

ANTECEDENT OF SERVICE INNOVATION BEHAVIOR AMONG
HOTELIERS IN JOHOR BAHRU

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This dissertation is dedicated to my family for their endless support and encouragement.

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ABSTRACT

The hotel today faces the disruptive impact of competition, promptly changing customers demand, and faster pace of revolution in technologies. Without innovation, companies are unable to survive competition, but there is always a balance between the need for change and the need for efficient processes built upon years of practice. As a matter of fact, it is difficult for the hotel industry to maintain their competitiveness, promptly changing customers demand, and faster pace of revolution in technologies. And to do so, hotel industry must consider the dynamism in the service innovation behavior that three societal–culture factors, individualism, power distance and long term orientation are adopted because of their relationship with innovation and customer oriented value systems as well as nationally as fast as possible that will raise the efficiency among professional in the hotel industry. To develop this model, a paper-based questionnaire was used. A total 168 responses were collected among professional in the hotel industry. Analyses were performed to the data such as Descriptive and correlation analysis, exploratory factor analysis, and multiple regression analysis. This study found that, customer orientation, individualistic, power distance, and long term orientation were significantly influenced a service innovation behavior among professional in the hotel industry. In addition, this study found that service innovation behavior is a strong predictor among professional in the hotel industry. Based on findings of this study, implication of this study is classified into academic research and field practices. For academic implication, the historical contributions on the theory of three societal–culture factors, individualism, power distance and long term orientation are adopted because of their relationship with innovation and customer oriented value system in explaining the relationship between an employees and their behavior in the information system context. On the other hand, the practical implications of this study recommend and believe how cultural dimensions of country and company affect employee receptivity to new ideas and willingness to change in the hotel industry. In the end, future research is recommended with respect to the limitation of the study.

ABSTRAK

Hotel hari ini menghadapi impak persaingan yang mengganggu, segera mengubah permintaan pelanggan, dan laju revolusi dalam teknologi. Tanpa inovasi, syarikat tidak mampu untuk bertahan dalam persaingan, tetapi selalu ada keseimbangan antara keperluan untuk perubahan dan keperluan untuk proses yang efisien yang dibina pada tahun amalan. Sebagai hakikatnya, sukar bagi industri hotel untuk mengekalkan daya saing mereka, dengan segera mengubah permintaan pelanggan, dan laju revolusi dalam teknologi. Dan untuk berbuat demikian, industri hotel harus mempertimbangkan dinamisme dalam tingkah laku inovasi perkhidmatan yang tiga faktor budaya masyarakat, individualisme, jarak kuasa dan orientasi jangka panjang diterima pakai kerana hubungan mereka dengan inovasi dan sistem nilai berorientasikan pelanggan serta negara secara pantas mungkin yang akan meningkatkan kecekapan di kalangan profesional dalam industri hotel. Untuk membangunkan model ini, soal selidik berasaskan kertas digunakan. Sebanyak 168 respons dikumpulkan di kalangan profesional dalam industri hotel. Analisis dilakukan kepada data seperti analisis Deskriptif dan korelasi, analisis faktor penerokaan, dan analisis regresi berganda. Kajian ini mendapati bahawa, orientasi pelanggan, individu, jarak kuasa, dan orientasi jangka panjang telah mempengaruhi perilaku inovasi perkhidmatan di kalangan profesional dalam industri hotel. Di samping itu, kajian ini mendapati bahawa tingkah laku inovasi perkhidmatan merupakan peramal yang kuat di kalangan profesional dalam industri hotel. Berdasarkan penemuan kajian ini, implikasi kajian ini diklasifikasikan ke dalam penyelidikan akademik dan amalan lapangan. Bagi implikasi akademik, sumbangan sejarah mengenai teori tiga faktor budaya masyarakat, individualisme, jarak kuasa dan orientasi jangka panjang diterima pakai kerana hubungan mereka dengan inovasi dan sistem nilai berorientasikan pelanggan dalam menjelaskan hubungan antara pekerja dan tingkah laku mereka dalam konteks sistem maklumat. Di sisi lain, implikasi praktikal kajian ini mencadangkan dan mempercayai betapa dimensi budaya negara dan syarikat mempengaruhi kesediaan pekerja terhadap idea-idea baru dan kesediaan untuk berubah dalam industri hotel. Pada akhirnya, penyelidikan masa depan adalah disyorkan berkenaan dengan batasan kajian.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter presents the theoretical research background, problem statement, objectives of the study, research questions, and significance of the study. It also presents the structure of the thesis. Finally, the researcher discusses antecedent of perceived service innovation behavior among hoteliers in Johor Bahru. This can be noticed in the relationship of service innovation behavior with customer orientation, individualistic orientation, power distance orientation and long-term orientation.

