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**MEĐUODNOS PODUZETNIČKE
USMJERENOSTI I
ORGANIZACIJSKE
INOVATIVNOSTI HRVATSKIH
HOTELA**

**THE INTERRELATIONSHIP
BETWEEN ENTREPRENEURIAL
ORIENTATION AND
ORGANIZATIONAL INNOVATION
OF CROATIAN HOTELS**

SAŽETAK: Inovacije u turizmu, koje čine novi proizvodi, usluge, procesi i poslovni modeli, predmet su sve češćih istraživanja u znanosti i praksi. Cilj je ovog rada objasniti povezanost poduzetničke usmjerenosti i organizacijske inovativnosti u hrvatskom hotelijerstvu. Poduzetnička usmjerenost kao dimenzija poslovanja odražava sklonost postojećih poduzeća prema jačanju konkurentnosti, proaktivnom djelovanju i preuzimanju rizika. Organizacijska se inovativnost kao druga dimenzija odnosi na promjene u sustavu hotelskog menadžmenta kojem je svrha povećati efikasnost marketinških ulaganja, brže odgovoriti na potrebe tržišta i održivo se razvijati. Za mjerenje poduzetničke usmjerenosti korištene su četiri varijable: proaktivnost, preuzimanje rizika, autonomija i kompetitivnost. Za organizacijsku su inovativnost korištene tri varijable: marketinška, proizvodna i procesna. S obzirom na to da nema istraživanja o međuodnosu ovih dviju dimenzija poslovanja u hrvatskom hotelijerstvu, dodana vrijednost ovog rada leži u rezultatima empirijskog istraživanja. U svrhu prikupljanja primarnih podataka provedeno je anketiranje uzorka od 101 ispitanika iz isto toliko hotela. Rezultati su potvrdili glavnu hipotezu (H1) po kojoj postoji pozitivna povezanost između poduzetničke usmjerenosti i organizacijske inovativnosti hrvatskih hotela. Proizlazi da su pritom varijable proaktivnosti i autonomije najsnažnije povezane s organizacijskom inovativnošću. U svrhu održavanja konkurentne prednosti, hoteli se najviše koriste manje rizičnim inovacijama koje se mogu brzo implementirati. Doprinos ovoga rada ogleda se u

ABSTRACT: Innovations in tourism, encompassing new products, services, processes, and business models, have increasingly become the subject of both scholarly and practical research. The aim of this paper is to explain the relationship between entrepreneurial orientation and organizational innovativeness in the Croatian hotel industry. Entrepreneurial orientation, as a dimension of business activity, reflects the inclination of existing companies toward strengthening competitiveness, acting proactively, and taking risks. Organizational innovativeness, as another dimension, refers to changes within hotel management systems aimed at improving the efficiency of marketing investments, responding more quickly to market needs, and ensuring sustainable development. To measure entrepreneurial orientation, four variables were used: proactiveness, risk-taking, autonomy, and competitiveness. For organizational innovativeness, three variables were applied: marketing, product, and process innovation. Given that no research has previously examined the relationship between these two business dimensions in Croatian hospitality, the added value of this study lies in the findings of an empirical investigation. A survey of 101 respondents from 101 hotels was conducted to collect primary data. The results confirmed the main hypothesis (H1), which posits a positive relationship between entrepreneurial orientation and organizational innovativeness in Croatian hotels. Among the variables, proactiveness and autonomy were found to be most strongly associated with organizational innovativeness. In order to maintain their competitive advantage, hotels primarily rely on less risky innovations that can be implemented quickly. The contribution of this paper lies in



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pružanju uvida praktičarima i istraživačima u načine poboljšavanja hotelskog proizvoda, održavanja konkurentnosti i zadovoljavanja potreba suvremenih gostiju. Mali uzorak te nedostatak demografskih podataka o ispitanicima, kao i podatci o nekim važnim značajkama odabranih hotela, limiti su ovog istraživanja zbog kojih se na temelju rezultata ovog rada ne mogu donositi opći zaključci.

KLJUČNE RIJEČI: autonomija, hotelijerstvo, kompetitivnost, organizacijska inovativnost, poduzetnička usmjerenost, proaktivnost, upravljanje rizicima, zadovoljstvo gostiju

UVOD

Kako bi odgovorili na promjenjive potrebe gostiju i prilagodili se novim tehnologijama u digitalnoj ekonomiji, turizam i hotelijerstvo sve više ovise o inovativnim praksama. U tom je kontekstu posebno važno razumjeti međuodnos dviju dimenzija hotelskog poslovanja: poduzetničke usmjerenosti i organizacijske inovativnosti. Prva dimenzija tj. poduzetnička usmjerenost odnosi se na tendenciju etabliranih poduzeća prema uvođenju društvenih i tehničkih inovacija, proaktivnom djelovanju i preuzimanju rizika (Lumpkin & Dess, 1996). Kada je riječ o hotelijerstvu, takva usmjerenost predstavlja strateški stav poduzeća prema razvoju inovacija, istraživanju novih poslovnih prilika, kontinuiranom unaprjeđenju proizvoda i usluga te implementaciji novih tehnologija (Covin & Miles, 2007). Druga dimenzija tj. organizacijska inovativnost jedan je od središnjih koncepata u akademskim istraživanjima i menadžerskoj praksi (Calisir et al., 2024). Pod ovim pojmom Romijn i Albaladejo (2002) podrazumijevaju vještine i znanja potrebna za učinkovito usvajanje, svladavanje i poboljšanje postojećih tehnologija te stvaranje novih. Stoga organizacijska inovativnost sve više postaje imperativ u svim sektorima, pa tako i u turizmu, odnosno hotelijerstvu.

Prema Vlahoviću (2002), turizam je skup gospodarskih i društvenih pojava koje se zasnivaju na putovanju i boravku turista u mjestu izvan njihova stalnog prebivališta. Hrvatski turizam s prihodi-

providing practitioners and researchers with insights into ways of enhancing hotel products, maintaining competitiveness, and meeting the needs of modern guests. However, the small sample size, the absence of demographic data about respondents, and the lack of details about certain key features of the selected hotels represent limitations to this paper, preventing the formulation of generalized conclusions based on the results.

KEYWORDS: autonomy, hospitality industry, competitiveness, organizational innovativeness, entrepreneurial orientation, proactiveness, risk management, guest satisfaction

INTRODUCTION

In order to respond to the changing needs of guests and adapt to new technologies in digital economy, tourism and hospitality industry increasingly rely on innovative practices. In this context, it is particularly important to understand the relationship between two key dimensions of hotel operations: entrepreneurial orientation and organizational innovativeness. The first dimension, entrepreneurial orientation, refers to the tendency of established companies to introduce social and technological innovations, act proactively, and take risks (Lumpkin & Dess, 1996). In the hotel industry, such an orientation represents a strategic stance of a company toward developing innovations, exploring new business opportunities, continuously improving products and services, and implementing new technologies (Covin & Miles, 2007). The second dimension, organizational innovativeness, is one of the central concepts in academic research and managerial practice (Calisir et al., 2024). Romijn and Albaladejo (2002) define it as the skills and knowledge required to effectively adopt, master, and improve existing technologies while creating new ones. Consequently, organizational innovativeness is increasingly becoming an imperative across all sectors, including tourism and hospitality.

According to Vlahović (2002), tourism represents a set of economic and social phenomena based on travel and temporary stay of tourists outside their permanent place of residence. Croatian tourism gen-

ma od 14,6 milijarda eura u 2023. generira 19,1 %, odnosno gotovo jednu petinu BDP-a (Ministarstvo turizma i sporta, 2024a). Od ukupno 24,7 milijuna noćenja u 2023. u hrvatskim hotelima ostvareno je 26,8 % turističkih noćenja (DZS, 2024).

