

**EFFECTS OF INNOVATION AND CREATIVITY ON GROWTH OF THE REAL
ESTATE INDUSTRY IN KENYA**

A CASE STUDY OF RUBY REAL ESTATE, WESTLANDS, NAIROBI

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DECLARATION

This study is my own work and has not been presented for the award in any other University or institution. No part of this research should be reproduced without the author’s consent or that of the Management University of Africa.

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This project has been submitted for examination with my approval as University Supervisor

Signature

Date.....

Jared Osoro

The Management University of Africa

DEDICATION

This work is a dedication to my parents Christopher Thuita and Jemima Wangui, and to my Sister Faith Thuita for all that they have done to foster the perfect environment for me to continue my education.

ACKNOWLEDGEMENT

My sincere gratitude to the Almighty God for giving me the stamina to overcome all the challenges on my path. Also, my gratitude goes to my supervisor, Jared Osoro, for the support and guidance.

ABSTRACT

Innovation and creativity are crucial elements that determine an organization's long-term viability and potential for expansion. Many firms place a high value on innovation and creativity, and doing so is essential to gaining a competitive edge. According to studies, businesses with certain advantages can employ innovative tactics to increase their market share and profitability. The main objective of this study was to determine the impact of innovation and creativity on growth of the real estate industry in Kenya, a case study of ruby real estate, Westland, Nairobi. The specific objectives are to find out the impact motivation on growth of ruby real estate, to establish the influence of organizational support on growth of ruby real estate and to determine the impact of resources allocation on growth of ruby real estate. This study's target population was 40 workers, and census was chosen as the best sample strategy since it properly reflects the population being examined. Frequencies and percentages were analyzed using descriptive statistics. Data was analyzed using the Statistical Package for Social Sciences (SPSS) version 24. Figures and tables were used to present the findings. Regarding organizational support, the study discovered that employees are frequently acknowledged for their creativity and given prizes for it. These awards also provide people the motivation to continue doing innovative work in the future. A productive person is one who feels inspired by the work they perform, according to the study, and motivated people are also more likely to be persistent and innovative. The study indicated that resource allocation affects an organization's capacity to meet goals, complete tasks, and respond to demand. It also revealed the need of allocating enough resources to each new project in order to accurately support the innovation process. According to the study, real estate company management should make sure that their human resources division is thriving in order to identify employees who need to be motivated and to act in the best interests of the business and other stakeholders by providing organizational support to the chosen areas for improved business performance. According to the study, real estate company management should devise strategies for inspiring staff motivation. These strategies should include both intrinsic and extrinsic motivation. In a business setting, management needs continuously motivate its personnel. In order to guarantee that all departments receive what is allotted for them and improve performance, the research advises that the management of real estate firms should ensure that the company's resources are divided throughout the organization according to the defined preferences.

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ACRONYMS AND ABBREVIATIONS

- GDP** : Gross Domestic Products
- PIRI** : Prime International Residential Index
- SMEs** : Small and Medium Enterprise

OPERATIONAL DEFINITION OF TERMS

Creativity : is the use of thoughts/original ideas to create something new (Amabile 2019).

Innovation : is a process, a result, and a way to grow and create better and new methods to carry out tasks (Dodgson, Gann & Salter, 2018).

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Introduction

This chapter discusses the study's background, the problem, the study's aims, research questions, importance, and scope.

1.1 Background of the study

Innovation is a process, a result, and a way to grow and create better and new methods to carry out tasks (Gupta, H., & Barua, M. K. 2016).). The stages of innovation include idea creation, innovation, and the execution of ideas to create better methods, products, or practices. Innovation may occur at the individual, organizational, team, or more combination levels, but it always produces observable benefits at one or more of the analysis levels (Shalley & Zhou, 2018).

Numerous academics have backed the separation between creativity and innovation. Brorström, S. (2015) notes that from a different angle, however, some writers contend that creativity is a process that happens outside of the first stages of invention and go on to suggest a cyclical, recursive idea generating process and its application. The idea is supported by empirical research, which demonstrates that the innovation process is iterative, untidy, and often involves two steps forward for every one step backward in addition to several side steps (Brorström, S. 2015).

Innovation and creativity are crucial elements that determine an organization's long-term viability and potential for growth. According to Anderson, De Dreu, and Nijstad (2004), the idea generation and execution process is currently the foundation of a variety of competitive advantage as businesses strive to implement employee proposals and ideas. To fully capitalize on the advantages of enhanced and novel working methods, innovation and creativity are multi-level, emergent phenomena that are complicated and require skilled leadership. Many studies have been conducted in the past 30 to 40 years at the organizational, individual, teamwork, and countless other levels of study across various management sciences fields (Zhou & Shalley, 2018).

This study was founded on the four-factor theory of team environment for innovation and the componential theory of organizational innovation and creativity. According to Amabile et al (2016), a key tenet of the componential theory is that the workplace environment affects creativity

by influencing the approaches that contribute to it and serve as a source of novel challenges for the business. Three things make up team and individual creativity: internal drive, subject-matter knowledge, and capacity for original thought.

The four component theory of team climate for creativity is widely utilized in research innovation, according to Agreli, H. F., Peduzzi, M., & Bailey, C. (2017), and it has a lot of support from both primary and recent studies concerning meta-analytic. The notion of ambidexterity shows how to efficiently manage conflict demand at various organizational levels.

Due to its rapidly expanding GDP, burgeoning real estate market, and stable financial returns, Kenya is a top destination for real estate investors. Regionally, investment is strong, with foreign direct investment coming from markets in line with the country's economic plan (Gatawa & Murungi, 2015). Since the middle class in Kenya grew and had more discretionary income, allowing more individuals to afford homes and pay off their mortgages, the real estate market in Kenya has been booming. This boom began in the late 2000s. To meet this need, several new players have entered the real estate industry. It is therefore not surprising that there is competition; in order to survive, businesses must hone their core capabilities to produce distinctive products at affordable prices. In order to stay competitive and boost their growth, businesses must innovate and be innovative.

Kenya has experienced tremendous population growth and migration from rural to urban areas during the past 10 years. Modern single-family homes have been created as a result of urbanization, and this is predicted to increase demand for housing in metropolitan regions and spur further growth of urban centers. Due to this situation, there is a significant supply and demand disparity in all types of housing, including residential, commercial (KIM, 2016). Developers are doing a wonderful job filling the critical housing need caused by this enormous gap.

1.1.1 Profile of Ruby Real Estate

Ruby Real Estate, located in Westland, which was founded in 2014, provide real estate advice to domestic and international commercial and residential developers, investors, owners, and occupiers. Their services include property management, agency, valuation, project management, feasibility analysis, and research-driven consulting. Their objective is to enhance operations,

maximize returns on investment, and create value via collaborative working relationships. They professional understanding of issues impacting national and worldwide property markets.