1.2 Background of the study

The hotel today faces the disruptive impact of competition, promptly changing customers demand and faster pace of revolution in technologies. Therefore, the ability of an organization to senses and respond to these changes in the market is innovation (Orfila-Sintes and Mattsson, 2009). Without innovation, companies are unable to survive competition, but there is always a balance between the need for change and the need for efficient processes built upon years of practice. (Abernathy and Utterback, 1978).

Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not AI consecutive year for leisure, business and other purposes (World Tourism Organization (WTO) Recommendations on Tourism Statistics)). On the other hand, Kandampully (2000) defined tourism as a unique product in that it is composite in nature, an amalgam of the tangible and intangible that includes everything those tourists experience. He added that tourism is no longer considered a luxury confined to economically developed countries as it has now become an integral component of lifestyle and it has become a major component of the economy of almost all countries.

Due to that reasons, tourism has the following characteristics: movement, multi-purpose, exchange of money, its local, it's global, it is a massive growing industry may be a compelling motive form some may promote peace and understanding and the industry is fragmented (Kandampully, 2000).

The interest in this industry is huge as witnessed in both the public and private sectors. Almost, every year Malaysian Hotel Association (MHA) organizes or jointly organizes with Tourism Malaysia and other parties, events and promotions to attract

customers locally and abroad with the theme that Malaysia is the destination place of choice for Meetings, Incentives, Conventions and Exhibitions in short MICE (Feb. 2005: Tourism Malaysia).

Tajeddini (2011) mentioned that three societal–culture factors, 'individualism', 'power distance' and 'long-term orientation' are adopted because of their relationship with innovation and customer oriented value systems as well as nationally. Individualism refers to a worldview where social behavior is guided by personal goals, and ambitions that may not coincide with group interests (Newman and Newman, 2009). Power distance relates to the degree of asymmetry in power relationships for employees who may not be empowered to make decisions (Hofstede, 1980), and long-term orientation considers relationships with target customers by gathering, disseminating and responding to information about the business environment over time (Ho Voon, 2006). Therefore the researcher believes the main factor is customer orientation that always relates with innovativeness and makes sure combined with all the factor can lead to the positive relationship for service innovation behavior among hoteliers in the hotel industry.

These developments make it imperative among hoteliers in the hotel industry to upgrade their operations. Innovation is a key lever to accomplish this. The greatest demand from the customer or guest is to serve them well and make customer satisfaction with service innovation behavior for more effectively using four model approach. Tajeddini and Trueman (2008) believe how cultural dimensions of country and company affect employee receptivity to new ideas and willingness to change, as well an ability to put customers at the center of company proceedings. This is of the high practical relevance of the hoteliers in the Johor Bahru as the model may serve as a portfolio of tools for innovation input.

As a matter of fact, it is difficult for the hotel industry to maintain their competitiveness, promptly changing customers demand and faster pace of revolution in technologies. And to do so, hotel industry must consider the dynamism in the service innovation behavior as fast as possible that will raise the efficiency among professional in the hotel industry. Therefore, the management of the hotel must expose themselves to accept new ideas. In addition, the hotel industry in Johor Bahru is very competitive. The hotel industry stands out from all of them since it is a homogeneous industry that provides an important part of the tourism service as we know Johor also one of the most attractive states for the tour is. In such a case, the hotel industry has to be capable to continuously improving the innovation in term of service innovation behavior because the benefit among hoteliers in the hotel industry to perceive, that service innovation behavior plays an important role in the hotel industry today. The greatest demand from the customer or guest is to serve them well and make customer satisfaction with service innovation behavior for more effectively using four model approach (customer orientation, an individualistic orientation, power distance orientation and long-term orientation). In addition, the study will help to uncover critical areas in the hotel industry process that many researchers were not able to explore. Thus, a new understanding of service innovation behavior among professional in the hotel industry may be arrived at.