Hoteli se razvrstavaju u određene kategorije i označavaju brojem zvjezdica ovisno o vrstama i razini pružene kvalitete usluga (Pravilnik, 2019). Prema podacima za 2023. godinu (Tablica 1), ukupno je u Hrvatskoj bilo kategorizirano 749 hotela s ukupno 60.911 smještajnih jedinica i 119.414 stalnih postelja (Ministarstvo turizma i sporta, 2024b).

erated revenues of €14.6 billion in 2023, contributing 19.1%—nearly one-fifth of GDP (Ministry of Tourism and Sports, 2024a). Out of a total of 24.7 million overnight stays in 2023, hotels in Croatia accounted for 26.8% (Croatian Bureau of Statistics, 2024).

Hotels are classified into categories and rated by stars depending on the type and quality of services provided (Regulation, 2019). According to 2023 data (Table 1), Croatia had 749 categorized hotels, comprising 60,911 accommodation units and 119,414 permanent beds (Ministry of Tourism and Sports, 2024b).

TABLICA 1. RAZDILOBA HRVATSKIH HOTELA PREMA BROJU OBJEKATA, SMJEŠTAJNIH JEDINICA I STALNIH POSTELJA

TABLE 1. DISTRIBUTION OF CROATIAN HOTELS BY NUMBER OF ESTABLISHMENTS, ACCOMMODATION UNITS, AND PERMANENT BEDS (2023)

2023.	Broj hotela Number of Hotels		Broj smještajnih jedinica Number of Accommodation Units		Broj stalnih postelja Number of Permanent Beds	
ZVJEZDICE STARS	UKUPNO TOTAL	UDIO (%) SHARE (%)	UKUPNO TOTAL	UDIO (%) SHARE (%)	UKUPNO TOTAL	UDIO (%) SHARE (%)
*****	56	7 %	7.426	12 %	14.628	12 %
****	364	49 %	31.868	52 %	61.845	52 %
***	291	39 %	18.424	30 %	36.531	31 %
**	38	5 %	3.193	5 %	6.410	5 %
UKUPNO TOTAL	749	100 %	60.911	100 %	119.414	100 %

Izvor: obrada autora prema Ministarstvu turizma i sporta (2024b)

Source: Authors' calculation based on Ministry of Tourism and Sports data (2024b)

Sukladno Tablici 1 od ukupnog broja hotela njih 49 % kategorizirano je s četirima zvjezdicama. Samo 56 visokokvalitetnih hotela u Hrvatskoj ima pet zvjezdica (7 % udjela). Prosječna starost hrvatskih hotela dulja je od 40 godina (Bašić, 2015).

Problem je ovoga istraživanja nepostojanje empirijskih istraživanja o međuodnosu poduzetničke usmjerenosti i inovativnosti u hrvatskim hotelskim subjektima. Predmet istraživanja ovoga rada jesu stavovi vlasnika ili rukovoditelja o značaju poduzetničke usmjerenosti i organizacijske inovativnosti u hotelskom poslovanju. Iz predmeta

As shown in Table 1, nearly half of all hotels (49%) are categorized with four stars. Only 56 high-quality hotels (7%) are rated five stars. The average age of Croatian hotels exceeds 40 years (Bašić, 2015).

The problem addressed in this study is the lack of empirical research on the interrelationship between entrepreneurial orientation and innovativeness in Croatian hotels. The research subject is the perception of hotel owners or hotel managers in terms of the importance of entrepreneurial orientation and organizational innovativeness in hotel operations.

istraživanja izvedena je hipoteza (H1) koja glasi: „Postoji pozitivna povezanost između poduzetničke usmjerenosti i organizacijske inovativnosti hrvatskih hotela”. Glavni je cilj ovoga rada objasniti korelaciju poduzetničke usmjerenosti i organizacijske inovativnosti u hrvatskim hotelima. U tu svrhu provedeno je primarno *online* empirijsko istraživanje putem Google anketnog upitnika na uzorku od 101 ispitanika iz isto toliko hrvatskih hotela.

Ovaj je rad podijeljen u šest cjelina. Nakon uvoda u drugome se dijelu donosi pregled literature. Treći dio opisuje metodologiju istraživanja i strukturu uzorka. Četvrti dio prikazuje i interpretira empirijske nalaze. Peti je dio rasprava o rezultatima i usporedbi s prethodnim istraživanjima na ovu temu. U zadnjoj odnosno šestoj cjelini navode se glavni zaključci, ograničenja, doprinos i preporuke za buduća istraživanja.

TEORIJSKI OKVIR

Istraživanja poduzetničkih aktivnosti etabliranih poduzeća već više od pedeset godina privlače znanstvenu pozornost (Glinyanova et al., 2021). U svrhu postizanja održivog rasta i uspjeha u dužem vremenskom razdoblju poduzetnički usmjerena poduzeća stvaraju nove tržišne prilike i kontinuirano transformiraju svoje poslovne modele (Covin & Wales, 2012). Potaknuta intenzitetom tržišne kompetitivnosti, poduzetnički orijentirana poduzeća grade konkurentsku prednost na temeljima inovativnosti, hrabrosti, sklonosti riziku i primjerenog vođenja (Covin & Miles, 2007; Kuratko et al., 2009). Inovacije su aktivnosti ili proizvodi koji su novi ili drukčiji od drugih (Kolaković & Mikić, 2020).

Poduzetnička usmjerenost

Koncept poduzetničke usmjerenosti odnosi se na procese, prakse i donošenje odluka koje vode do stvaranja novih korporativnih pothvata i projekata. Poduzetničkim pristupom u poslovanju postojećih poduzeća među prvima su se bavili Miller (1983)

From this subject matter, the hypothesis (H1) was derived: “There is a positive relationship between entrepreneurial orientation and organizational innovativeness in Croatian hotels.” The main objective of this paper is to explain the correlation between entrepreneurial orientation and organizational innovativeness in Croatian hotels. To achieve this, a primary *online* empirical study was conducted using a Google survey questionnaire with a sample of 101 respondents from 101 Croatian hotels.

This paper is structured into six sections. Following the Introduction, Section 2 presents the literature review. Section 3 describes the research methodology and sample structure. Section 4 presents and interprets the empirical findings. Section 5 discusses the results and compares them with previous studies on this topic. Finally, Section 6 provides the main conclusions, limitations, contributions, and recommendations for future research.

THEORETICAL FRAMEWORK

Research on entrepreneurial activities in established companies has been attracting scholarly attention for more than fifty years (Glinyanova et al., 2021). In order to achieve sustainable growth and long-term success, entrepreneurially oriented firms create new market opportunities and continuously transform their business models (Covin & Wales, 2012). Driven by the intensity of market competition, such companies build their competitive advantage on the foundations of innovativeness, boldness, risk-taking, and effective leadership (Covin & Miles, 2007; Kuratko et al., 2009).

Innovation can be defined as activities or outputs that are new or significantly different from what already exists (Kolaković & Mikić, 2020).

Entrepreneurial Orientation

The concept of entrepreneurial orientation refers to processes, practices, and decision-making patterns that lead to the creation of new corporate ventures and projects. Pioneering work on entrepreneurial approaches within established firms was carried

te Lumpkin i Dess (1996) koji su za mjerenje ove dimenzije predložili ukupno šest varijabli. Za potrebe ovog istraživanja odabrane su i izmjerene sljedeće četiri:

- a) proaktivnost
- b) preuzimanje rizika
- c) autonomija
- d) kompetitivnost.