1.2 Statement of problem

Many firms place a high value on innovation and creativity, and doing so is essential to gaining a competitive edge. Numerous studies contend that businesses may employ innovation tactics to increase their market share and earnings if they have specific advantages (Dereli, D. D. (2015)). The capacity to innovate is crucial to the growth and promotion of institutions. Many businesses strive to improve their capacity for innovation in order to perform better, provide more inventive products, and generate more revenue.

Rental yields have been changing since 2007 despite the rising demand for public housing and the rising chances for investors to engage in residential real estate (Hass consult, 2016). The real estate industry has a significant impact on an economy. Real estate investments and prices serve as crucial indicators of expected real estate demand and forecast national economic growth (Cytton, 2015).

A study by Keskin (2006) on the relationship between innovativeness, market orientation, and learning in small enterprises found that learning orientation has a positive impact on an organization's innovation, whereas market orientation had an unintended negative impact on a company's innovative activities as well as performance by directly and positively influencing learning orientation. Pekkola and Ukko (2014) investigated the link between small businesses' ability to innovate and their performance and discussed how this relationship may affect performance assessment. Mungai (2016) conducted a survey of real estate developers in the Nairobi metropolitan area to examine the contribution of financing choices to the expansion of real estate in Kenya. Muli (2013) evaluated the factors driving the growth in investment real estate in Kenya and concluded that mortgage financing and equity finances had a substantial impact on the development of Kenyan real estate. According to the study, real estate expansion is statistically significantly influenced by changes in the gross domestic product, inflation, and interest rates.

The studies mentioned above offer many perspectives on the elements that influence the real estate industry's growth, and some are highlighted as being particularly important. There is a research gap since no studies have been done to determine the relationship between creativity and

innovation and real estate business growth. By addressing the following research issues, this project aimed to close the current research gap. How much does creativity and innovation play a role in the expansion of Kenya's real estate market? the researcher used Ruby Real Estate as the case study.

1.3 Objectives

Specific Objective

The main objective of this study was to determine the effects of innovation and creativity on growth of the real estate industry in Kenya. A case study of Ruby real estate, Westlands, Nairobi

Specific objectives

- I. To find out the effect of organizational support on growth of Ruby real estate.
- II. To establish the effect motivation on growth of Ruby real estate.
- III. To determine the effect of resources allocation on growth o of Ruby real estate.

1.4 Research Questions

- I. What is the effect of organizational support on growth of Ruby real estate?
- II. How does motivation affects growth of Ruby real estate?
- III. What is the effect of resources allocation on growth o of Ruby real estate?

1.5 Significance of The Study

1.5.1 Kenyan real estate companies' management

The study's findings will be important to Kenyan real estate company management because they will shed light on the role that creativity and innovation play in fostering the sector's expansion. This will help them create plans to increase the inventiveness and innovation of their business, which will boost the real estate sector.

1.5.2 Government

The study's findings will help the government and policy makers create regulations that will support the real estate industry's inventiveness and originality. This will help the industry, which is important to the economy of the nation, expand. The policy maker will create regulations that support innovation and creativity in order to advance Kenya's real estate market.

1.5.3 Academics

Academicians will value the study's findings since they will serve as a foundation for subsequent research and as a source of material for new investigations. The research will advance our understanding of innovation and creativity as drivers of real estate market expansion. The study's findings will serve as a foundation for subsequent research and as source material.

1.6 Scope of the study

This research will be conducted from September to December of 2022. This study included 40 Ruby Real estate personnel that are involved in the company's regular activities.

1.7 Summary of the chapter

This chapter gives a full introduction to the study, outlining the context of the study, the study's statement, the study's aim, the scope of the investigation, and the reason of performing the research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the literature. The theoretical literature that analyzes theories on creativity and invention is covered in the first section of the chapter. The review of innovation and creativity is covered in the next part, which is then followed by growth in the real estate sector. The chapter's conclusion and the literature gap are presented in the last part.

2.1 Theoretical Review

2.1.1 Ambidexterity Theory

Martin et al (2019) application of the ambidexterity theory to explain the need for conflict management at different organizational levels for effective innovation. The capacity of a complex and adaptable system to manage and fulfill competing demands by participating in fundamentally diverse tasks is known as ambidexterity (Martin, A et al., 2019). A management that is successful at both exploitation (such as the creation and use of goods) and exploration is typically characterized by ambidexterity (creating new products).

Martin, A (2019) distinguished between self-regulatory processes and active management with regard to activity integration and argued that the two are required to include the tasks completed by sub-systems or at various periods in time. The theory of ambidexterity's key ideas has already been supported by published research; as a result, this point of view has the potential to be employed in future studies, particularly those focusing on the role of leadership in innovation processes (Rosing, et al, 2015).

2.1.2 Componential Theory of Organizational Creativity and Innovation

The key tenet of this idea is that an organization's working environment may impact creativity through altering the factors that go into creative activities, which are a source of innovation (Amabile, 1997). According to Amabile, creative-thinking, intrinsic drive, and expertise competence are the characteristics that contribute to small-scale and individual creativity. On the other hand, resources (including personnel resources, financial resources, and time availability), management practices, like an enabling challenging work environment, and supervisory encouragement and motivation of the organization to innovate, are crucial elements of a large

working environment that facilitates employees' creativity. The motivation role component of this theory's underlying psychological mechanism, which impacts the workplace and influences employees' creativity, has empirical evidence; however, other components of this theory have less literature than motivation components (Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. 2015).

2.1.3 Four Factor Theory of Team Climate for Innovation

The four team atmosphere variables identified by West (1990) are support for vision, innovation, task orientation, and participatory safety. According to Anderson and West (1998) and West (1990), innovation may be enhanced if the staff understands and values the company's goal. Without criticism or judgment, team members are free to provide various suggestions for explanations. The team also engages in many discussions about potential solutions, thoroughly examining each one, before seeking support for innovation.

This hypothesis has been used in team innovation research, according to Weaver Jr, C. P. (2017), and it has also gained support from primary and more recently meta-analytic investigations. Research on group invention has looked at elements such group composition heterogeneity, which has been linked to group creativity. According to Huczynski, A. A. (2019), the degree to which team members think they may submit new ideas without being rejected depends on how cohesive the group is (Buchanan, D. A., & Huczynski, A. A. 2019).

Group members are more innovative when they perceive that new ideas are welcomed and anticipated, and when they feel comfortable participating in decision-making and expressing their opinions. On the other hand, research on team size offers more proof that teams with enough members to complete the team job are successful. Diversity seems to exacerbate conflict, weaken cohesiveness, impede coordination, and make internal communications more difficult (Collewaert, V., & Sapienza, H. J. 2016).