In Malaysia, hotels not only supply to the main needs of the guests like food and shelter, they provide more than that, it means they can cover other needs like personalized service, etc. The hotel today face the disruptive impact of competition, promptly changing customers demand and faster pace of revolution in technologies. On the other hand, hotels today can be called "Home away from home". As many organizations and industries are developing, the hotel industry in Malaysia has become one of the most fundamental regions that can be a driver of growth, improvement, and development of the Malaysian economy because Malaysia was the most visited countries and recognized as world's 5th best shopping destination. There are 2.76 million tourists come and visit Malaysia, so Malaysia has become one of the tourist destinations

in the world, comparing with other popular destinations (Tourism Malaysia, 2016) as shown in table 1.1.

Table 1.1: Tourist Arrival and Receipts to Malaysia by Year

Year	Arrival	Receipts
2016	26.76 million	82.1 billion
2015	25.72 million	69.1 billion
2014	27.44 million	72.0 billion
2013	25.72 million	65.4 billion
2012	25.03 million	60.6 billion
2011	24.71 million	58.3 billion
2010	24.58 million	56.5 billion

In another statistical report published by the State Domestic Trade, Tourism and Consumerism (2016) Johor will need more hotels soon to meet demand from the rising number of foreign as well as domestic tourists. Tourism as well as other industries here have seen growth due to the development taking place within Iskandar Malaysia. Johor currently has 105 hotels with 13,381 rooms throughout Johor but it is still not enough to cater to foreign and local visitors who are here on holiday or for business opportunities. Even though the number of one to five-star hotels in Johor has jumped from 91 in 2014 to 105 in 2015 or an increase of 15.4%, it is still not sufficient. For hotel rooms, there were about 11,290 units in 2014 which increased to 13,381 units last year or an 18.5% jump. 61 of the state's hotels or 58% are located in Johor Bahru. Johor actually needs more hotels as we have recorded a yearly growth of foreign and domestic visitors. Hotels around Johor recorded a 62.6% occupancy rate (Tourism Malaysia, 2016) and the state recorded 3.9 million visitors in 2012, 5.77 million visitors in 2013 and 6.4 million in 2014. In 2016, the state has received increasing about 6.7 million domestic and foreign tourists.

In recent years, governments from all over the world have been putting more and more emphasis in developing services industry in their countries. They are all now aware of the unique characteristic of services and its importance in supporting a country's economic growth. Business services showed the strongest growth in terms of value added and economic productivity (Wirtz & Ehret, 2009). Theoretically, any organization in developing countries must endeavor continually to improve productivity in order to increase profitability (Oluleye & Olajire, 2001). As a consequence to the Malaysian economy, a higher amount of GDP will be recorded, more and more employers will be provided and so on. Hence, these have made hotel industry as a key sub-sector of the services industry and these social responsibilities should not be overlooked by hoteliers in Malaysia.

In a competitive hotel industry, hotels have to find ways to make their services better among the others by different and complete services from the other hotels. To attain this goal, hotel managers must understand and find their customers' needs and anticipations – and then fix their services and goods based on guest's needs and anticipations to satisfy them by receiving their needs (Al-Debi, 2014).

In order to make the services better, the hotels need to know that the service innovation behavior attributes might influence customers. Tajeddini and Trueman (2008) believe how cultural dimensions of country and company affect employee receptivity to new ideas and willingness to change, as well an ability to put customers at the center of company proceedings. This is of high practical relevance among the most professional in the hotel industry as the model may serve as a portfolio of tools for innovation input.

Tajeddini (2011) mentioned that three societal–culture factors, 'individualism', 'power distance' and 'long-term orientation' are adopted because of their relationship with innovation and customer oriented value systems are important. Since an efficiency

among professional in the hotel industry is influenced by the service innovation behavior proposed four-model. For the researcher, the study will help them uncover critical areas in the hotel industry process that many researchers were not able to explore. Thus, a new understanding of service innovation behavior among hoteliers in the hotel industry may be arrived at in Johor Bahru.

1.3 Statement of the problem

Most of the research has been done to date investigated or examined the impact of different practices in the hotel industry. These practices mostly rely on variables such as the process innovation, impact on innovation, the performance, the effectiveness, the cultural antecedent of innovation, etc. Some of the studies investigated the impact of some cultural dimension theory related variable such as power distance, individualistic vs collectivism, uncertainty, long term vs short term and hotel industry supporting the innovation in the context among professional in the hotel industry. However, it has been highlighted that there is a gap in the literature about the relationship of four cultural dimensions (customer orientation, an individualistic orientation, power distance orientation and long-term orientation) with service innovation behavior among professional in the hotel industry in Johor Bahru.