Proaktivnost je sposobnost poduzeća da umjesto pasivnog reagiranja aktivno utječe na svoje okruženje. Ovakva poduzeća često igraju ulogu *trendsettera*, tj. oblikuju nove tržišne trendove u ponudi i potražnji te sustavno ulažu u istraživanje i razvoj. Irani i sur. (2023) ističu važnost osobnih sklonosti hotelskih menadžera prema proaktivnom promišljanju i djelovanju.

Preuzimanje rizika predstavlja spremnost poduzeća da u svrhu dugoročne održivosti i konkurentnosti pronade nove tržišne prilike i inovira ponudu, čak i u uvjetima značajne neizvjesnosti (Miller, 1983). Williams i sur. (2019) ističu da su mali i srednje veliki hoteli posebno izloženi visokoj razini nesigurnosti zbog dinamičnog tržišta i ograničenih resursa. Stoga se rizike pokušava minimizirati donošenjem strategije umrežavanja i stvaranjem tzv. učeće organizacije.

Autonomija se odnosi na sposobnost pojedinaca ili timova da u određenoj mjeri slobodno donose odluke, odnosno preuzmu zadaće, ovlasti i odgovornosti te provode aktivnosti bez rigidne supervizije i hijerarhijskih ograničenja. No, Zhang i Bartol (2010) naglašavaju potrebu za ustrojem uravnotežena sustava nadzora da bi se iskoristile prednosti autonomije, ali istodobno i minimizirale moguće slabosti u koordinaciji djelovanja.

Kompetitivnost se zbog snažna rivalstva i zasićenosti turističkog tržišta odražava u prilagodbi hotelskog proizvoda individualnim potrebama gostiju. Prema Mashiki i sur. (2021), konkurentske prednosti u turizmu mogu se postići primjenom inovativnih tehnologija, prilagodbom poslovnih modela i relevantnim održivim praksama.

out by Miller (1983) and later by Lumpkin and Dess (1996), who proposed six variables for measuring this dimension. For the purpose of this research, four were selected:

- a) proactiveness
- b) risk-taking
- c) autonomy
- d) competitiveness

Proactiveness is the ability of a firm to actively shape its environment rather than merely reacting passively. Such firms often act as *trendsetters*, creating new market trends in supply and demand while systematically investing in research and development. Irani et al. (2023) emphasize the importance of hotel managers' personal inclination toward proactive thinking and action.

Risk-taking reflects the willingness of a company to pursue new market opportunities and innovate its offerings, even under conditions of considerable uncertainty, in order to ensure long-term sustainability and competitiveness (Miller, 1983). Williams et al. (2019) point out that small and medium-sized hotels are particularly exposed to high levels of uncertainty due to dynamic markets and limited resources. Accordingly, these hotels attempt to minimize risks by adopting networking strategies and developing so-called "learning organizations".

Autonomy refers to the ability of individuals or teams to independently make decisions to a certain extent, assume responsibilities and authority, and carry out tasks without rigid supervision or hierarchical constraints. Zhang and Bartol (2010), however, stress the need for a balanced supervision system to harness the benefits of autonomy while minimizing potential weaknesses in coordination.

Competitiveness is particularly relevant in the tourism sector, where intense rivalry and market saturation demand constant adaptation of hotel products to individual guest needs. Mashika et al. (2021) argue that competitive advantages in tourism can be achieved through the application of innovative technologies, business model adaptation, and relevant sustainable practices.

Organizacijska inovativnost

Organizacijska inovativnost odražava sposobnost poduzeća za uvođenje novih proizvoda ili otvaranje novih tržišta (Wang & Ahmed, 2004). Kreativni lideri koji promoviraju otvorenu komunikaciju i participativno odlučivanje pomažu stvaranju okruženja u kojem zaposlenici aktivno sudjeluju u procesu inovacija (Dhar, 2016). Organizacijska kultura u kojoj participativnim stilom lideri potiču međusobno povjerenje, suradnju i učenje stvara veći inovacijski kapacitet poduzeća (Lam et al., 2021). Perkov i sur. (2025) istraživanjem su utvrdili da je među suvremenim poduzećima faktor diferencijacije onaj stil vođenja koji se prilagođava novim generacijama zaposlenika, daje im osjećaj smisla te ih motivira na postizanje ciljeva.

Proučavanjem dostupnih izvora u literaturi uočava se da ne postoji općeprihvaćena klasifikacija inovacija. Ipak, velik broj autora (OECD/Eurostat, 2005; Calik et al., 2017; Schilling, 2019) na temelju svojih istraživanja dijeli ih u sljedeće četiri vrste: marketinške inovacije, inovacije proizvoda, inovacije procesa i organizacijske inovacije. Za mjerenje organizacijske inovativnosti, kao druge dimenzije, u ovom su radu odabrane, prilagođene i obrađene sljedeće tri varijable:

- a) marketinška inovativnost
- b) proizvodna inovativnost
- c) procesna inovativnost.

Marketinška inovativnost kao prva varijabla uključuje primjenu novih strategija promocije i distribucije koje mijenjaju način tržišne prezentacije hotelskog proizvoda. Očitava se u inovativnosti hotelske ponude sukladno različitim tržišnim segmentima, korištenju personalizirane komunikacije te kontinuiranu uključivanju povratnih informacija gostiju u proces planiranja. Među najznačajnijim aspektima marketinške inovativnosti u hotelskoj industriji jesu usvajanje digitalnog marketinga, društvenih mreža i virtualne korisničke podrške. Na primjer, Radisson Hotel Group uveo je UI platformu za korisničku podršku koja može automatski odgovoriti na 75 % upita gostiju (Radisson Hotel Group, 2021). Druš-

Organizational Innovativeness

Organizational innovativeness reflects a company's ability to introduce new products or enter new markets (Wang & Ahmed, 2004). Creative leaders who promote open communication and participatory decision-making help create environments in which employees actively contribute to innovation processes (Dhar, 2016). An organizational culture in which leaders foster trust, collaboration, and learning increases a company's innovation capacity (Lam et al., 2021). Perkov et al. (2025) found that, among modern companies, differentiation often stems from leadership styles that adapt to new generations of employees, provide them with a sense of purpose, and motivate them to achieve goals.

Although the literature does not provide a universally accepted classification of innovations, many authors (OECD/Eurostat, 2005; Calik et al., 2017; Schilling, 2019) group them into four types: marketing, product, process, and organizational innovations. For this study, organizational innovativeness was measured using three adapted variables:

- a) marketing innovativeness
- b) product innovativeness
- c) process innovativeness

Marketing innovativeness, being the first variable, involves the application of new promotion and distribution strategies that change the way hotel products are presented to the market. This is reflected in tailoring offerings to different market segments, employing personalized communication, and continuously integrating guest feedback into planning processes. Key aspects of marketing innovativeness in the hotel industry include the adoption of digital marketing, social media, and virtual customer support. For example, Radisson Hotel Group introduced an AI-driven support platform capable of automatically answering 75% of guest inquiries (Radisson Hotel Group, 2021). Social networks such as Insta-

tvene mreže poput Instagrama, Mete i TikToka omogućuju oglašavanje te izravnu komunikaciju s gostima putem vizualno privlačnih sadržaja, fotografija, videopriloga i recenzija o dojmovima. Prilikom planiranja putovanja i rezervacije smještaja moderna hotelska klijentela gotovo se isključivo koristi digitalnim platformama kao primarnim izvorom informacija (Al-Hyari et al., 2023).