2.2 Empirical Review

2.2.1 Organization Support and Innovation and Creativity

If there is encouragement throughout the entire company, creativity is tremendously stimulating. Therefore, much like innovation, creativity should be emphasized throughout the organization as

a high priority. Everyone in the organization is more likely to become creative once innovation has been prioritized because they are free to think in different ways and develop new ideas, make reflections, and put the new ideas into practice. The emphasis on immediate profitability and effectiveness keeps employees busier at work and prevents them from losing the creative spark (Oliver, E. 2019).

Employee innovation should be valued by the organization, and employees should get rewards for it. According to Shih, H. Y. (2019), it's critical to acknowledge an employee's job, provide them with feedback about their work, and reward them for it. This encourages people to be more innovative. Giving employees praise for creative work effectively done encourages them to continue their creative endeavors in the future, which increases their productivity. Employees may develop unfavorable attitudes as a result of not receiving adequate creative appreciation, which increases the likelihood that they will feel underappreciated. It is challenging under these conditions to increase internal staff enthusiasm and decrease inventive projects (Shih, H. Y. 2019)

Additionally, predicting an idea's utility is a significant challenge when developing new ideas for businesses. The main issue is that nobody knows if the plan will work or not. Additionally, a lack of such information may be crucial in some commercial scenarios (Shih, H. Y. 2019). The majority of innovation initiatives entail ambiguity regarding specific results. Innovation involves risk, and risk-taking is used in innovation. Furthermore, it's critical to understand that taking risks has more to do with business operations than it does with an employee's performance. If a person believes that engaging in risky activities won't have an impact on their daily operations, they may be inclined to do so. Tolerance and the acceptance of mistakes are necessary for the emergence of creativity. Due to the coworkers' mutual trust, uncertainty in creative activities is therefore more stimulating and tolerable, ensuring personal security (Li, X. 2018).

When managerial support is guaranteed, the possibility of negative criticism that may demoralize the inner drive necessary for innovation is minimized. According to (Wegner, D. 2020), debates foster the creation of new ideas while supporting actions foster security (Wegner, D. 2020). Individuals are in a position to listen to others' opinions, influence efforts, and have fresh ideas supported by management in an environment where there is support. a favorable and productive environment where communication is open between individuals, groups, and business units at all

levels of the company The workplace is the ideal venue for consistently generating new ideas (Wegner, D. 2020).

2.2.2 Motivation and Innovation and Creativity

The componential model refers to motivation as the most important aspect (Steele, L. M, 2017). Since the individual's knowledge and abilities merely specify what may be accomplished rather than what needs to be done. Consequently, motivation is crucial. Similar to an organizational viewpoint, methodologies or management practices and enough resources are sources of creativity, but they do not always ensure the presence of creative and innovative activities (Steele, L. M, 2017).

Motivation is seen as a direct action that successfully fosters creativity and sparks invention. In order to do outstanding work, motivated individuals are required to be more tenacious, prolific, and innovative. This makes motivational activities important. People who lack motivation frequently put in less effort, quit their jobs when given the chance, perform subpar work, and stay away from their jobs (Mallin, M. L., & Ragland, C. B. 2017).).

There are two sorts of motivation: intrinsic and extrinsic. People that are genuinely driven usually do something because they find it challenging, interesting, or enjoyable. People who are driven by external factors participate in a variety of activities in order to achieve particular goals. Intrinsic motivation is a key strategy for fostering inventive activity. This is due to the beneficial effects of self-fulfillment, which are eventually necessary to deal with challenging tasks that frequently arise during the innovation process (Bibi, A., & Afsar, B. 2018).

In contrast to extrinsic motivation, which is less successful, intrinsic motivation encourages innovation and creativity. This is the case because the sense of competence appears to last even after the project is finished, however the requirement of a need or demand for compensation only materializes after receiving it. As a result, over time, the culture of a company that has a strong intrinsic or extrinsic motivational structure may have an impact on how motivated employees are at work. This could also have an impact on how an institution conducts its creative and innovative operations (Gerhart, B., & Fang, M. 2015).

2.2.3 Resources Allocation for Innovation and Creativity

Organizational resources come in a variety of forms, such as expertise, immaterial and tangible assets, and specialized knowledge. The manner that organizational resources are utilized and, further, how investments in resources are effectively transformed into outcomes, may be impacted by the workplace environment. Organizational resources have a significant impact on the firm's capacity to carry out activities, adjust to demand, and meet objectives. González, C. B. (2018) observed that creative thinking abilities may be developed and enhanced via learning as well as by implementing strategies that help boost mental flexibility and independence (Aytug, Z. G., Rua, T., Brazeal, D. V., Almaraz, J. A., & González, C. B. 2018).

According to McAdam and McClelland (2002), strategies for promoting creativity, such as brain storming, can be useful tools for fostering the exchange of information and developing one's own creative thinking. Therefore, a key factor in influencing a company's approach to creativity and innovation is the employment of strategies to teach and encourage creative talents and problem-solving (Vasilieva, E. V. 2018).

Allocating appropriate and sufficient resources to new initiatives is crucial for supporting the processes of innovation, much as the necessity of incentive activities of pairing the right people with the proper tasks or projects to enhance challenge. Effectively fostering creative and innovative activities requires the capacity to get the required and appropriate resources, including facilities and people, equipment, information, expertise, and funding (Rigolizzo, M., & Amabile, T. 2015).

2.2.4 Innovation and Creativity as Determinants of Growth

Numerous academics have demonstrated the link between company growth, creativity, and innovation as well as the importance of innovation in fostering growth, success, and progress. Companies must have a learning-oriented culture in order to gain a competitive edge. The importance of learning orientation was emphasized, along with its various components, which include "commitment to learning, shared vision, open-mindedness, and intra-organizational knowledge sharing". Learning orientation also has an impact on innovation, which in turn affects an organization's performance (Scuotto, V., Santoro, G., Bresciani, S., & Del Giudice, M. 2017).

By examining the relationship between innovation, stimulus innovation, capacity innovation, and performance framework, Schuurman, D. (2015) studied the human and technological factor,

culture and people, and many more aspects of management of innovation. It was determined that there was no direct relationship between innovation performance and innovation stimulus.

In order to improve innovation and organizational performance, Saunila, M. (2016) conducted research on how to build an organization's innovation capabilities. The study made the case that an organization's ability to innovate has a crucial role in its performance. The ability to innovate, however, is what leads to innovative activities that are systematic in the organization, according to the researcher, who also stated that: "The concept of capability is crucial to use to innovate because it is the ability to innovate that generates useful behaviors in the firm."

