

The Influence of Organization Climate Support for Innovation on Project Sustainability

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Abstract

The research focused on the analysis of the influence of Organization Climate Support for Innovation on Project Sustainability. Descriptive and regression research technique was adopted. The target population was 160 employees from Serena and Marriott Hotels, and its sample size was 113 using the Morgan table; using stratified sampling technique. Data collection instruments were both primary and secondary, which included questionnaires, interview guides, and documentary review, and a purposive sampling technique was used. Project Sustainability shows that a unit increase on Hotel_Climate_Support causes a deficit on Project Sustainability which shows a deficit in the study. Innovation is a contributor to Project Sustainability. The study presents rich insights regarding innovation and has been generalized into one theoretical setup, design, and conceptualizations, the methodological limitation of using two Hotels, limits the customer Climate Support and to overcome in future research should be done using more than two theories.

Keywords: Revenue Collection, Hospitality Industry, Innovation and Project and Sustainability

1. Introduction

Globally, innovation plays an overarching role in a changing world of intense global competitiveness, along with fast-changing markets and technologies in projects that have been an overriding role to Project Sustainability (Politis, 2005). The significance of innovation on project sustainability has boosted institutional innovation and sustainability in

products, services, systems, and processes that are regarded as a major characteristic in long-term institutional survival and success (Mathiesen &

Einarsen, 2004). Companies' leaders have to be conscious about the nexus of sustainability in a wider context than seeking marketplace and advantage against competitors, companies and firms should be more concerned about the quality, values, and lasting of their products and services (Mirvis et al, 2010). The manufacturers in China have developed competitive advantages beyond cheap labor and large scale production. China's wind turbine and solar photovoltaic industry, motorcycle industry, and IT equipment industry point to "architectural innovation", whereby Chinese manufacturers modularized the integral designs of Japanese and Western companies (Heilman et al., 2015).

In Rwanda, according to a study done by the (World Bank 2018), Innovation and Project Sustainability requires the sophistication of firms and farmers, in improving capability to employ extension services to facilitate technological transfers to enterprises. Integrated support programs in support of organization to improve their management and internal capabilities are especially well suited in this regard. The government has already taken important steps to raise the innovation of firms and the bureaucracy. The creation of the National Industrial Research and Development Agency (NIRDA), National Commission of Science and Technology (NCST), and a few other organizations are key drivers in consolidating the initiatives of these organizations to ensure effective coordination of the National Institute of Statistics. This helps institutions

and firms to identify where to invest scarce resources and to indicate clear roles for how these organizations could collaborate to improve the system.

The hospitality industry is regarded as a catalyst for economic growth and development in Rwanda. The sector employs over 50,000 youths, contributes to GDP growth, and promotes community development activities. The hospitality sector is the critical pillar in the tourism industry that provides lodging and value-added facilities to clients. It is believed that most sectors of the economy depend on the tourism industry and its contribution to over five billion Rwanda franc to G.D.P (Taoiseach, 2013).

2. Review of Literature

To (Jarvis et al., 2010), the sustainable development of hotels means that the development of the hospitality industry must be based on the tolerance of the ecological environment, in line with local economic improvement and principles, reducing the generation and emission of waste and pollutants by increasing the production process of hotel products and reducing the damage to the environment (Han & Yoon, 2015).

Hotel environments are essential to their drive, and its stakeholders in organizational environmental activities with comprehension of the leadership devices and workplace support these behaviors. Understanding the factors that can influence employees' workplace is significant in improving environmental sustainability in the hospitality industry.

The study by Wesselink et al. (2017) finds a significant positive relationship between leadership behavior and employee PEB. The managers of small hotels could benefit from the effects of sustainable practices by incorporating sustainable practices; hotel leaders may be able to make a positive contribution to local people's lives now and for the future. Hotel leaders will also need to consider public health, social justice, human rights, labor rights, equal opportunities, and maintaining and promoting socioeconomic factors, which all lead to sustainable practices (Sloan et al., 2015).

Empowerment points to employee involvement, high involvement management, participative and self-governance (Peters & Waterman, 1982). To other scholars, empowerment means "inclusion and allowing personal initiative" in line with

organizational goals (Forrester, 2000). Culture, on the other hand, tends to serve as the social glue that provides cohesiveness to the organization (Smirch, 2012).