Proizvodna inovativnost u hotelijerstvu odnosi se na uvođenje novih sadržaja u hotelskom proizvodu ili značajno poboljšanih usluga. Pod hotelskim proizvodom Rutherford i O'Fallon (2007) smatraju sve vidljive i nevidljive elemente koji se nude gostima da bi doživjeli pozitivno i jedinstveno iskustvo (smještaj, hrana, piće, usluge, sadržaji, ozračje, interijer i događanja). Jedan od najvažnijih segmenata diferencijacije jest razvoj inovativnih smještajnih kapaciteta (Chan & Lam, 2022). U tom smislu, menadžment splitskog hotela Marvie, na primjer, prilagodio je dio svojih usluga i kapaciteta potrebama digitalnih nomada (*coworking* prostor s ergonomskim stolicama, iznimno brzi internet od 200 Mbps i sl.). Riječ je i o *eco-friendly* hotelu jer je sav potrošni materijal za goste (pisaći papir, brošure, toaletni papir, dispenser i sl.) proizveden prema ekološkim standardima. Održivost postaje sve važniji preduvjet za dolazak gostiju koji žele boraviti u društveno odgovornim destinacijama (Echeverría et al., 2021). Novi proizvodi, usluge i organizacijski procesi zasnovani na digitalnoj tehnologiji i umjetnoj inteligenciji (UI) među najvažnijim su područjima recentnih istraživanja o konkurentnosti suvremenog hotelijerstva.

Procesna inovativnost u hotelskoj industriji podrazumijeva optimizaciju internih operativnih procesa u svrhu povećanja produktivnosti, smanjenja troškova te poboljšanja kvalitete interakcije s gostima. Tehnološke inovacije igraju središnju ulogu u načinima planiranja, rezerviranja i korištenju usluga pametnih hotela poput porečkog Valamar Collection Marea Suites. Ovaj visoko kategorizirani hotel koristi se uređajima koji međusobno mogu komunicirati pomoću interneta (Internet stvari – IoT). U našim uvjetima dobar primjer daje i dubrovački One Suite Hotel, prvi digitalizirani dizajnerski aparthotel u Hrvatskoj. Ponuda je prilagođena *green & healthy*

gram, Meta, and TikTok provide opportunities for advertising and direct interaction with guests through visually appealing content, videos, and reviews. Modern hotel clients increasingly rely almost exclusively on digital platforms as their primary source of information when planning trips and booking accommodation (Al-Hyari et al., 2023).

Product innovativeness in hotel business refers to the implementation of new elements in the hotel offering or the significant improvement of existing services. Rutherford and O'Fallon (2007) define the hotel product as the combination of tangible and intangible elements that deliver a unique guest experience (accommodation, food, beverages, services, facilities, ambiance, interior, and events). A critical area of differentiation lies in the development of innovative accommodation facilities (Chan & Lam, 2022). For example, the management of the Marvie Hotel in Split adapted part of its services and facilities to the needs of digital nomads (*coworking* spaces with ergonomic chairs, high-speed internet at 200 Mbps, etc.). The hotel is also *eco-friendly*, offering consumables (stationery, brochures, toilet paper, dispensers, etc.) produced according to ecological standards. Sustainability has become an increasingly important prerequisite for attracting guests seeking socially responsible destinations (Echeverría et al., 2021). Recent research emphasizes the importance of digital technologies and artificial intelligence (AI) as key drivers of competitiveness in modern hotel industry.

Process innovativeness in hotel industry involves optimizing internal operations to increase productivity, reduce costs, and improve the quality of guest interactions. Technological innovations play a central role in planning, booking, and service delivery in smart hotels such as Valamar Collection Marea Suites in Poreč, which uses Internet of Things (IoT) devices that communicate with each other. Another example is Dubrovnik's One Suite Hotel, the first fully digitalized boutique hotel in Croatia, designed with a *green &*

životnom stilu: teretana, masažni bazen, poseban koncept gastronomske ponude, punionica za električna vozila i jedinstvena aplikacija za korištenje interneta, prijavu i odjavu gostiju i dr.

Suvremeni hoteli omogućavaju gostima pristup sobama putem digitalnih ključeva, plaćanje putem pametnih uređaja te pružanje usluga korištenjem mobilnih aplikacija. Automatizirani sustavi integriraju se s kanalima za *online* prodaju kao što su Booking.com i Expedia. Ovakvim digitaliziranim procesima skraćuje se vrijeme čekanja, povećava privatnost gostiju i snižavaju troškovi te se poboljšava upravljanje zalihama i logističkim procesima (Adekuajo et al., 2023). U pametnim se sobama upotrebljavaju senzori i sustavi za automatizirano upravljanje rasvjetom, klimatizacijom i temperaturom, a čime se značajno smanjuje nepotrebna potrošnja resursa (Hutabarat et al., 2023). U bliskoj će budućnosti inspirativno iskustvo gostiju, dobrobit zaposlenika i odgovornost prema okolišu biti glavni prioriteti svih vodećih hrvatskih brendova (Tufft, 2025).

U skladu s prethodno spomenutim i citiranim izvorima formulirana je glavna hipoteza rada (H1) koja glasi: „Postoji pozitivna povezanost između poduzetničke usmjerenosti i organizacijske inovativnosti hrvatskih hotela”. Procjena o prihvaćanju ili odbijanju ove hipoteze utemeljena je na testiranju sljedećih četiriju pomoćnih hipoteza:

- PH1: Postoji pozitivna povezanost između proaktivnosti i organizacijske inovativnosti hrvatskih hotela.
- PH2: Postoji pozitivna povezanost između preuzimanja rizika i organizacijske inovativnosti hrvatskih hotela.
- PH3: Postoji pozitivna povezanost između autonomije i organizacijske inovativnosti hrvatskih hotela.
- PH4: Postoji pozitivna povezanost između kompetitivnosti i organizacijske inovativnosti hrvatskih hotela.

Da bi odredili značajnost i prihvatili glavnu hipotezu (H1), autori su neovisno postavili sljedeći preduvjet: moraju biti prihvaćene barem dvije od četiriju pomoćnih hipoteza.

healthy lifestyle concept that includes a gym, spa pool, sustainable gastronomy, EV charging stations, and a unique app for internet use, guest check-in, and check-out.

Modern hotels allow guests to access rooms via digital keys, make payments through smart devices, and use mobile apps for services. Automated systems are integrated with *online* booking channels such as Booking.com and Expedia, shortening wait times, improving guest privacy, lowering costs, and enhancing inventory and logistics management (Adekuajo et al., 2023). Smart rooms often use sensors and automated systems to control lighting, air conditioning, and temperature, significantly reducing unnecessary resource consumption (Hutabarat et al., 2023). In the near future, leading hotel brands are expected to prioritize inspirational guest experiences, employee well-being, and environmental responsibility (Tufft, 2025).

Based on the reviewed literature, the main hypothesis (H1) of this paper is formulated as follows: “There is a positive relationship between entrepreneurial orientation and organizational innovativeness in Croatian hotels.” To assess its validity, four auxiliary hypotheses were also established:

- PH1: There is a positive relationship between proactiveness and organizational innovativeness in Croatian hotels.
- PH2: There is a positive relationship between risk-taking and organizational innovativeness in Croatian hotels.
- PH3: There is a positive relationship between autonomy and organizational innovativeness in Croatian hotels.
- PH4: There is a positive relationship between competitiveness and organizational innovativeness in Croatian hotels.

The authors determined that the main hypothesis (H1) would be accepted only if at least two of the four auxiliary hypotheses were confirmed.

METODOLOGIJA ISTRAŽIVANJA I OPIS UZORKA

U ovom je dijelu rada riječ o oblikovanju istraživanja, metodama i značajkama uzorka hotela. Korišteni su sekundarni i primarni izvori podataka. Sekundarni izvori uključuju domaću i stranu znanstvenu i stručnu literaturu te relevantne *online* bibliografske baze podataka. U istraživanju literature primijenjene su metode deskripcije, klasifikacije i kompilacije, analize i sinteze, induktivna i deduktivna metoda te metoda komparacije.

