of hospitality and tourism industry; ascertained the influence of new customer-firm interface on performance of hospitality and tourism industry. Works on creativity, innovation and performance of the hospitality and tourism industry in Ibadan, were reviewed. Descriptive research design was employed as the research methodology. Taro Yamane sample size formula was used to determine the sample size of 89 out of 481 study population. The findings revealed that the adjusted R square is 68.2%, which is a higher rate which supports the hypotheses, as it says that 68.2% the dependent variable was accounted for. F test result is also within the acceptance region which is higher than 10 points. The β is within the acceptance region which is higher than the generally accepted region of 0.020 with hypothesis two having a stronger beta than hypothesis one meaning that customer-firm interface has a very significant relationship to performance of the tourism and hospitality sector. Therefore, the study recommends that an increase attention should be paid by both researchers and practitioners to the question of how hotels might become more innovative.*

KEYWORDS: creativity, innovation, performance, hospitality and tourism industry

INTRODUCTION

Organizations are founded on the foundation of the most valuable assets in the world: people (the employees and workers). These individuals are also included in the organization's stakeholders, because organizations are meaningless if there are no people involved. Every clan's hospitality industry necessitates the development of people resources that are knowledgeable and resourceful, as well as possessing elements of innovation and originality. A resourceful team is a symbol of innovation and ingenuity. Being creative and innovative requires the use of personal instinct, differentiation, and individuality when carrying out a work. As a result, creativity is not the exclusive domain of the entrepreneur or the boss in a company, but rather encompasses the collective intellect and brain of the entire workforce. Although it is necessary for employees to be inventive and creative in order to achieve a goal, organizational support is critical to the achievement and manifestation of staff individuality. Organizational support and job performance are regarded as being directly proportionate to one another, and both elements are perceived to have a strong relationship with one another.

Innovation is the result of the integration of a variety of various types of capacities, information, resources, and capabilities. Innovation necessitates the development of three fundamental components: the infrastructure, the capital, and the entrepreneurial capacity necessary to put the first two together. Furthermore, if innovation is to be successful in the marketplace, it must satisfy market requirements and be accompanied by entrepreneurial spirit. Innovation is a continuous activity/experience that the entrepreneur is required to go through on a continuous basis. The entrepreneur's attention should be centered on product/service innovation, whether on an extrinsic or on an intrinsic level of differentiation. However, the management must broaden the scope of his or her innovation to include new ways of structuring the company's operations, processes, and markets. When it comes to large-scale projects, innovation is critical. A new firm must research its competition and devise strategies for differentiating itself in order to succeed. Otherwise, the company will fail. As an entrepreneur, the innovations that I have introduced have always served as a springboard for me to take a different direction. The development of my group has seen multiple qualitative jumps, each accompanied by an innovation in the fullest sense of the word (Elbaz & Majdouline, 2013).

It is the responsibility of hospitality firms to develop new services or improve their existing services in order to meet changing customer needs and adapt effectively to a dynamic business environment. Service innovation in the hospitality sector includes developing new services or improving existing services to meet changing customer needs and adapt effectively to a dynamic business environment (Usman *et al.*, 2021). In an effort to improve their business resilience and performance, hotels in advanced societies and porch areas, for example, are increasingly implementing visual recognition technologies that allow guests to check into their rooms using facial recognition rather than having to rely on physical key cards that are prone to theft or loss.

Artificial intelligence software also assists hotels in providing customised services to their clients, such as quick self-check in, dining preferences and wake-up alarms, by utilizing machine learning algorithms. Furthermore, it has been observed that hygiene has risen to the top of the priority list for the hospitality industry, and as a result, the constant sanitization of surfaces has become the industry standard, as has the constant availability of hand toiletries and the creation of a welcoming environment (Lau, 2020).

The lack of imagination and innovativeness in the hotel and tourism sectors in Oyo State is one of the reasons why the state is failing to establish itself as a worldwide player in the hospitality and tourism industries. Year after year, the state continues to see a significant decline in the number of tourists, and as a result, it cannot be considered a tourist destination. Due to the fact that it has failed to develop its tourism industry and implement policies that could facilitate the growth of its hospitality business, the state has been deprived of its share of the wealth attributed to tourism and hospitality growth. As a result, it is necessary to investigate whether there is a relationship between creativity, innovation, and the performance of the hospitality and tourism industry.

Objectives of the Study

The main objective of the study is to examine the relationship between Creativity, Innovation and Performance of the Hospitality and Tourism Industry in Ibadan, Oyo State, Nigeria, while the specific objectives are to:

- i. To examine the influence of organizational support on performance of hospitality and tourism industry.
- ii. To ascertain the influence of new customer-firm interface on performance of hospitality and tourism industry

Research Hypotheses

H₀1: Organizational support will significantly influence performance of hospitality and tourism industry.