2.3 Research Gap

Since physical property cannot be moved, it is among the least "tradable" of all goods, even if it may be bought or sold on both local and foreign markets. This study examined how innovation tactics affected the success of real estate companies Nairobi. In order to elaborate further on the research topic and study area, literature was reviewed. This chapter has also covered the hypotheses that this study is founded on. Diagrammatically highlighting the conceptual framework demonstrates the relationship between the predictor and predictors.

In a research published in 2016, Maina attempted to determine the impact that Kenyan insurance companies' adoption of novel tactics had on their productivity. The author discovered a significant positive association between the firm's innovation initiatives and its overall production. Although the study's main focus was on insurance companies with operations in Nairobi, the author recommended that a similar study be conducted in companies that do not provide insurance in order to improve the findings and generate recommendations for policy changes that will make it easier to draw more accurate conclusions.

Kariuki (2014) conducted research to ascertain the impact of strategic innovation on the performance of mobile communications organizations. The study's conclusions showed that strategic innovation improved organizational performance. Better organizational performance resulted from the adoption of superior strategies for goods, services, marketing procedures, and human resources. But this study made use of other factors relating to goods, services, marketing procedures, and human resources. Additionally, it was conducted in a different industry, and as a result, there is a research gap in the real estate industry.

Nandwa (2016) carried conducted study to ascertain the effects of innovation methods on the financial output of the insurance businesses in Eldoret Town. The goal of the study was to specifically assess how product innovation strategy, process innovation strategy, promotion innovation strategy, assessment of how promotion innovation strategy affects the firm's sales performance, and impact of pricing innovation strategy on the firm's financial performance.

The findings revealed a statistically significant correlation between product performance (p 0.05). Process innovations and the organization's inventive output do not significantly correlate (p>0.05). The study also discovered that there is a statistically significant association (p0.05) between the creative pricing strategies and financial performance metrics and between the innovative promotion strategies and market performance indicators. In contrast to the sector used in this study, Nandwa's study was exclusively based in Eldoret Town. Additionally, the author discovered no connection between the process innovations and the inventive performance indicators (p>0.05). Consequently, a confirmatory research was conducted, with a focus on determining if process innovation affects company performance.

2.4 Conceptual Framework

A conceptual framework, according to Mugenda and Mugenda (2003), is an assumed representation that identifies the model being studied and the relationship between the dependent and independent variables. A conceptual framework, according to Kombo and Tromp (2006), is a collection of fundamental concepts and principles drawn from significant disciplines of study that serve to organize a future presentation.

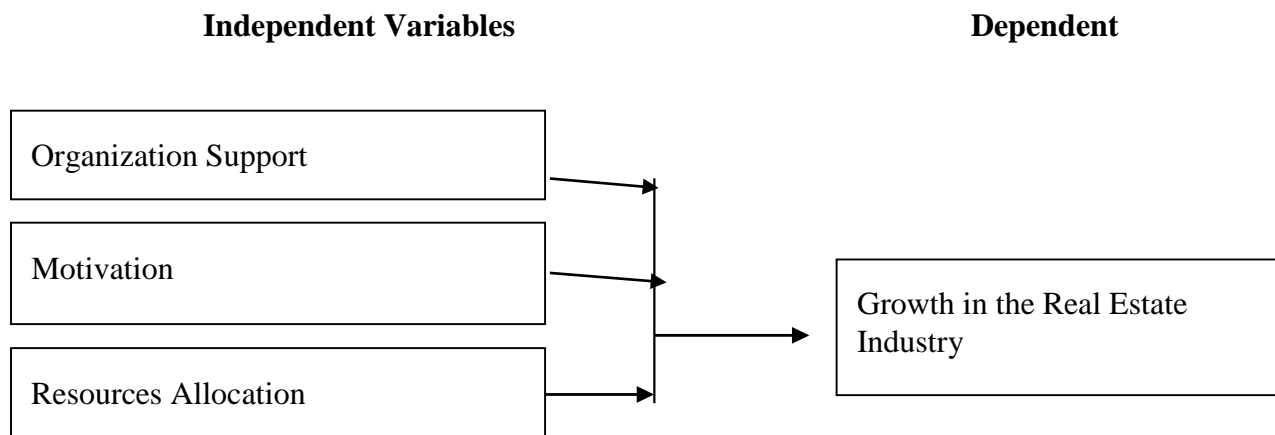


Figure 2. 1 showing conceptual framework

2.5 Operationalization of variables

Table 2. 1 Showing Operationalization of variables

Variables	Indicators	Measurements
Organization Support	<ul style="list-style-type: none">• supervisor support• work condition• reward	1 = Strongly agree to 5 = Strongly disagree
Motivation	<ul style="list-style-type: none">• Interest• Conscientious• minimal absenteeism	1 = Strongly agree to 5 = Strongly disagree
Resources Allocation	<ul style="list-style-type: none">• Equal distribution• Provision of enough resources	1 = Strongly agree to 5 = Strongly disagree

2.5 Summary of the chapter

The study's ideas were provided in this chapter, as well as literature linked to the independent variables. The independent and dependent variables were hypothesized and the variables were operationalized in this chapter.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter covers research design along with the study's target population, data collecting methods, data analysis, and presentation.

3.1 Research design

A descriptive research design was used alongside a cross-sectional survey design. According to Creswell (2015), descriptive research designs are employed when the data gathered explain phenomena, people, organizations, and situations. Both qualitative and quantitative methodologies are used in it. Because there is no variable manipulation and the research goal is to explore how things actually are in the field, cross-sectional survey methodology was chosen. Cooper and Schindler (2006) assert that cross-sectional investigations are only performed once. They aid in determining if there are at some point in time any meaningful correlations between variables (Mugenda & Mugenda, 2019). A descriptive research design, according to Creswell and Clark (2003), addresses the what, how, and who of a phenomenon, which is the subject of this study.

3.2 Target Population

A population is a specific collection of the homes, businesses, people, activities and other aspects under investigation (Ngechu 2004). The definition guarantees the homogeneity of the population under study. Target participants in this study was 40 Ruby Real Estate workers in Westlands, Nairobi.

Table 3. 1 showing target Population

Category	Frequency
Management	10
Supervisors	15
Support staff	15
Total	40

3.3 Sample and sampling technique

Sampling is the process a researcher uses to compile subjects, locations, or objects for investigation. Selecting a group of people or things from a population so that they possess elements that are typical of the trait present in the full group is what this method entails (Orodho and Kombo, 2012). Since the population at issue is rather tiny, the researcher used the census sampling approach.

3.4 Instruments

The study employed both primary and secondary data sources to get the data needed for analysis. The major data source was a semi-structured questionnaire including open- and closed-ended questions (Mugenda & Mugenda, 2019). The researcher needed a reliable information source to examine phenomena and identify efficient problem-solving strategies and the secondary data offered that (Sekaran, U., & Bougie, R. 2016). Self-administration of questionnaires is required for the gathering of primary data. The researcher dropped the questionnaire at the respondents' place of work. Secondary data was gathered from these firm websites' published annual reports.