Empirijsko istraživanje provedeno je anketiranjem ispitanika o povezanosti dviju dimenzija poslovanja hrvatskih hotela, odnosno poduzetničkoj usmjerenosti i organizacijskoj inovativnosti. U svrhu provedbe istraživanja i prikupljanja primarnih podataka anketni je upitnik strukturiran u tri dijela. Prvi odnosno uvodni dio sadržavao je pet zatvorenih pitanja o uključenim hotelima (regionalna lokacija, broj zvjezdica, vlasnička struktura, godine postojanja i ciljana skupina gostiju). Drugi i treći dio anketnog upitnika izrađeni su na temelju prilagodbe i obrade međunarodno priznatih obrazaca koji su validirani u relevantnim znanstvenim radovima iz područja poduzetništva i inovacija.

Razdioba hotela prema strukturi uzorka prikazana je u Tablici 2. Za istraživanje je odabran ciljani uzorak koji obuhvaća menadžere ili vlasnike hotela u Hrvatskoj. Anketni upitnik poslan je na 195 hrvatskih hotela. Od ukupno vraćena 162 upitnika, 101 upitnik bio je ispravan, pa je stopa odgovora iznosila 62,3 %. Istraživanje je obavljeno u razdoblju od 1. studenog 2024. do 20. veljače 2025. godine. Svaki od 101 ispitanika iz isto toliko različitih hrvatskih hotela izravno je uključen u vlasništvo ili je na nekoj od upravljačkih pozicija. Upitnik je distribuiran elektroničkim putem, uz prethodnu najavu i obrazloženje svrhe anketiranja. Ispitanicima je zajamčena potpuna anonimnost i zaštita osobnih podataka.

Prema regionalnoj strukturi uzorka, najveći udio od 38,6 % čine hoteli u Istri koji imaju ukupno

METHODOLOGY AND SAMPLE DESCRIPTION

This section outlines the research design, methods, and characteristics of the hotel sample. Both secondary and primary data sources were used. Secondary sources involve domestic and international scientific and professional literature, as well as relevant *online* bibliographic databases. Methods applied in the literature review included description, classification and compilation, analysis and synthesis, inductive and deductive reasoning, and comparative analysis.

The empirical research was conducted through a survey focusing on the relationship between the two dimensions of hotel business operations: entrepreneurial orientation and organizational innovativeness. To collect primary data, the questionnaire was structured into three sections.

The first one, the introductory section contained five closed-ended questions about the hotels included in the study (regional location, star rating, ownership structure, years of operation, and target guest group). The second and third sections of the questionnaire were adapted from internationally recognized frameworks validated in relevant research on entrepreneurship and innovation.

The distribution of hotels according to the sample structure is presented in Table 2. The study employed a sampling method, targeting hotel managers or hotel owners in Croatia. Out of 195 hotels contacted, 162 completed questionnaires were returned. After validation, 101 questionnaires were deemed usable, yielding a response rate of 62.3%. The survey was conducted between November 1, 2024, and February 20, 2025. Each of the 101 respondents represented a different hotel and was directly involved either in ownership or in a managerial role. The questionnaire was distributed electronically, following a prior notification and explanation of the survey's purpose. Respondents were assured complete anonymity and data protection.

From a regional perspective, the largest share of the sample (38.6%) came from hotels in Istria,

28.520 hotelskih postelja, tj. najviše u Hrvatskoj (Ministarstvo turizma i sporta, 2024). Isti izvor navodi da Hrvatska ima ukupno oko 125.473 postelje u hotelskom smještaju. Nakon Istre s 29,7 % udjela u uzorku slijede hoteli u Dalmaciji koji raspolažu s ukupno 24.362 postelje. Najmanji udio uzorka od 8,9 % čine hoteli na Kvarneru i sjevernom Primorju koji su inače, s 22.023 postelje, treći po regionalnoj zastupljenosti u Hrvatskoj. Struktura uzorka hotela prema kategorijama (zvjezdicama) gotovo idealno slijedi razdiobu iz Tablice 1 u uvodnom dijelu ovog rada. S 53,5 % udjela u uzorku najzastupljeniji su hoteli s četirima zvjezdicama, a najmanje (3 %) niže kategorizirani hoteli s dvjema zvjezdicama.

which, with 28,520 hotel beds, represents the region with the largest capacity in Croatia (Ministry of Tourism and Sports, 2024). The same source states that Croatia has a total of around 125,473 hotel beds. Next were hotels in Dalmatia (29.7% of the sample), with a total of 24,362 beds. The smallest share (8.9%) came from hotels in the Kvarner and Northern Primorje region, which otherwise rank third in Croatia with 22,023 hotel beds. The structure of the sample by star rating closely mirrors the distribution shown in Table 1. The most represented group were four-star hotels (53.5%), while the least represented were two-star hotels (3%).

TABLICA 2. STRUKTURA UZORKA ISTRAŽIVANIH HOTELA
TABLE 2. SAMPLE STRUCTURE OF THE RESEARCHED HOTELS

Lokacija hotela (regije) / Hotel Location (Regions)	N	%
Kvarner i sjeverno Primorje / Kvarner and Northern Primorje	9	8,9
Središnja i sjeverna Hrvatska / Central & Northern Croatia	23	22,8
Istra / Istria	39	38,6
Dalmacija / Dalmatia	30	29,7
Ukupno / Total	101	100,0
Kategorizacija (zvjezdice) / Star Category	N	%
2*	3	3,0
3*	33	32,7
4*	54	53,5
5*	11	10,9
Ukupno / Total	101	100,0
Vrsta vlasništva / Ownership Type	N	%
Privatno / Private	77	76,2
Lanac hotela / Hotel chain	11	10,9
Obiteljski hotel / Family-run hotel	13	12,9
Ukupno / Total	101	100,0
Godine poslovanja hotela / Years of Operation	N	%
< 5 godina / years	30	29,7
5 – 10 godina / years	35	34,7
11 – 20 godina / years	29	28,7
+ 20 godina / years	7	6,9
Ukupno / Total	101	100,0
Ciljana skupina gostiju / Target Guest Group	N	%
Poslovni gosti / Business Guests	18	17,8
Turisti / Tourists	83	82,2
Ukupno / Total	101	100,0

Izvor: rad autora / Source: Authors' work

U pogledu vlasničke strukture u uzorku dominiraju hoteli u privatnom vlasništvu (6,2 %). Prema duljini rada najveći udio (34,7 %) čine hoteli koji posluju između 5 i 10 godina. Najmanje je onih s više od 20 godina djelovanja (6,9 %) iako je prosječna starost hrvatskih hotela više od 40 godina. Prema parametru ciljne skupine gostiju uvjerljiva većina hotela (82,2 %) u istraživanom je uzorku primarno orijentirana na turiste, dok je poslovna klijentela u fokusu 17,8 % hotela. Ovaj omjer odražava izrazito sezonalan karakter, odnosno odmo-rišnu orijentaciju hrvatskog turizma.

PRIKAZ I INTERPRETACIJA REZULTATA

U svrhu dobivanja uvida u osnovne značajke i relevantnost dviju istraženih dimenzija provedena je analiza deskriptivne statistike koja u ovom radu ima dvostruku funkciju. Prvo, omogućava interpretaciju rezultata mjerenja svih sedam varijabli. Drugo, ovi podatci služe kao podloga za korelacijsku i regresijsku analizu kojima se testiraju postavljene hipoteze i utvrđuje međusobna povezanost među pojedinim varijablama. Pouzdanost instrumenata mjerenja testirana je korištenjem koeficijenta interne konzistentnosti (Cronbachov alfa) kojim je utvrđena visoka unutarnja pouzdanost anketnog upitnika.