H₀2: New customer-firm interface is significant to performance of hospitality and tourism industry in Ibadan, Oyo State.

LITERATURE REVIEW

Organizational Support

Organizational support, according to Muhammad, Sikandar, Manzoor, Israr, and Asadullah (2022), is a larger concept that encompasses different facets of the connection between managerial staff and subordinates. It is about how the managerial staff adds value, respects their subordinates, provides a positive orientation, generates momentum, and provides the necessary positive support to their subordinates within the organization. Employees' dedication will be increased as a result

of this exercise, and their performance will improve as a result (Rhoades & Eisenberger, 2002). According to the experts and scholars, there is always a positive relationship between organizational support and incremental employees' contribution to the organization/entity, and both aspects operate in parallel with one another (Kim *et al.*, 2016).

It is referred to as organizational commitment when individuals are befuddled with the psychological steadying and beneficial potency to the plan of action associated." Individuals' sense of belonging and sympathy with any organization boosts their aspiration and awareness of the organization's aims and activities, as well as their eagerness to contribute to the organization's growth (Anis *et al.*, 2011). This assists firms in their efforts to achieve growth and profitability in the future (Sanaullah, 2021).

New customer-firm interface

The new customer-firm interface enables end-users to interact with the resources gathered by the business in order to execute on a service promise (Ribeiro-Navarrete *et al.*, 2021). Based on the concept that customers are co-creators of value, the collaborative competences dimension incorporates their expertise into the service operations of the organization (Zeithami *et al.*, 2018). As a result, organizations should solicit information and input from customers on issues related to service delivery. The dynamic capability of customer orientation emphasizes that businesses should be both learning and customer oriented at the same time, and that the emphasis should be on being proactive in adjusting to changing consumer needs. The knowledge interface is concerned with the process of knowledge transmission inside an organization. Knowledge interfaces are often comprised of the processes of knowledge gathering, absorption, integration, and diffusion (Ordanini & Parasuraman, 2019). The new customer-firm interface enables end-users to interact with the resources gathered by the business in order to execute on a service promise (Ribeiro-Navarrete *et al.*, 2021). For example, the development of new client interfaces for touch displays has triggered a wave of innovation.

Performance

The objectives of every company are the results that they hope to achieve during the course of their operations. The amount to which a company has been successful in achieving these objectives is reflected in its performance (Burger *et al.*, 2017). The performance of a company is a multi-dimensional notion that includes both financial and non-financial measurements (Hameed *et al.*, 2021). Specifically, financial measures communicate particular financial expectations that have been achieved over specified periods of time (Ratajczak, 2021), whereas non-financial measures reflect expectations that are not measurable in terms of financial indices (Ratajczak, 2021). For the purpose of measuring the financial performance effects of service innovation, Aas and Pedersen (2019) defined three categories of metrics to be used. Among the first were the consequences on operational results, such as decreased operational costs and improved income, as well as the implications on financial outcomes. The consequences on the firm's profitability level fell into the

second category of consideration. The final category included affects on the production level of the company, such as the value contributed per employee.

Financial measurements are regularly used to evaluate performance because profit-making is frequently the motive for introducing new ideas and technologies (Ottenbacher, 2017). However, relying solely on this indicator overlooks a number of factors that service innovation has an impact on within the organization, highlighting the relevance of non-financial measures (Ottenbacher, 2017). For example, according to Huang (2018), service innovation is defined as satisfying consumers' requirements as a result of the launch of a new service or product; this results in increased customer loyalty and an increase in a company's market share. Additionally, Sadikoglu and Zehir (2019) claimed that the development of innovation within a firm raises the level of organizational learning, which in turn leads to improved issue resolution and the overall quality of the firm's operations.

Hospitality and Tourism in Oyo State

It is a fact that Oyo State is blessed with a diverse range of rich natural resources and cultural elements that can be successfully employed for the development of its tourism industry. These include a variety of tourist attractions that are historically significant, culturally significant, and artistically significant. Oyo State currently has only one candidacy for a UNESCO World Heritage Site, which is the old Oyo National Park, which has been nominated since 1995 and is now under consideration. Generally speaking, tourism in Oyo State (which includes hotels and restaurants) adds 0.48 percent to the state's gross domestic product (GSP), which amounted to approximately \$9.6 million in 2011. Tourism in Oyo State has recently been identified as a big opportunity, particularly in light of the discovery of new tourist destinations that have the potential to generate more money for the state.