3.5 Pilot Study

The term "pilot studies" was described by Eldridge, S. M. (2016) as "special pre-testing of a particular research instrument, such as a questionnaire or interview schedule" and "miniature versions of a full-scale study." With four participants, representing 10% of the target population, a pilot research was carried out. To guarantee that the instrument measures what it was designed to measure, the results was utilized to adjust it as necessary (Saunders et al., 2015).

3.5.1 Validity

The researcher ensured that the questions support the objectives of the study. Gay recommended that quality specialists be recruited to evaluate the questions' relevancy, style and clarity.

3.5.1 Reliability

The reliability of this study was ensured by the use of the Cronbach's alpha coefficient of internal consistency, which provides a separate quantitative assessment of the scale's internal consistency (Scherer, L. D. 2016). Cooper and Schindler (2017) state that for an instrument to be regarded as reliable, the coefficient must be more than 0.7.

3.6 Data Collection Procedure

Before starting the study, the researcher first had Management University of Africa's approval. To confirm their commitment to implementing the results, the researcher arranged a meeting with the management of the Ruby Real estate firm. The researcher gave the respondents a briefing before beginning data collecting. The purpose and limitations of the study were covered in detail throughout the process. The privacy of the respondents' information was protected, which is important. A letter of introduction was also sent with the surveys to highlight the objectives and limitations of the study. This experiment's goal was to boost responders' confidence in the researcher. The third phase involves giving the respondents questionnaires, which was then collected and analyzed.

3.7 Data Analysis and Presentation

The Likert scale was used in the study to evaluate the questionnaire. Most often, matrix questions are used with Likert scales (Mugenda & Mugenda, 2019). Statistical Package for Social Sciences and other analytical tools was used to do descriptive analysis on the collected data, which was typically be of a quantitative type (SPSS). When analyzing qualitative data, content analysis was used because the respondent's viewpoint was expressed in prose. Tables and charts were used to present the data.

3.8 Ethical Considerations

This study ensured that concerns about confidentiality, honesty among participants, and data collection are addressed. To maintain confidentiality, respondents were shield from those whose interests was to conflict with the interviewee's by not disclosing their identity and from those whose interests conflicted with the interviewee's (DiCicco- Bloom & Crabtree, 2016). Furthermore, because respondents may not want their identities revealed, care was be taken to ensure the anonymity of the research participants.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter analyses, interprets and presents the study findings as per the aim of this study.

4.1 Demographic Presentation

4.1.1 Response rate

Forty respondents who worked for the Ruby real estate firm in Nairobi's Westlands were the study's target population. A response rate of 90% was attained out of the 40 respondents who received questionnaires; 36 replies were received, as indicated on Figure 4.1. According to Mugenda & Mugenda (2019), a response rate of 70% or more is considered appropriate, hence a 90% response rate was sufficient for data analysis.

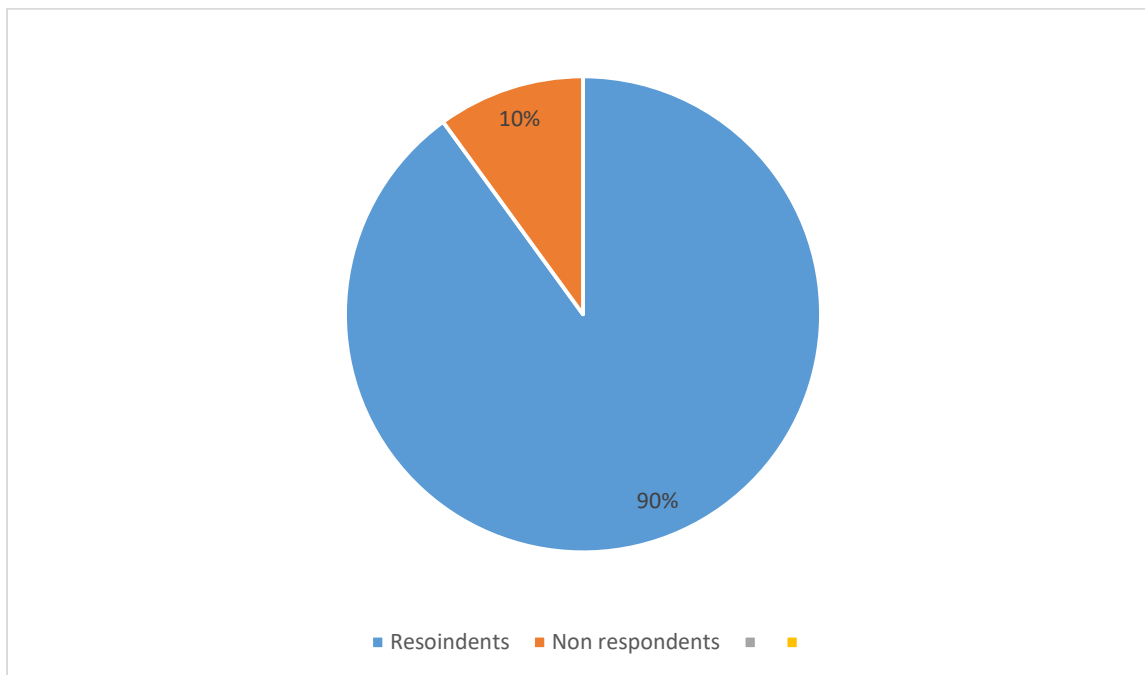


Figure 4. 1 Showing Response rate

4.1.2 Gender of the respondents

According to Figure 4.2, the majority (62%) and minority (38%) of participants were men. This suggests that both men and women worked for the real estate firm, and that both of their perspectives were important to the study.