Deskriptivna statistika za poduzetničku usmjerenost hrvatskih hotela

Drugi dio upitnika obuhvaćao je tvrdnje povezane s poduzetničkom orijentacijom kao prvom dimenzijom poslovanja odabranih hotela. Mjerenje je obavljeno putem prilagođenog obrasca Alija i sur. (2021) s četirima varijablama: proaktivnost, preuzimanje rizika, autonomija i kompetitivnost. Svaka od varijabli opisana je uz pomoć triju tvrdnji. Pri tome su numeričke vrijednosti prema petostupanjskoj Likertovoj ljestvici odražavale sljedeće razine suglasnosti ispitanika: 1 – uopće se ne slažem, 2 – ne slažem se, 3 – niti se slažem niti ne slažem, 4 – slažem se, 5 – potpuno se slažem.

In terms of ownership, private hotels dominate the sample (76.2%). By years of operation, the largest share (34.7%) consists of hotels operating between 5 and 10 years, while only 6.9% have been in business for more than 20 years, despite the average age of Croatian hotels exceeding 40 years. Regarding target guest groups, a vast majority (82.2%) focus primarily on tourists, whereas business clientele represents just 17.8%. This ratio reflects the distinctly seasonal and leisure-oriented character of Croatian tourism.

RESULTS AND INTERPRETATION

To gain insights into the main characteristics and relevance of the two dimensions under study, a descriptive statistical analysis was conducted. This analysis served two purposes: first, to interpret the measurement results of all seven variables, and second, to provide the basis for correlation and regression analyses, which were used to test the hypotheses and establish the interrelationships among the variables. The reliability of the measurement instruments was confirmed using Cronbach's alpha coefficient, which indicated high internal consistency of the survey questionnaire.

Descriptive Statistics for Entrepreneurial Orientation in Croatian Hotels

The second part of the questionnaire included statements related to entrepreneurial orientation, the first business dimension under investigation. Measurement was conducted using an adapted framework from Ali et al. (2021), incorporating four variables: proactiveness, risk-taking, autonomy, and competitiveness. Each variable was assessed through three statements. Responses were measured using a five-point Likert scale, where: 1 – Strongly disagree, 2 – Disagree, 3 – Neither agree nor disagree, 4 – Agree, 5 – Strongly agree.

TABLICA 3. DESKRIPTIVNA STATISTIKA ZA VARIJABLU PROAKTIVNOST

TABLE 3. DESCRIPTIVE STATISTICS FOR THE VARIABLE PROACTIVENESS

PROAKTIVNOST PROACTIVENESS		N	Aritmetička sredina Mean-M	Standardna devijacija (SD) Std. Dev. (SD)
Tvrdnje Statement				
SKUPNI PROSJEK OVERALL MEAN		101	4,3168	,67721
U usporedbi s konkurencijom naš hotel često prvi ponudi nove vrste usluga. Compared with competitors, our hotel is often the first to introduce new types of services.		101	4,3267	,93924
U suočavanju s tržišnim izazovima naš hotel brzo prilagođava svoje strategije konkurentnosti. When facing market challenges, our hotel quickly adapts its competitiveness strategies.		101	4,3663	,79653
Naš hotel sustavno predviđa promjene u turističkim trendovima prije nego što postanu široko prihvaćene. Our hotel systematically anticipates changes in tourism trends before they become widely accepted.		101	4,2574	,89054

Izvor: rad autora prema Ali i sur. (2021)

 Source: Authors' work, according to Ali et al. (2021)

Skupni prosjek za *proaktivnost* (Tablica 3) ukazuje na visok stupanj signifikantnosti ove varijable poduzetničkog poslovanja hrvatskih hotela ($M = 4,32$, uz $SD = 0,68$). Proizlazi da je većina ispitanika u značajnoj mjeri suglasna s tvrdnjama i da ovu varijablu prosječno ocjenjuju više nego preostale tri. Najvišu prosječnu vrijednost ima tvrdnja po kojoj pri suočavanju s tržišnim izazovima odabrani hoteli brzo prilagođavaju svoje strategije konkurentnosti ($M = 4,37$; $SD = 0,80$). Visokim vrijednostima ispitanici su iskazali suglasnost i s preostale dvije tvrdnje.

The overall mean of *proactiveness* (Table 3) indicates a high degree of significance of this variable of Croatian hotels' business operations ($M = 4.32$; $SD = 0.68$). This means that majority of respondents largely agree with the statements and that this variable is rated higher than the other three. The highest average score corresponds to the statement that hotels quickly adapt their strategies when faced with market challenges ($M = 4.37$; $SD=0.80$). The respondents also largely agree with the remaining two statements.

TABLICA 4. DESKRIPTIVNA STATISTIKA ZA VARIJABLU PREUZIMANJE RIZIKA
TABLE 4. DESCRIPTIVE STATISTICS FOR THE VARIABLE RISK-TAKING

PREUZIMANJE RIZIKA RISK-TAKING		N	Aritmetička sredina Mean-M	Standardna devijacija (SD) Std. Dev. (SD)
Tvrdnje Statement				
SKUPNI PROSJEK OVERALL MEAN		101	3,5182	,82526
Često se ulaže u visokorizične projekte koji imaju potencijal visokog povrata, poput uvođenja jedinstvenih luksuznih sadržaja. We often invest in high-risk projects with high return potential, such as introducing unique luxury amenities.		101	3,6040	1,00079
Hotelski menadžment sklon je istraživanju nepoznatih tržišnih niša, poput gostiju nove generacije ili specijaliziranih usluga. Management is inclined to explore unknown market niches, such as new-generation guests or specialized services.		101	3,5644	,99414
Naš hotel ulaže značajne resurse u projekte s osobito neizvjesnim ishodima, poput implementacije nekonvencionalnih marketinških strategija. Our hotel invests significant resources in projects with highly uncertain outcomes, such as unconventional marketing strategies.		101	3,3861	1,06743

Izvor: rad autora prema Ali i sur. (2021)
 Source: Authors' work, according to Ali et al. (2021)

Kada je riječ o *preuzimanju rizika* kao drugoj varijabli poduzetničke usmjerenosti hotela, statistika ukazuje na umjerenu izraženost (Tablica 4). Skupni prosjek ($M = 3,52$) je uz SD (0,83) najniži među svim četirima evaluiranim varijablama poduzetničke usmjerenosti. Proizlazi da promatrani hoteli rjeđe ulažu u visokorizične projekte ($M = 3,60$; $SD = 1,00$).

In terms of *risk-taking*, being the second entrepreneurial orientation variable, the statistics show moderate expression (Table 4). The overall mean ($M=3.52$) and $SD=0.83$ make it the lowest-rated of the four entrepreneurial orientation variables. It turned out that the studied hotels rarely invest in risky projects ($M=3.60$; $SD=1.00$).