The studies found that hotel, restaurant and tourism businesses still tend to focus on quality improvement rather than innovation. almost half of those they studied had not developed new teams to work on incremental innovation (Hjalager, 2010). Therefore, this study will determine does four proposed models (customer orientations, an individualistic orientation, power distance orientation and long-term orientation) have a relationship with service innovation behavior among professional in the hotel industry?

Also, it is significant for the improvement of service innovation behavior in the hotel industry.

The year 2016, Malaysia anticipated well in the tourism industry worldwide with the attainment of a major milestone of welcoming 2.76 million tourists. The findings found that Asia and the Pacific received the highest growth with an increase of 7% tourist arrivals. This revealed and recognized as world's 5th best shopping destination. There are 2.76 million tourists come and visit Malaysia, so Malaysia has become one of the tourist destinations in the world, comparing with other popular destinations (Tourism Malaysia, 2016).

Tourism industry as one of the increasingly significant parts has become a major role in the growth of the Malaysian economy. In order to increase the growth potential of tourism, Malaysia launched the Economic Transformation Program (ETP). Furthermore, tourism has been recognized as one of the national key economic areas (NKEAs) to lead this economic transformation. In this regard, the Malaysia Tourism Transformation Program (MTTP) was adjusted to attain the targets of attracting 30 million international tourists (UNWTO Conference, 2016).

Therefore, the hotel industry is a very important section of the tourism industry, because it satisfies the most important needs of the tourist that is accommodating. In order to enhance the action of the hotel industry in Malaysia economy, service innovation behavior plays an important role in the hotel industry today. The greatest demand from the customer or guest is to serve them well and make customer satisfaction with service innovation behavior for more effectively. Chen's (2011) mentioned that hotel industry practice means understanding and addressing customer needs as well as providing a unique 'innovative' experience, as discussed in work in the hotel industry in Taiwan. The cultural value systems of customer orientation and innovation represent

organizations that need to balance an efficient performance and responsiveness to change in today's highly competitive business environment (Ottenbacher, 2007; Yilmaz et al., 2005). Thus, this study is one of an important effort to determine does four proposed models (customer orientations, an individualistic orientation, power distance orientation and long-term orientation) have a relationship with service innovation behavior among hoteliers in the hotel industry in Johor Bahru.

Chen, 2011; Orfila-Sintes and Mattsson (2009) suggested that important because of the hotel industry is the relationships between customers and service providers, but the delineation between the internal and external company environment is blurred and an appropriate corporate culture is likely to impact on the ability of a company to innovate and perform successfully. In order to survive in competition, (Sivakumar and Nakata, 2001) said that need for a customer orientation in the hospitality industry is essential because frontline staff and managers need to continually access and exchange information if they are to develop appropriate strategies to meet current and future customer needs, and poor communications can have an adverse effect on customer satisfaction. A traditional definition of customer orientation follows the paradigm that degree to which the business unit obtains and uses information from customers, develops a strategy which will meet customer needs, and implements that strategy by being responsive to customers' needs and wants. (Ruekert, 1992). Further, Tajeddini (2011) concluded that customer orientation has a significant relationship with service innovation behavior among professional in the hotel industry. However, the empirical evidence in Malaysia context remains scarce.

According to the extant literature, Tajeddini (2011) mentioned that three societal-culture factors, individualistic, power distance and long-term orientation' are adopted because of their relationship with innovation and customer oriented value systems as well as nationally, individual pleasure reflect the societal norms of highly individualistic countries (Franke *et al.*, 1991). In this respect, the benchmarking studies

and experience from Fuji-Xerox in Japan resulted in their Leadership through the quality program, where the business focus on product quality and cost was redefined to establish and meet customer requirements (Zairi, 2000). Employees with individualistic tendencies are externally focused on customers and competitors, whereas those with collectivist values are internally focused on company processes and procedures (Kong and Jogaratnam, 2007). In other words, an individualist culture is more likely to enable the hotel industry to align with its customers, understand their values and meet their needs, that is significant for service innovation behavior among hoteliers in the hotel industry.