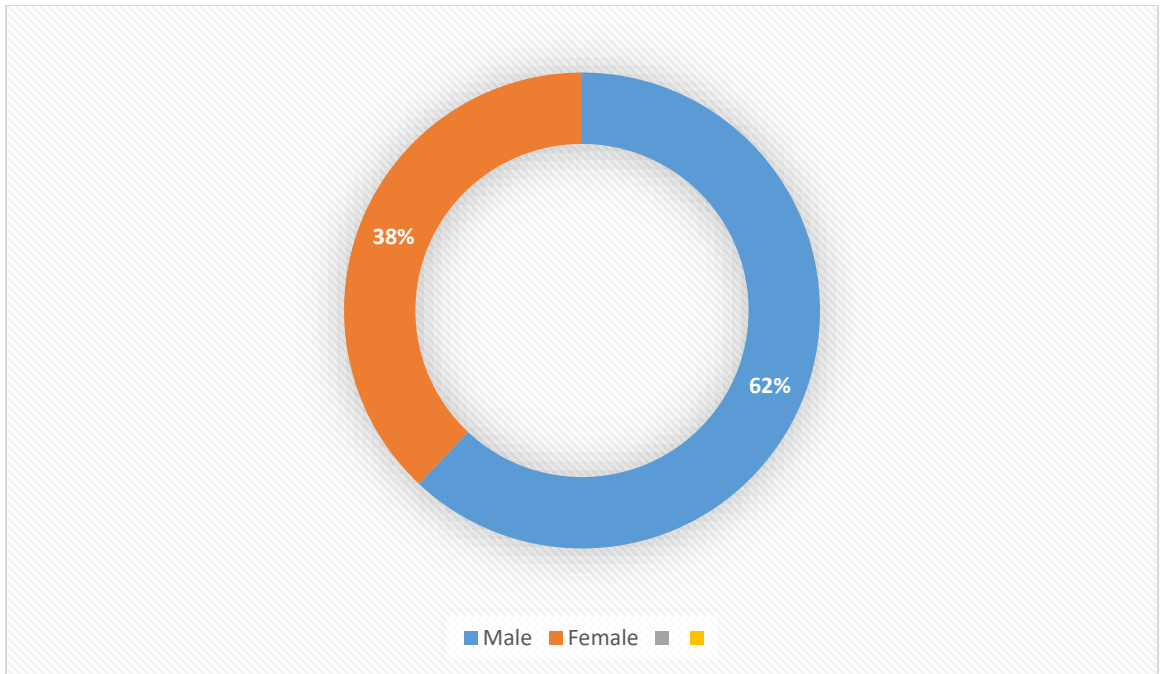


Figure 4. 2 Showing Gender of the respondents

4.1.3 Age bracket of the respondents

According to Figure 4.3, of those asked to identify their age group, 30.6% were 40 or older, 41.7% were 30-39, and 27.8% were between the ages of 18 and 29. The majority of persons in their 30s and older are at the pinnacle of their performing careers and have post-graduate work experience, which may suggest experience.

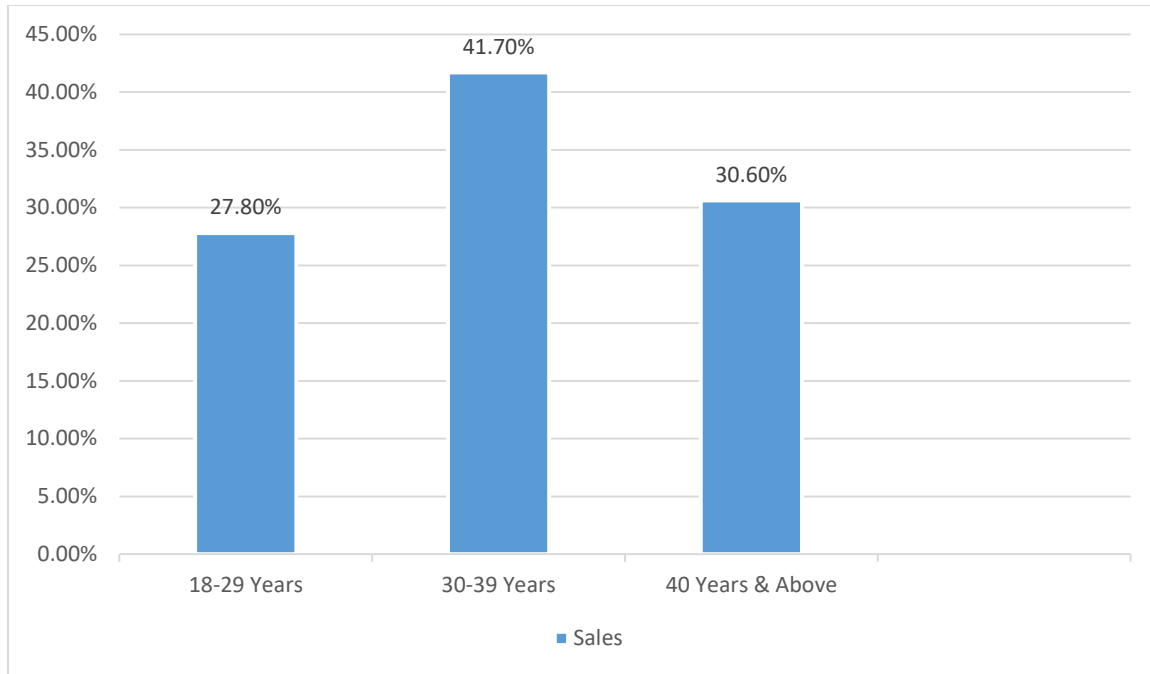


Figure 4. 3 Showing Age bracket of the respondents

4.1.4 Level of education of the respondents

According to Table 4.1 and Figure 4.4, only 2 (5.6%) of the participants had a certificate-level education, whereas 10 (27.8%) had a diploma, 17 (47.2%) held a bachelor's degree, and 7 (19.4%) held a postgraduate degree. This suggests that the majority of responders were educated individuals and as a result had solid subject knowledge.

Table 4. 1 Showing Level of education of the respondents

Category	Frequency	Percentage
Certificate	2	5.6
diploma	10	27.8
Undergraduate	17	47.2
Postgraduate	7	19.4
Total	36	100