TABLICA 5. DESKRIPTIVNA STATISTIKA ZA VARIJABLU AUTONOMIJA
TABLE 5. DESCRIPTIVE STATISTICS FOR THE VARIABLE AUTONOMY

AUTONOMIJA AUTONOMY		N	Aritmetička sredina Mean-M	Standardna devijacija (SD) Std. Dev. (SD)
Tvrdnje Statement				
SKUPNI PROSJEK OVERALL MEAN		101	3,6832	,89861
Potiče se i podržava zaposlenike da samostalno razvijaju nove ideje za unaprjeđenje usluga i implementaciju istih. Employees are encouraged to independently develop new ideas for service improvement and implementation.		101	3,5545	1,14434
Zaposlenicima se pruža autonomija u organizaciji svakodnevnih aktivnosti i radnih operacija unutar hotela. Employees are gives autonomy in organizing daily activities and hotel operations.		101	3,8812	1,16865
Osnajujemo zaposlenike da samostalno prepoznaju i iskorištavaju prilike za poboljšanje iskustva gostiju. We empower employees to independently identify and exploit opportunities to enhance guest experiences.		101	3,6139	1,13111

Izvor: rad autora prema Ali i sur. (2021)
 Source: Authors' work, according to Ali et al. (2021)

Kao i kod prethodno opisane varijable rezultati za *autonomiju* (Tablica 5) također ukazuju na umjerenost izraženu prisutnošću u analiziranim hotelima. Skupni je prosjek $M = 3,68$, a parametar $SD = 0,90$. Najvišom prosječnom vrijednošću evaluirana je tvrdnja po kojoj hotelski zaposlenici imaju određenu razinu autonomije u organizaciji svakodnevnih aktivnosti i uslužnih operacija ($M = 3,88$; $SD = 1,17$). Statistički parametri standardne devijacije kod sve tri tvrdnje o autonomiji ukazuju na nešto širi raspon u raznolikosti stavova ispitanika, tj. na veću varijabilnost u odgovorima.

As was the case with the previously described variable, the results for *Autonomy* (Table 5) also indicate moderate presence. The overall mean is $M = 3.68$, while SD is $=0.90$. The highest mean value was given the statement that hotel employees have a certain level of autonomy in organizing daily activities and service operations ($M=3.88$; $SD=1.17$). However, standard deviation values suggest broader variation in respondents' opinions, i.e. a larger response variability.

TABLICA 6. DESKRIPTIVNA STATISTIKA ZA VARIJABLU KOMPETITIVNOST
TABLE 6. DESCRIPTIVE STATISTICS FOR THE VARIABLE COMPETITIVENESS

KOMPETITIVNOST COMPETITIVENESS		N	Aritmetička sredina Mean-M	Standardna devijacija (SD) Std. Dev. (SD)
Tvrđnje Statement				
SKUPNI PROSJEK OVERALL MEAN		101	4,2211	,63118
Naš hotel kontinuirano nastoji nadmašiti konkurenciju nudeći jedinstvene ponude i paket-aranžmane. Our hotel continuously seeks to outperform competitors with unique offers and packages.		101	4,0495	,97341
Putem agresivnih promotivnih kampanja naš hotel zauzima ofenzivan stav prema tržišnoj konkurenciji. Through aggressive promotional campaigns, our hotel takes an offensive stance toward market competition.		101	4,2772	,82606
Strategije konkurentnosti našeg hotela periodično uključuju velike popuste i posebne ponude za privlačenje gostiju. Our competitive strategies periodically include major discounts and special offers to attract guests.		101	4,3366	,81581

Izvor: rad autora prema Ali i sur. (2021)
Source: Authors' work, according to Ali et al. (2021)

Skupni prosjek ukazuje na visok stupanj važnosti *kompetitivnosti* za poduzetničku orijentiranost hrvatskih hotela ($M = 4,22$). Niža standardna devijacija ($SD = 0,63$) sugerira dosljednost ispitanika u iskazivanju razine suglasnosti s trima tvrdnjama u Tablici 6. Najvišom prosječnom vrijednošću evaluirana je tvrdnja po kojoj hotelske strategije konkurentnosti periodično uključuju velike popuste i posebne ponude za privlačenje gostiju ($M = 4,34$; $SD = 0,82$). Statistički parametri standardne devijacije kod sve tri tvrdnje ukazuju na uži raspon u raznolikosti stavova, tj. na nižu varijabilnost (Pantović, 2025).

Deskriptivna statistika za organizacijsku inovativnost hrvatskih hotela

Sukladno prilagođenom modelu Calika i sur. (2017), treći dio upitnika mjerio je organizacijsku inovativnost kao drugu dimenziju poslovanja odabranih hotela. Pomoću ukupno 14 tvrdnji evaluirane

The overall mean shows that *competitiveness* is assessed as highly significant ($M = 4.22$). Lower standard deviation ($SD = 0.63$) suggests the respondents' consistency in agreement with the three statements from Table 6. The highest average score was given to the statement that hotel competitive strategies periodically include major discounts and special offers to attract guests ($M = 4.34$; $SD = 0.82$). Statistical parameters of standard deviation in all three statements indicate a narrow variation in respondents' opinions, i.e. a lower variability (Pantović, 2025).

Descriptive Statistics for Organizational Innovativeness in Croatian Hotels

Using an adapted framework from Calik et al. (2017), the third part of the questionnaire measured organizational innovativeness, the second dimension of hotel business. Fourteen

su tri varijable organizacijske inovativnosti: marke-
 tinška, proizvodna i procesna (prve dvije varijable
 sadržavale su po pet, a treća četiri tvrdnje). Stupanj
 suglasnosti sa svakom pojedinom tvrdnjom i u ovom
 su dijelu istraživanja ispitanici procjenjivali Likerto-
 vom ljestvicom. Pri tome su numeričke vrijednosti
 odražavale sljedeće razine suglasnosti o učestalosti
 primjene svake pojedine tvrdnje: 1 – nikad, 2 – vrlo
 rijetko, 3 – rijetko, 4 – često, 5 – vrlo često.

Skupni prosjek ukazuje na visok stupanj *marke-
 tinške inovativnosti* među odabranim hotelima ($M = 4,18$, uz $SD = 0,63$). Iz rezultata proizlazi da
 je većina ispitanika u značajnoj mjeri suglasna sa
 stavovima o kreativnom upravljanju tržišnim ko-
 munikacijama hotelskih subjekata. Ovu varijablu
 prosječno ocjenjuju više nego preostale dvije koje se
 interpretiraju u nastavku (Tablica 7).

statements evaluated three variables: marketing,
 product, and process innovativeness (the first two
 variables contained five statements, respectively,
 and the third had four statements). Responses
 were measured on a five-point Likert scale (1 –
 never, 2 – very rarely, 3 – rarely, 4 – often, 5 –
 very often).

The overall mean indicates a high level of *market-
 ing innovativeness* among the selected hotels ($M = 4.18$; $SD = 0.63$). The results show that majority
 of respondents largely agree with the attitudes on
 creative management of hotel market communi-
 cations. This variable is on average higher rated
 than the other two, interpreted hereafter (Table
 7).

TABLICA 7. DESKRIPTIVNA STATISTIKA ZA VARIJABLU MARKETINŠKA INOVATIVNOST
TABLE 7. DESCRIPTIVE STATISTICS FOR THE VARIABLE MARKETING INNOVATIVENESS

MARKETINŠKA INOVATIVNOST / MARKETING INNOVATIVENESS			
Tvrdnje Statement	N	Aritmetička sredina Mean-M	Standardna devijacija (SD) Std. Dev. (SD)
SKUPNI PROSJEK / OVERALL MEAN	101	4,1822	,63315
Naš hotel prilagođava koncepte i sadržaje ponude kako bi se pridobili različiti tržišni segmenti. / Our hotel adapts concepts and service content to attract different market segments.	101	4,2475	,76689
Istražujemo nove načine pružanja usluga i interakcije s gostima. / We explore new ways of providing services and interacting with guests.	101	4,0792	,90203
Za promociju naših usluga implementiramo inovativne marketinške strategije. / We implement innovative marketing strategies to promote our services.	101	4,2376	,92896
Poboljšavamo odnose s gostima kroz personalizirani pristup i kvalitetnu komunikaciju. / We improve guest relations through personalized approaches and quality communication.	101	4,0990	,87755
Ideje i povratne informacije gostiju kontinuirano se procjenjuju i uključuju u planiranje razvoja hotelskog proizvoda. / Guest ideas and feedback are continuously evaluated and included in hotel product development planning.	101	4,2475	,88776

Izvor: rad autora prema Calik i sur. (2017)
 Source: Author’s work based on Calik et al. (2017)

Relativno niže vrijednosti standardne devijacije kod svih pet tvrdnji označavaju dosljednost, odnosno nižu varijabilnost u stavovima ispitanika (Pantović, 2025). Najviše i podjednake prosječne vrijednosti imaju dvije tvrdnje. Prema prvoj, hoteli prilagođavaju koncepte ponude da bi privukli različite tržišne segmente. Prema drugoj, ideje i povratne informacije gostiju kontinuirano se evaluiraju i uključuju u razvoj hotelskog proizvoda ($M = 4,25$; $SD = 0,77$ / $SD = 0,89$). Za promociju hotelskih usluga implementiraju se inovativne marketinške strategije ($M = 4,24$; $SD = 0,93$).