In addition, This study sought to relate the customer's expectation of personalized service to a cultural dimension measuring personal status: power distance. Power distance refers to the extent to which status differences are expected and accepted within a culture (Franke *et al.*, 1991). Prior research has established that the cultures of most Asian countries (e.g., Hong Kong, India, Singapore, and Thailand) are characterized by large power distances. Conversely, the cultures of many Western countries (e.g., Canada, Germany, the United Kingdom, the United States, the Scandinavian nations) are less accustomed to status differences and score low on the power distance dimension (Franke *et al.*, 1991). In cultures characterized by large power distances, the lower status of service employees requires them to provide customers with a high level of service. The hotel industry is frontline staff and managers need to continually access and exchange information if they are to develop appropriate strategies to meet current and future customer needs, and poor communications can have an adverse effect on customer satisfaction.

Low-power-distance' cultures are more likely to have a strong customer orientation relationship than high-power-distance cultures since they should be able to make decisions and respond quickly to changing customer needs (Sivakumar and Nakata, 2001). However, the previous study highlight that there is relationship power

distance orientation with service innovation behavior among professional in the hotel industry. However, such relationship is not clear in Malaysia context.

Companies with a long-term orientation, cultures are more likely to accept new ideas if they are perceived to be useful (Jung *et al.*, 2008) hence we assume that if the hospitality industry is to be innovative it should have a long-term orientation and be receptive to new ideas. The long-term orientation that emphasizes a focus on the future and adaptation of traditions to new circumstances leads people to be more adaptable, to believe that the most important events in life will occur in the future, and to be open to innovations (Van Everdingen and Waarts, 2003). On the other hand, if companies have a long-term orientation they may reflect a societal culture that is prepared to invest in the future, have a respect for tradition and are less likely to respond quickly to change (Mattsson and Orfila-Sintes, 2014). (Dumas and Ter Hofstede, 2001) explained that a long-term orientation indicates perseverance, whereas a short-term orientation suggests a focused on the past and present. As a mentioned, long-term orientation is an important role in emphasizing to open the innovation among professional in the hotel industry in Johor Bahru, which required further investigation.

The background of the study synthesized review of the relevant literature, and statistical data reveal that hotel industry needs more attention and research to determine does four proposed models (customer orientations, an individualistic orientation, power distance orientation and long-term orientation)relationship with service innovation behavior among professional in the hotel industry. Therefore, the current study strived to focus on hotel performance and quality only rather than innovation, there has been little research on the relationship between culture in the hotel industry. It is important to note that that in filling the gaps in the literature and theory, investigating above mentioned relationship is very important.

To sum up, The above overall suggests that customers and competing firms in individualistic, high power-distance and long-term orientation cultures, which are more innovative in nature, are likely to provide novel insights to the market-oriented firm, leading to innovation consequences in the hotel industry. Finally, this study identified that four proposed models (customer orientations, an individualistic orientation, power distance orientation and long-term orientation) relationship with service innovation behavior among professional in the hotel industry has not been investigated yet.

1.3.1 Hotel Industry Review

The Malaysian Tourism Promotion Board or Tourism Malaysia has a mission statement which says: Marketing Malaysia as a destination of excellence and to make the tourism industry a major contribution to the socioeconomic of the nation (Internet accessed on Feb. 2005: Tourism Malaysia). The Malaysian tourism industry is one of the key potential growths in the Malaysian services economy. The industry has contributed a significant growth and economic value to the GDP of Malaysia.

The interest in this industry is huge as witnessed in both the public and private sectors. Almost, every year Malaysian Hotel Association (MHA) organizes or jointly organizes with Tourism Malaysia and other parties, events and promotions to attract customers locally and abroad with the theme that Malaysia is the destination place of choice for Meetings, Incentives, Conventions and Exhibitions in short MICE (Feb. 2005: Tourism Malaysia).

Based on The Statistics Portal (2018), Revenue in the Hotels industry in Malaysia segment amounts to US\$538m in 2018. Revenue is expected to show an annual growth

rate (CAGR 2018-2022) of 12.4%, resulting in a market volume of US\$859m by 2022. User penetration is 8.4% in 2018 and is expected to hit 9.2% by 2022. The average revenue per user (ARPU) currently amounts to US\$200.27. In global comparison, most revenue is generated in the United States (US\$44,908m in 2018). In ranking world for hotel industry, Malaysia ranking no 26 for all over the world. Above, show the graph of revenue and customer demand also expected for 2018-2020. Based on this the researcher can highlight the importance of hotel industry and the main reason the researcher chooses hotel industry. This research will help hoteliers to understand that they are also playing an important role to make sure hotel industry will lead to the growth and help economy Malaysia.