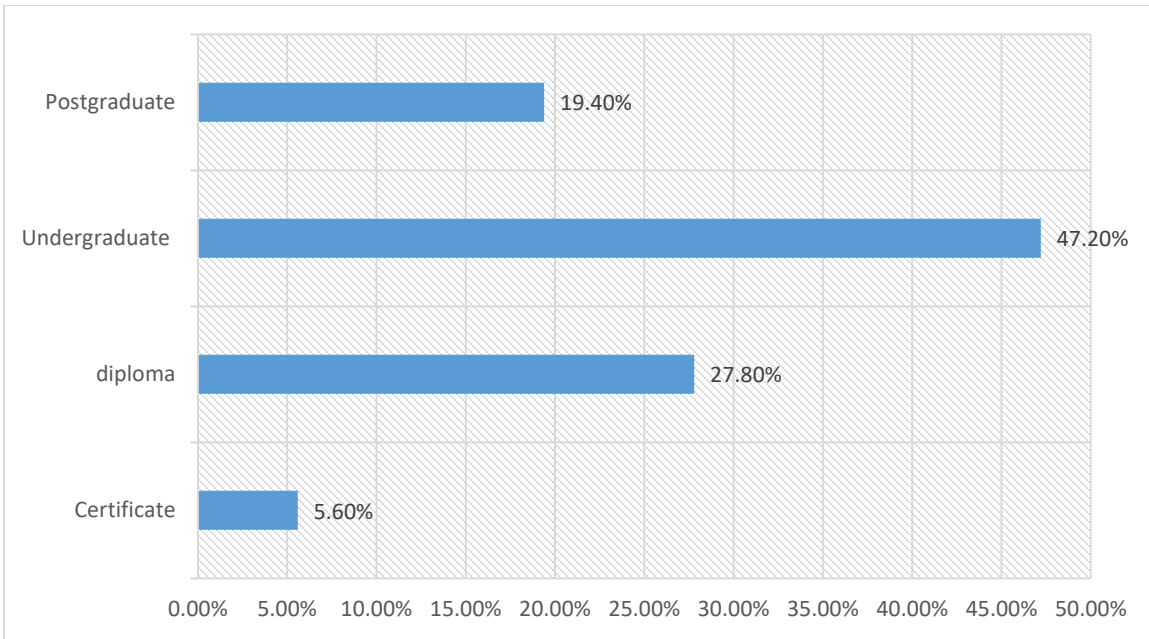


Figure 4. 4 Showing Level of education of the respondents

4.1.5 Experience level of the respondents

Figure 4.5 and Table 4.2 show that 31.1% of respondents said they had worked for their real estate company for between 0 and 5 years, 23% said they had worked for between 6 and 10 years, and 16.2% said they had worked for their businesses for at least 11 years. This demonstrates that the majority of respondents had said that they had been employed by their businesses for a minimum of five years. This demonstrates that the research participants' replies were well-versed in the pertinent information.

Table 4. 2 Showing Experience level of the respondents

Category	Frequency	Percentage
0 to5 years	10	27.8
6 to 10 years	14	38.9
11 years and above	12	33.33
Total	36	100

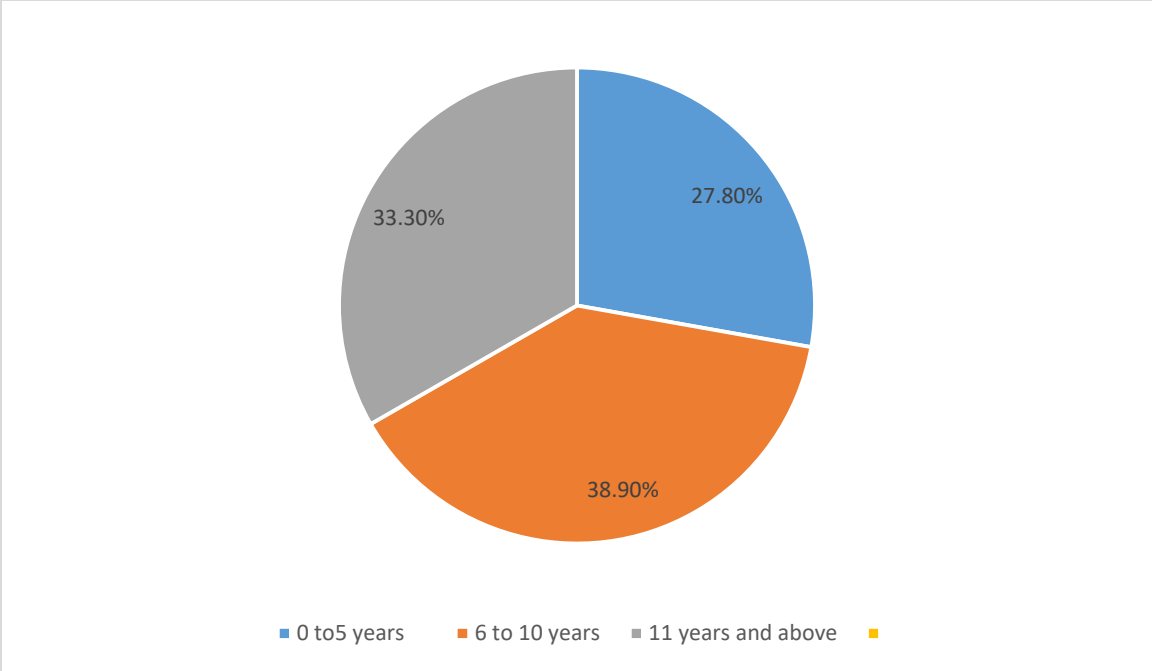


Figure 4. 5 Showing Experience level of the respondents

4.2 Organization Support

Table 4. 3 showing Organization Support analysis

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
People who receive rewards feel motivated to continue doing innovative work in the future.	38%	48%	10%	4%	0%
Managers should recognize creative work produced by individuals and teams and provide honest feedback on innovative ideas.	40%	32%	10%	10%	8%
Support from the organization is crucial for boosting creative inspiration from inside	28%	42%	16%	10%	4%
Support from the organization fosters employee security, which encourages the development of fresh ideas.	32%	46%	12%	10%	0%

As shown on table 4.3, the respondents agreed (48%) that people who receive rewards feel motivated to continue doing innovative work in the future and 40% strongly agreed that managers should recognize creative work produced by individuals and teams and provide honest feedback on innovative ideas. Majority of the respondents agreed (40%) that support from the organization is crucial for boosting creative inspiration from inside. Finally, the respondents agreed (46%) that support from the organization fosters employee security, which encourages the development of fresh ideas. According to the findings, it's clear that organizational support is a crucial element in growth of the Real Estate Industry.

4.3 Motivation

Table 4. 4 Showing Motivation analysis

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Those who are driven by the work they accomplish are productive people.	37%	36%	17%	6%	4%
Motivated people are more inclined to be persistent and imaginative.	36%	44%	4%	6%	10%
Motivated people are more likely to create excellent work.	35%	55%	10%	0%	0%
People that are intrinsically driven typically work because they are interested in it, find it satisfying, or find it challenging.	26%	42%	12%	12%	8%
People who are driven by external factors typically engage in activities in order to receive rewards.	14%	23%	35%	14%	14%

As shown on Table 4.4, 37% of the respondents strongly agreed that employees who are driven by the work they accomplish are productive people and 44% agreed that motivated people are more inclined to be persistent and imaginative. Fifty-five percent of study respondents agreed that motivated people are more likely to create excellent work. Finally, the respondents agreed (42%) that people that are intrinsically driven typically work because they are interested in it, find it satisfying, or find it challenging and majority of them were not decided on whether people who are driven by external factors typically engage in organizational activities in order to receive rewards.