An empowerment culture gives employees the feeling that they are doing something worth their time and effort. It is worthwhile as an extensive employees' scheme increases confidence leading to competence. The freedom to choose how to do their work involves the sense that tasks are proceeding and that they are accomplishing something and maximizes the organization's difference, which leads to self-determination (Spritzer et al., 2012). Despite efforts by development partners and other stakeholders, hotel projects remain challenged in the attainment of development goals; the hospitality sector faces many challenges when integrating sustainable development practices which the hoteliers have more responsibilities than just achieving organizational goals. Even with concerted efforts, the situation remains worrying; challenges are triggered by competitiveness and lack of innovative ideas to adopt new approaches to improve customers' experience. Hoteliers are yet to see the significance of incorporating sustainable business techniques to improve its reputations and employee relations (Jones, Hillier, & Comfort, 2016). Yet, the hospitality sector faces many challenges when integrating sustainable development which the hoteliers have more responsibilities than just achieving organizational goals.

The culture of empowerment takes place within the context of a strict management agenda where power is given by employers rather than taken by employees (Wilkinson, 1998). Empowerment can only work when it's well thought out and entrenched within institutional values or culture. Organizations can help employees understand core values through communication, training, and integrating the core beliefs of all organizational action on sustainability activities (Cook, 2013).

Sustainable Development in Hotels is one of the major polluters of the environment in which they operate. Hoteliers of small hotels face many challenges when incorporating sustainable development. Hoteliers have a myriad of role to perform. They must ensure they consider their stakeholders' well-being, implement environmental management, and abide by the code of ethics and social responsibility. However the hoteliers have

seen the benefits of integrating innovative and sustainable business strategies to improve corporate reputations and efficiency, as well as employee relations (Jones, Hillier, and Comfort, 2016).

The five sustainable practices/principles that businesses must demonstrate are transparency of their practices with their stakeholder, implementing social and their organization practices, taking precaution and being responsible for their operational activities, and demonstrating responsible corporate citizenship, which most hotels have considered in recent development (Sustainable Development Knowledge Platform, 1992).

The sustainable development of the hotel means that the development of the hospitality industry must be based on the tolerance of the ecological environment, in line with local economic development and ethics, reducing the generation and emission of waste and pollutants, promoting the production process of hotel products and reducing the damage to the environment (Jarvis et al., 2010, Boley and Uysal, 2013, Chou, 2014, Geerts, 2014, Fraj et al., 2015, Han and Yoon, 2015). The study by Wesselink et al. (2017) finds Personal Environment Behaviors play an essential role in the greening of private and public organizations and established a relevant positive correlation between responsible leadership behavior for the environment and autonomous and external environmental motivation of employees. Hotels climate emphasizes sustainability in the project considering the environmental benefits. The project design can be characterized as a strategic choice to actively focus on sustainability during the project design development (Abidin&Muganda2007).

Value management and life cycle management are two methods available for use in the projects' design phase to improve their sustainable performance. The context of sustainability looks at value addition and the realization of benefits and meeting the needs of the current users and provides similar conditions to future users.

Stakeholder Theory

Over the last decades, the correspondence between market value maximization in companies and social welfare has been called into question (Piketty, 2014) from a classical economic standpoint. The time may be right for companies to jointly consider the creation of social value and the distribution of that

social value among stakeholders. In this context, the role of multinationals is particularly important, not only because of the great impact of their activities on the world economy but also because they are possibly the firms that find themselves under the most pressure to obtain short-term economic results (Jensen, 2002).

Following Boatright (2014), we might consider that the complexity of a transnational firm, its multiple interrelated objectives, and the variability of its stockholders, produce a complex system where linear control over value maximization is practically impossible. Nevertheless, stakeholder-oriented firms have a long tradition in Europe, where not only has an orientation been adopted that considers all stakeholders concerning company aims, but we have the examples of large French firms, or the Spanish savings banks (San-Jose, Retolaza, & Torres, 2014), where stakeholders have become incorporated within the companies' governance bodies. In other word, Stakeholder theory is relevant in achieving the influence innovation on project sustainability considering different players in the hospitality industry. That is, the stakeholder theory is used in this study to highlight how the interests and power of the players in the hospitality industry can influence change.

3. Methodology

Design, Target, Sample, Tools

The researcher adopted a descriptive research design. The target population of the research was 160 employees including project and product team and the sample size was 113 from the hotels: Serena and Marriott Hotels which are engaged in the hospitality industry in Rwanda. The population included the employees in the Hotel.

The study used both probability and non-probability sampling techniques to select study respondents. For this research, the clusters constituted the selected urban centers in Kigali City. Simple random sampling was employed to determine the respondents to participate in the study from each cluster. For non-probability, purposive sampling was used. The researcher framed a sample list of 100 people from the hotels' staff and 60 hotel managers. The selection criteria were such that staffs involved in the management of the hotel were eligible for the

study. This was to ensure that the study respondents had adequate knowledge to respond to the questions. Scientific formulas were used to randomize and pick 160 names; they were informed about the administration of the questionnaire, the target population totaling 160 employees where the sample size was 160. In this case, the researcher used the Morgan table as a procedure.