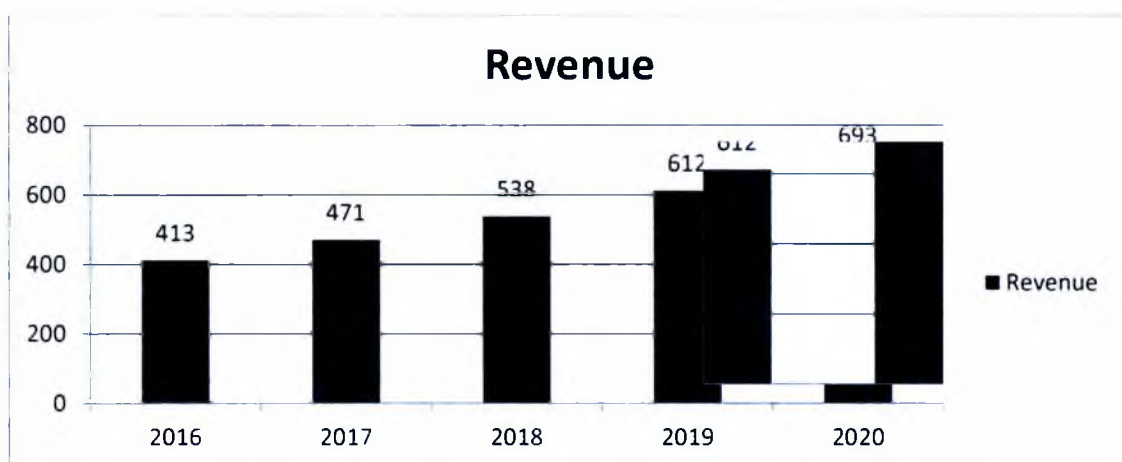


Figure 1:
The revenue of hotel industry and expected revenue
(The Statistics Portal, 2018)

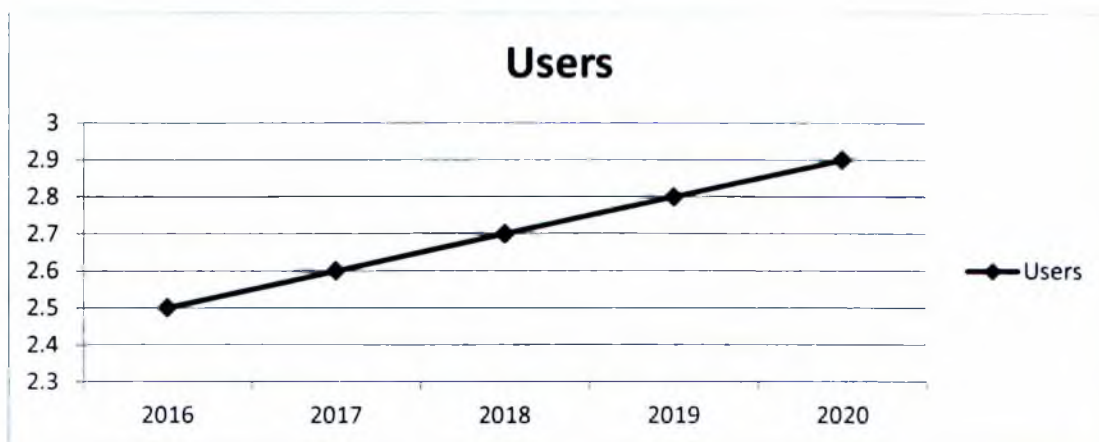


Figure 2:
The customer demand and expected customer demand
(The Statistic Portal 2018)

In fact, in sectors, such as private consumption and services, they have displayed relatively vigorous growth. The performance of the hotel industry is a very significant contribution towards economic growth of the tourism sector. It involves labor-intensive and really a people oriented industry on labor usage. According to International Hotel Association White study on the Global Hospitality Industry for every hotel room in the world, there is one employee (Feb. 2005: International Hotel Association). From that, the researcher wants to highlight the importance of employee which is hoteliers in term of service innovation behavior.