4.4 Resources Allocation

Table 4. 5 Resources Allocation analysis

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Resources have an impact on an organization's capacity to meet goals, complete tasks, and adjust to demand.	41%	45%	8%	6%	0%
Openness and variety may communicate troubling viewpoints and be a beneficial force for innovation.	30%	39%	6%	19%	6%
Brainstorming is one of several creative methods that may help people think more creatively and share their knowledge more effectively.	31%	32%	18%	12%	7%
To accurately support the innovation process, it is important to allocate sufficient resources to each new initiative.	46%	40%	8%	6%	0%
The perception of neglect and lack of support by the individual has an impact on creativity.	23%	34%	28%	10%	5%

As per the results on Table 4.5, 45 % of the study respondents agreed that resources have an impact on an organization's capacity to meet goals, complete tasks, and adjust to demand and 39% agreed that openness and variety may communicate troubling viewpoints and be a beneficial force for innovation. As per responses, 32 % agreed that brainstorming is one of several creative methods

that may help people think more creatively and share their knowledge more effectively. Finally, 46% of the study respondents strongly agree that to accurately support the innovation process, it is important to allocate sufficient resources to each new initiative and that the perception of neglect and lack of support by the individual has an impact on creativity (34%).

4.5 Limitations of the Study

Several respondents were reluctant to cooperate in accurately completing the questionnaire due to research confidentiality concerns. Because of this, the researcher spent time talking to each potential responder and outlining the scope and significance of the study to their company.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS)

5.0 Introduction

The findings, conclusions, and suggestions for application and more study on the subject are summarized in this chapter.

5.1 Summary of Findings

5.1.1 Organization Support

Majority of the study respondents agreed (48%) that people who receive rewards feel motivated to continue doing innovative work in the future and 40% strongly agreed that managers should recognize creative work produced by individuals and teams and provide honest feedback on innovative ideas. Also, majority of the respondents agreed (40%) that support from the organization is crucial for boosting creative inspiration from inside.

5.1.2 Motivation

Fifty-five percent of this study respondents agreed that motivated people are more likely to create excellent work. The respondents agreed (42%) that people that are intrinsically driven typically work because they are interested in it, find it satisfying, or find it challenging and majority of them were not decided on whether people who are driven by external factors typically engage in organizational activities in order to receive rewards.

5.1.3 Resources Allocation

Majority of the respondents (45%) agreed that resources have an impact on an organization's capacity to meet goals, complete tasks, and adjust to demand and 39% agreed that openness and variety may communicate troubling viewpoints and be a beneficial force for innovation. As per responses, 32 % agreed that brainstorming is one of several creative methods that may help people think more creatively and share their knowledge more effectively.

5.2 Recommendations

Organization Support

According to the study's findings on organizational support, undervaluing creative labor may result in a toxic environment in the workplace. Organizational support also makes workers feel safe, which encourages the development of fresh ideas. The study thus advises the management of real estate companies to make sure that their human resource department is active in order to identify the employees who need to be motivated and to act in the best interests of the business and other stakeholders by providing organizational support to the chosen areas for improved business performance. To achieve organizational effectiveness, managers should perform this regularly.

Motivation

According to the study, motivating employees increases their creativity and motivation, and driven people are more likely to deliver high-quality work. As a result, the study advises real estate company management to develop strategies for employee motivation. These strategies should include both intrinsic and extrinsic motivation. In a business setting, management needs continuously motivate its personnel.

Resources Allocation

The research on resource allocation found that resources affect an organization's capacity to meet goals, complete tasks and adjust to demand. It also found that resource scarcity influences problem-solving creativity to make up for resource shortages. In order to guarantee that all departments receive what is allotted for them and improve performance, the research advises that the management of real estate firms should ensure that the company's resources are divided throughout the organization according to the defined preferences.

5.3 Conclusion

Organization Support

The study's findings on organizational support showed that workers are constantly acknowledged and rewarded for their creativity and that awards provide recipients the motivation to continue doing innovative work in the future. The study comes to the conclusion that organizational support helps the Kenyan real estate sector flourish. According to the study, motivated people are more

likely to be persistent and innovative. They are also more productive since they feel compelled to accomplish their task. As a result, the study comes to the conclusion that motivation plays a role in the Kenyan real estate sector's expansion.

Motivation

According to the study, motivated people are more likely to be persistent and innovative. They are also more productive since they feel compelled to accomplish their task. As a result, the study comes to the conclusion that motivation plays a role in the Kenyan real estate sector's expansion.

Resources Allocation

The study's findings on resource allocation showed that resources affect an organization's capacity to meet goals, complete tasks and respond to demand. It also showed the need of giving each new project enough resources to successfully support the innovation process. Thus, the study's conclusion is that resource allocation has a favorable effect on the expansion of Kenya's real estate market.

5.4 Areas for Further Studies

This study's objective was to evaluate the impact of creativity and innovation on the expansion of Kenya's real estate market. The study suggests conducting more research to determine how remuneration and incentive affect the expansion of Kenya's real estate market.

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APPENDIX I: LETTER OF INTRODUCTION

4th DECEMBER 2022

To whom it may concern,

RE: RESEARCH PROJECT.

I am a student at the Management University of Africa and I am currently carrying out a research on the **effects of innovation and creativity on growth of the real estate industry in Kenya, a case study of ruby real estate, Westlands, Nairobi.** This is a key requirement in partial fulfillment for the requirement for the award.

I am required to gather data from you and provide recommendations that will be useful to the aviation sector. You were chosen as a participant/respondent in this study after completing the accompanying questionnaire. Please provide the most accurate answers possible to the questionnaire's questions.

Thank you in advance for your interest in taking part in this vital research.

Yours Faithfully,

Jane Wanjiku Thuita

APPENDIX II: QUESTIONNAIRE

Kindly Tick where appropriate

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your gender?

Male

Female

2. What is your age bracket?

18 to 29

30 to 39

Above 40

3. What is your Level of educational?

Certificate

diploma

Undergraduate

postgraduate

4. For how long have you worked in this organization?

0 to 5 years

6 to 10 years

11 years and above

SECTION B: Organization Support

What is your agreement with the following statements in your organization?

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
People who receive rewards feel motivated to continue doing innovative work in the future.					
Managers should recognize creative work produced by individuals and teams and provide honest feedback on innovative ideas.					
Support from the organization is crucial for boosting creative inspiration from inside					
Support from the organization fosters employee security, which encourages the development of fresh ideas.					

SECTION C: Motivation

What is your agreement with the following statements in your organization?

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Those who are driven by the work they accomplish are productive people.					
Motivated people are more inclined to be persistent and imaginative.					
Motivated people are more likely to create excellent work.					
People that are intrinsically driven typically work because they are interested in it, find it satisfying, or find it challenging.					
People who are driven by external factors typically engage in activities in order to receive rewards.					

SECTION D: Resources Allocation

What is your agreement with the following statements in your organization?

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Resources have an impact on an organization's capacity to meet goals, complete tasks, and adjust to demand..					
Openness and variety may communicate troubling viewpoints and be a beneficial force for innovation.					
Brainstorming is one of several creative methods that may help people think more creatively and share their knowledge more effectively.					
To accurately support the innovation process, it is important to allocate sufficient resources to each new initiative.					
The perception of neglect and lack of support by the individual has an impact on creativity.					

THE END