Table 1: Categories of respondents

Respondents	Population	Percentage (%)	Sample size	Percentage (%)
Senior Management	60	3.5	20	10.9
Project and Product development team	100	96.5	94	89.1
Total	160	100.0	113	100

Source: Researcher own design, 2020

4. Results and Discussion

4.1. Demographic Characteristics of Respondents

On average, the respondents were aged between (24-39 years) which represents 28.3 percent. It can be concluded that the majority of employees specifically work in the Hotel related departments

are young while aged employees are few. Younger employees (24-39 years) are highly employed and receive benefits from using good hospitality in Serena. The success may be attributed to the Hotel public sector experiences that prepared them to own and grow operation techniques in their department; at the hotel, this translates to achievement. Additionally the old-aged employees are (40-55 years). Results show that when old aged employees (40 -55 years) are primarily familiar with traditional approaches of hotel management and hospitality than stages of using innovative ideas that could translate to competitive advantage. This is because they have had adequate training that would improve their skills as the younger employees have theoretical and practical knowledge in the hospitality management.

4.2 Gender

It is evident that men represented 63.8 percent and are the majority of the respondents. Women are the minority, with 36.2 percent, as shown in Table 2. This is positive but is contrary to past research by ILO (2008) that noted men tend to operate many departments in the hotel tasks more than women. Results indicate there is a need for Gender balance in employment and training for all Gender types. See table below.

Table 2: Gender

Gender	Frequency	Percent
Male	102	63.8
Female	58	36.2
Total	160	100.0

Source: Primary Data (2020)

4.3 Results for Model Summary

In this Study, the imprecise nature of the responses is analyzed by a combined method that integrates the methodology of fuzzy sets with the technique of similarity to the ideal solution. This method has been applied in various fields like (1) business management (Kannan et al., 2014; Liao & Kao, 2011; Zyoud et al., 2016); and (2) civil engineering and transport (Gumus, 2000); Wang & Elhag, 2006);

and hospitality. Zadeh (2012) is usually considered the father of the development of fuzzy logic. The origin of the theory is that many of the sets found in reality do not have clear and defined boundaries of the internally contained elements. In our case study, guests who are not very satisfied with each of the attributes included in the analysis can be better formulated with this type of logic.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	.603 ^a	.363	.298	.16082	1.240

- a. Predictors: (Constant), Innovation, Hotel Climate Support
- b. Dependent Variable: Project Sustainability

Table 4: Results for Regression Model

a. Dependent Variable: Project Sustainability

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.720	.932		3.990	.000
Innovation	.022	.097	.028	.231	.818
Hotel Climate Support	-.231	.175	-.166	-1.320	.193

Source: Primary Data (2020)

Findings in the table indicate that Hotel Climate Support is not significant (sig =.193, which is greater than $p=0.05$, its t-value = -1.320, is far less than 1.96; hence the null hypothesis is accepted, indicating that Hotel Climate Support for Innovative has no statistical significance on Project Sustainability, the results also show that a unit increase on Hotel Climate Support causes a decrease of -.231 to Project Sustainability. Similar studies indicate Climate Support for Innovative on Project Sustainability ensures good customer retention, and it supports proper management of hotels' wastes and other pollutants (Kleemeier et al.,2015).In this study, Literature agrees with the finding, as Ayuso et al. (2012) assert that when communities are involved in project initiation and implementation, there is the assurance of innovation and sustainability subject to some conditions, unlike when they have no idea about the project or when it is imposed on them. This ensures the community's involvement in all aspects of the project lifecycle, and likely on Hotel Climate Support for Innovative on Project Sustainability. In similar studies, Russia surveyed the hotel with 188 rooms, 58 of which are suites, and 122 employees take care of the facilities and guests. This hotel is one of the most famous in St. Petersburg. The 4-stars hotel was built in 2005 and is located in a new city district, not so well located to the historical

attractions. The further finding has 251 rooms of different price categories and 160 employees work in the hotel. The 3-stars hotel is also found in the historical center, on the city's main avenue, close to the metro station. The hotel has 164 rooms and 97 employees.

5. Conclusions

Project Sustainability shows that a unit increase on Hotel Climate Support causes a deficit in Project Sustainability. The new mode of participation helps enhance the effectiveness, efficiency, and coverage of the project benefits. Innovation is a contributor to Project Sustainability. The study presents rich insights regarding innovation and has been generalized into one theoretical setup, design, and conceptualizations, the methodological limitation of using two Hotels, limits the customer Climate Support and to overcome in future research should be done using more than two theories.The findings reveal that; alternate hypotheses were accepted indicating that Hotel Climate Support for Innovative but has no statistical significanceand coverage of the project benefits

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