1.4 Research Question

Since this study focuses on both existing theories and past literature reviews, as well as an exploration of a conceptual framework, a series of primary research questions which are pertinent to the study was developed. Based on the objective of the study, the primary Questions are formulated as:

RQ1. Does customer orientations have a relationship with service innovation behavior among professional in the hotel industry?

RQ2. Does an individualistic value orientation have a relationship with service innovation behavior among professional in the hotel industry?

RQ3. Does power distance orientation have a relationship with service innovation behavior among professional in the hotel industry?

RQ4. Does long-term orientation have a relationship with service innovation behavior among professional in the hotel industry?

1.5 Research Objective

According to the research questions, the following research objective has been set for this study.

RO1. To determine the relationship of customer orientations with service innovation behavior among professional in the hotel industry.

RO2. To determine relationship an individualistic value orientation with service innovation behavior among professional the hotel industry.

RO3. To determine relationship power distance orientation with service innovation behavior among professional in the hotel industry.

RO4. To determine t relationship long-term orientation with service innovation behavior among professional in the hotel industry.

1.6 Justifications for Choosing Scope of the Study

Hotel industry in Johor Bahru form the scope of the study as they are the big category for tourism industry service providers. The tourism and hospitality industry was recognized as one of the National Key Economic Areas in the government's vision to help make Malaysia a high income nation by 2020. This is largely due to the effects of campaigns "Visit Malaysia Year" (Poon & Low, 2005) and "Cuti-cuti Malaysia". Up-to-date, tourism has recorded total receipts for RM118 billion for the year 2017 (FHM, 2017). Pullover effects have been generated by the increase in tourism activities in other sectors of the economy. In other words, the steady growth of tourism industry has contributed to the growth of all related industries and businesses.

These included hotel industry, retail businesses, restaurants and transportation (Bank Negara Malaysia [BNM], 2017). In another statistical report published by the State Domestic Trade, Tourism and Consumerism (2016) Johor will need more hotels soon to meet demand from the rising number of foreign as well as domestic tourists.

tourism as well as other industries here have seen growth due to the development taking place within Iskandar Malaysia. As a consequence to the Malaysian economy, a higher amount of GDP will be recorded. more and more employers will be provided and so on. Hence, these have made hotel industry as a key sub-sector of the services industry and these social responsibilities should not be overlooked by hoteliers in Malaysia.

1.7 Significance of Study

The expected findings of this study will redound to the benefit among hoteliers in the hotel industry to perceive, that service innovation behavior plays an important role in the hotel industry today. The greatest demand from the customer or guest is to serve them well and make customer satisfaction with service innovation behavior for more effectively using four model approach. Thus, hotel industry that applies the recommend approach derived from the result of this study will be able to train among hoteliers in the hotel industry better, they need to emphasize current practice, training in every 6 months, also hotel management need to give specification requirement to work in the hotel industry.

From this approach, such as in training the hotel management will ask the hoteliers to implement four variable that proposed and make sure to see the changes after 3 months of implementation. According to International Hotel Association White study on the Global Hospitality Industry for every hotel room in the world, there is one employee (Feb. 2005: International Hotel Association). Furthermore, this study proposes four models- customer orientations, an individualistic value orientation, power distance orientation and long-term orientation to determine the relationship with service innovation behavior could lead positively for the hotel industry in Johor Bahru.

For the researcher, the study will help them uncover critical areas in the hotel industry process that many researchers were not able to explore. Thus, a new understanding of service innovation behavior among hoteliers in the hotel industry may be arrived at and could to positively relationship. Tourism's industry can impact on community through energy use (water and power), urban revitalization, environmental quality, economic growth, trade deficits (cars for tourists), full employment and quality of life.

In this study, the finding provides practical implications on the factors that have a high-level influence on the service innovation behavior. Thus, hotel industry should concentrate on customer orientation, individualistic orientation, power distance orientation and long-term orientation since its importance for professionals that work in the hotel industry. To put it more simply, the hotel industry should reconsider the four factors- customer orientation, individualistic orientation, power distance orientation and long-term orientation that gives positive relationship to the service innovation behavior among professional in the hotel industry. This can be seen when the hotel industry invests in training their employees in improving the actual behavior that they need in the hotel industry.

Although the hotel industry cannot control the individual behavior for every employee, ignoring the realities of the impact this four factors- customer orientation, individualistic orientation, power distance orientation and long-term orientation for service innovation behavior is will give bad reputation itself to the hotel industry and affect the satisfaction of the customer. By including innovation, companies are able to survive competition, but there is always a balance between the need for change and the need for efficient processes built upon years of practice.