To suggest that tourism has the potential to make a significant contribution to a country's GDP is to state something that everyone already knows. The tourism industry, in reality, has the potential to be a significant source of internally generated revenue in the local economy of the pacesetter state. In 2019, travel and tourism directly contributed around USD 2.9 trillion to the global gross domestic product (GDP) with a total contribution of USD 580.7 billion to global GDP, the United States was the country with the biggest contribution. The tourism industry has an official employment record of not less than 32million workers, according to government statistics. This continues to be a strong indicator of why the United Arab Emirate (UAE) is heavily reliant on tourism for its economic survival. Ghana, Kenya, South Africa, and The Gambia are examples of African countries that have made the decision to tap into the tremendous opportunities in tourism at varied levels of intensity and sophistication (Oladiipo, 2020).

Domestic and international air transportation, lodging, food services, automobile rental, and travel agencies are only a few of the major companies that gain from tourism expenditure, which are

listed below. No fewer than 115 notable tourist attractions can be found in Oyo State. Ado - Awaye Suspended Lake, Agbele Hill, Iyamapo Hill, Royal Forest (Igbo Oba), Alaafin Oyo's Palace, Irefin's Palace, Cocoa House, Captain Bower's Tower, Agodi Gardens, Cultural Centre, Water Falls, Sogidi Lake and Mapo Hall are just a few of the attractions in the area. Notable among the numerous traditional festivals in the state are the following: Sango (also known as Ifamole), Oke – 'Badan (also known as Oke – 'Badan), Osemeji (also known as Ogun), Egungun (also known as Obalufon), Beere (also known as Gelede), and Oloogun (also known as Oloogun).

The terrifying political history of Oyo State is actually supposed to serve as a showcase for other sections of the country, rather than a source of intimidation. Oyo State, with its capital, Ibadan, which served as the political headquarters of the erstwhile Western Region, is home to a slew of the first stadium in Africa (Obafemi Awolowo Stadium formerly Liberty Stadium), the first television station in Africa (The Nigerian Television Authority (NTA), formerly Western Nigerian Television, WNTV), the first skyscraper in Africa south of the Sahara (the Cocoa House building), the first university in Nigeria (the University of Ibadan), the first teaching hospital in Nigeria (University College Hospital, UCH)

Theoretical Framework

Leader-Member Exchange Theory

The Leader-member exchange (LMX) idea has been shown to be effective in providing organizational support (Valle *et al.*, 2019). The LMX hypothesis proposes that there is a reciprocal interaction between employees and their employers at work (Kang & Stewart) (2007). As a result, there is theoretical evidence that organizational support is positively correlated with job performance. In a similar vein, organizational dedication has been shown to have a positive impact on employee performance. This is consistent with the findings of the LMX theory as well as the behavior of employees and employers in the workplace. As such, *hypothesis one proposed that organizational support will significantly influence performance of hospitality and tourism industry.*

Dynamic Capabilities View

The Dynamic Capabilities View (DCV), developed by American economists David Teece, Gary Pisano, and Amy Shuen in 2017, was the second most widely adopted theory. The DCV emphasizes that the ability to respond effectively and timely to external changes necessitates a combination of many different capabilities and factors. Firm capabilities, according to DCV, are defined as the ability to integrate, grow, and reconfigure internal and external skills in order to respond to quickly changing contexts in which the firm operates. Studies of service innovation that were based on this idea were concerned with how a firm's external skills may be increased while also adjusting to the changing dynamics of the surrounding environment. Service firms that reconfigure their capabilities (new service creation, new technical alternatives, new customer-firm interfaces and systems of service delivery) will improve overall firm performance, according to

DCV, as seen by improved profitability and increased customer satisfaction. According to dynamic capabilities, what matters for businesses is corporate agility: the ability to 1) sense and shape opportunities and threats, 2) seize opportunities, 3) maintain competitiveness by enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise's intangible and tangible assets. Dynamic capabilities are defined as follows: (Tafida, 2022). As such, *hypothesis two states that new customer-firm interface is significant to performance of hospitality and tourism industry in Ibadan, Oyo State.*

Empirical Findings

Muhammad, Sikandar, Manzoor, Israr, and Asadullah (2022) conducted a study to determine the impact of organizational support and dedication on work performance in the hospitality industry. The information was gathered through the use of a closed-ended and self-explanatory questionnaire. A positive relationship between job commitment and job performance is found to exist, as is a positive relationship between organizational support and job performance. Furthermore, the study discovered that both organizational support and commitment have an impact on job performance, and that both have a positive and influencing relationship with job performance, according to the findings. Organizational support and job dedication were both shown to have strong relationships with job performance in the study, with the latter finding being statistically significant in terms of its association with performance. A substantial amount of evidence supports the ability of firms based in Pakistan and other similar cultures to develop and enhance work performance while simultaneously improving employee commitment to their jobs and organizational support.