These developments make it imperative among professional in the hotel industry to upgrade their operations. Innovation is a key lever to accomplish this. The greatest demand from the customer or guest is to serve them well and make customer satisfaction with service innovation behavior for more effectively using four model approach. Tajeddini and Trueman (2008) believe how cultural dimensions of country and company affect employee receptivity to new ideas and willingness to change, as well an ability to put customers at the center of company proceedings. This is of the high practical relevance of the professional in the hotel industry as the model may serve as a portfolio of tools for innovation input.

1.8 Research Delimitations

According to Cresswell (2009), research delimitations are the boundaries and scope of the research. Consequently, this study focuses on hoteliers or employees in hotel industry Johor Bahru who were participated as research respondents, identified by the lists of hotel in Johor Bahru. Thus, the accuracy of the study depends on the finite of respondent from hoteliers in hotel Johor Bahru.

1.9 Scope of Study

This study is designed to understand the important role of service innovation among professional in the hotel industry, therefore the intent of this study is focused on the relationship between service innovation among professional on the hotel industry with four factors which is customer orientation, an individualistic value orientation, power distance orientation and long-term orientation could lead positively related to the hotel industry as their primary concern. A survey will be carried out which will include hotel industry in Johor Bahru for professional in that particular hotel and involved the

process. The result of the research conducted, therefore, will be collected from managers is working in the hotel industry and experiences with. This research does not represent the views of all workers that work in the hotel and it does not represent as service innovation perspective on the surveyed in that particular hotel.

2.0 Operational Definitions of Key Term

The operational definitions of key terms in the current research are shown in table 1.8.

Term	Definition	Sources
Hoteliers	The hotel is more complex than this due to the fact that not all of the hotels provide services such as food and beverages, at the same time, some hotels even offer additional services such as conference rooms to their guests.	(Cooper et al. 2008.)
Innovation	Innovation can be described as the implementation of both discoveries and inventions and the process by which new outcomes, whether products, systems or processes, come into being	(Williams, 1999)
Services innovation behavior	Innovative ideas are not part of or do not fit into, the institutionalized systems of theories and practices. The function of established systems in organizations is to provide a common understanding of appropriate behavior, make	(Dougherty and Heller, 1994)

	behavior predictable, and facilitate coordination of habitual actions with a minimum of effort	
Customer orientation	Customer orientation as the degree to which the business unit obtains and uses information from customers to develop a strategy which will meet customer needs and implements that strategy by being responsive to customers' needs and wants.	(Ruekert, 1992)
Individualistic orientation	individualistic tendencies are externally focused on customers and competitors, whereas those with collectivist values are internally focused on company processes and procedures.	(Kong and Jogaratnam, 2007).
Power distance orientation	Power distance refers to the extent to which status differences are expected and accepted within a culture	(Franke <i>et al.</i> , 1991)
Long-term orientation	The long-term orientation that emphasizes a focus on the future and adaptation of traditions to new circumstances leads people to be more adaptable, to believe that the most important events in life will occur in the future, and to be open to innovations	(Van Everdingen and Waarts, 2003).

2.1 Organization of the study

The present study focused on investigating the existing knowledge and providing justification proposed based relationship between construct based on resource-based view theory and contingency theory. Chapter 1 presents the background of the study, the problem statement in the context of the study, research question and corresponding research objectives, and significance and scope of the study. Chapter 2 presents the theoretical perspectives of service innovation behavior for customer orientation, an individualistic orientation, power distance orientation and long-term orientation. In addition, chapter 2 includes the theoretical background of the study, the conceptual framework and the development of hypotheses. Chapter 3 introduces the methodology of the current study, including research paradigm, research design, survey instrument, data collection procedure, and data analysis technique. Chapter 4 presents the research, analysis and its findings. The chapter includes analysis on a rate of responding, independent two-group t-test, one way ANOVA, regression Exploratory factor analysis (EFA) is used because it is a technique that estimates the relationships between a dependent variable and independent variable. The data will be analyzed using SPSS. Finally, chapter 5 focuses on the discussion on the finding of the study. The chapter presents the detailed discussions on each research question separately. Moreover, contributions of the study, limitation, and directions for future studies are presented in chapter 5.

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