Tafida (2022) looked at the impact of service innovation on staff performance in five-star hotels in Nigeria, and her findings were interesting. The researcher used a descriptive research design for his or her investigation. An approach based on content analysis was used to analyze the data. This is due to the fact that it is heavily reliant on secondary source information. The findings revealed that service innovation had a positive and statistically significant impact on task performance; that service innovation has a positive impact on Service quality; and that service innovation has a statistically significant impact on task performance. According to the findings of the study, hotel managers must be aware of this relationship and concentrate on achieving high levels of customer satisfaction through the use of current technological solutions that boost employee performance. Also advised was that hotels adopt a user-friendly customer interface to make operations and comprehension by consumers easier; this will boost customer happiness, according to the panel. A study conducted by Hilman and Kaliappen (2015) in the context of the Malaysian hotel industry investigated the relationship between service innovation and company performance. The questionnaires were administered to hotel managers in Malaysia who were rated three stars or higher, according to the census method used in the research. The results of the regression analysis demonstrated that service innovation techniques are positively associated with performance, with the size of the hotel serving as a moderating factor. The results of a paired sample t-test, on the

other hand, demonstrated that process innovation has a bigger impact on performance than innovation in service delivery. According to Hilman and Kaliappen (2015), service innovation was measured in terms of process innovation and innovation in service innovation, among other things. Specific indicators were drawn from the firm's performance measures, which included sales growth, return on investment (ROI), market share, customer perspective, internal process perspective, and learning and growth perspective, among others. According to the findings of their research, adequate implementation of service innovation is a functional strategy for improving company performance in the Malaysian hotel industry to be successful.

METHODOLOGY

This study was based on a cross-sectional research design. The population of this study consists of the hotels registered in Ibadan. According to <https://hotels.ng/>, the total number of hotels in Ibadan is four hundred and eighty one (481) but the population of hotels considered (luxury hotels) for this study are one hundred and sixteen (166). The sample size of the hotels was determined using Yamane (1967) formula. Therefore, with the use of Yamane (1967) formula, the total sample size of hotels for this study was eighty-nine (89). As such, in each of the hotel sampled, two (2) respondents (customer and staff) of the hotel were randomly selected to have a proportional representation in the eighty nine (89) hotels sampled for the study. Therefore, one hundred and seventy eight (178) respondents were engaged for the study. In essence, the sample size of the study is one hundred and seventy eight (178). Data generated through questionnaires were analyzed using descriptive and inferential statistics. Descriptive statistics involve frequency distribution, percentage, mean and standard deviation while the inferential statistics of correlation analysis and multiple regressions were used to conclude the study.

RESULTS

It is shown in this chapter how the data received throughout the process of data collection from two (2) randomly selected respondents (customers and employees) of each of the selected eighty nine (89) hotels in Ibadan, Nigeria were analyzed after they were collected. The questionnaires were distributed to the respondents in a total of one hundred seventy-eight (178) copies. In order to conduct the analysis, one hundred and seventy-eight (178) copies of questionnaires were recovered, fully completed, and validly used in the study. An investigational questionnaire was subjected to a regression analysis for analysis.

	F Test	Beta	T Test	Sig.
Adjusted R Square = .811				
Constant: Performance	42.513		5.067	.000
Organization Support		.47	8.732	.000
Customer-firm interface		.68	14.371	.000

Field Survey, 2022

The adjusted R square is 68.2%, which is a higher rate which supports the hypotheses, as it says that 68.2% the dependent variable was accounted for. F test result is also within the acceptance region which is higher than 10 points. Here it is identified at 42.513. The β is within the acceptance region which is higher than the generally accepted region of 0.020 with hypothesis two having a stronger beta than hypothesis one meaning that customer-firm interface has a very significant relationship to performance of the tourism and hospitality sector. This is also reflected in the t-test analysis were customer-firm interface has a stronger relationship to performance of the tourism and hospitality sector than organization support. In this case, the chances of error are 0% as the $\alpha=0.000$ for organization support and it is 0.000 for the second independent variable which is customer-firm interface. Thus, we can accept both hypotheses of the study.

CONCLUSIONS

During the course of this research study, we attempted to gather and provide facts concerning the impact of organizational support and commitment on job performance, and we were successful in doing so by gathering data from a sample population through the distribution of questionnaires. Following that, the data was analyzed using inferential statistical tests, which allowed the researchers to determine the real link between the variables while also considering the importance of the research. The observed phenomenon led to the conclusion that organization support and customer-firm interface had a major impact on the performance of the tourist and hospitality business in Oyo state.

Recommendation

In recent years, as services have grown in importance in economic development, it is therefore important to pay an increase attention by both researchers and practitioners to the question of how hotels might become more innovative as innovativeness and creativity are extremely valuable assets.

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