Kada je riječ o *proizvodnoj inovativnosti*, deskriptivna statistika ukazuje na umjerenu izraženost (Tablica 8). Skupni je prosjek ($M = 3,79$) uz SD (0,89) najniži među trima evaluiranim varijablama. Statistički parametri standardne devijacije za gotovo svih pet tvrdnji ukazuju na nedosljednost u stavovima ispitanika, tj. na veću varijabilnost.

Relatively lower values of the standard deviation for all five statements indicate consistency, as well as lower variability in respondents' attitudes (Pantović 2025). Two claims have the highest and equal average values. According to the first, hotels adjust their offer concepts to attract different market segments. According to the second, guests' ideas and feedback are continuously evaluated and included in the development of the hotel product ($M = 4.25$; $SD = 0.77$ / $SD = 0.89$). Innovative marketing strategies are implemented to promote hotel services ($M = 4.24$; $SD = 0.93$).

When it comes to *production innovation*, the descriptive statistics indicate a moderate level of expression (Table 8). The overall mean ($M = 3.79$) with SD (0.89) is the lowest among the three evaluated variables. Statistical parameters of standard deviation for almost all five statements indicate inconsistency in respondents' attitudes, i.e. greater variability.

TABLICA 8. DESKRIPTIVNA STATISTIKA ZA VARIJABLU PROIZVODNA INOVATIVNOST
TABLE 8. DESCRIPTIVE STATISTICS FOR THE VARIABLE PRODUCT INNOVATIVENESS

PROIZVODNA INOVATIVNOST / PRODUCT INNOVATIVENESS			
Tvrdnje Statement	N	Aritmetička sredina Mean-M	Standardna devijacija (SD) Std. Dev. (SD)
SKUPNI PROSJEK / OVERALL MEAN	101	3,7881	,89211
Naše hotelske usluge pružaju superiornu kvalitetu i jedinstvene koristi za goste. / Our hotel services provide superior quality and unique benefits for guests.	101	3,7723	1,16517
Kontinuirano radimo na poboljšanju postojećih i razvoju potpuno novih usluga za naše goste. / We continuously work on improving existing and developing completely new services for our guests.	101	3,7228	1,23385
Proširujemo svoju ponudu uvođenjem usluga koje su prilagođene specifičnim potrebama gostiju. / We expand our offer by introducing services tailored to the specific needs of guests.	101	3,6634	1,15132
Od konkurencije se nastojimo diferencirati putem jedinstvenih i funkcionalnih hotelskih usluga. / We strive to differentiate ourselves from the competition through unique and functional hotel services.	101	3,7030	1,26131
Za postizanje i održanje konkurentske prednosti našeg hotelskog proizvoda ključan je razvoj novih usluga. / The development of new services is key to achieving and maintaining the competitive advantage of our hotel product.	101	4,0792	,98674

Izvor: rad autora prema Calik i sur. (2017)
Source: Author's work based on Calik et al. (2017)

Najvišom prosječnom vrijednošću evaluirana je tvrdnja po kojoj je za postizanje i održanje konkurentske prednosti hotelskog proizvoda ključan razvoj novih usluga ($M = 4,08$; $SD = 0,98$). Iz najniže suglasnosti ispitanika s trećom tvrdnjom u ovoj varijabli (ujedno najniže od izmjerenih 14 tvrdnji!) proizlazi da promatrani hoteli sporije uvode usluge prilagođene specifičnim potrebama gostiju ($M = 3,66$).

The statement with the highest overall mean value indicates that the development of new services is crucial for achieving and maintaining the competitive advantage of the hotel product ($M = 4.08$; $SD = 0.98$). The lowest level of agreement among respondents was recorded for the third statement (also the lowest among all 14 measured statements), suggesting that the observed hotels are slower in introducing services tailored to the specific needs of guests ($M = 3.66$).

TABLICA 9. DESKRIPTIVNA STATISTIKA ZA VARIJABLU PROCESNA INOVATIVNOST
TABLE 9. DESCRIPTIVE STATISTICS FOR THE VARIABLE PROCESS INNOVATIVENESS

PROCESNA INOVATIVNOST / PROCESS INNOVATIVENESS			
Tvrdnje Statement	N	Aritmetička sredina Mean-M	Standardna devijacija (SD) Std. Dev. (SD)
SKUPNI PROSJEK / OVERALL MEAN	101	4,1114	,66659
Skraćujemo vrijeme potrebno za osmišljavanje i uvođenje novih usluga gostima. / We shorten the time needed to design and introduce new services for guests.	101	4,2277	,85885
Fleksibilni smo u prilagodbi usluga specifičnim zahtjevima gostiju. / We are flexible in adapting services to the specific requirements of guests.	101	4,1485	,86471
Razvijamo interna rješenja za optimizaciju operativnih procesa i povećanje učinkovitosti. / We develop internal solutions to optimize operational processes and increase efficiency.	101	4,1287	,94513
Kontinuirano prilagođavamo operativne procese kako bismo zadovoljili promjenjive potrebe tržišta. / We continuously adjust operational processes to meet the changing needs of the market.	101	3,9406	1,06604

Izvor: rad autora prema Calik i sur. (2017)
 Source: Author's work based on Calik et al. (2017)

Rezultati deskriptivne statistike, odnosno skupni prosjek, ukazuju na relativno visok stupanj *procesne inovativnosti* među odabranim hotelima ($M = 4,11$; $SD = 0,66$). Relativno niže vrijednosti standardne devijacije kod sve četiri tvrdnje (Tablica 9) upućuju na užu raspon, odnosno nižu varijabilnost u stavovima ispitanika. Iz toga proizlazi da je većina ispitanika u značajnoj mjeri suglasna da odabrani hoteli u kraćem vremenu nego prije osmišljavaju i uvode nove hotelske usluge ($M = 4,23$; $SD = 0,86$). Najniže su ocijenili prilagodbu operativnih procesa u svrhu zadovoljenja novih

The results of descriptive statistics, that is, the overall mean, indicate a relatively high degree of *process innovation* among the selected hotels ($M = 4.11$; $SD = 0.66$). Relatively lower standard deviation values for all four statements (Table 9) point to a narrower range, or lower variability in respondents' attitudes. It turns out that the majority of respondents agree to a significant extent that the selected hotels design and introduce new hotel services in a shorter time than before ($M = 4.23$; $SD = 0.86$). They rated the adjustment of operational processes in order to meet the new de-

zahtjeva gostiju ($M = 3,94$; $SD = 1,07$). Zaključno se može kazati da odabrani hoteli u uzorku pokazuju snažniju orijentaciju na marketinšku inovativnost te umjerenu inovativnost u razvoju hotelskog proizvoda.

Regresijska analiza

Regresijskom analizom utvrđene su statističke vrijednosti međuodnosa četiriju zavisnih varijabli poduzetničke usmjerenosti odabranih hotela i triju nezavisnih varijabli organizacijske inovativnosti. Rezultati u Tablici 10 pokazuju da varijabla *proaktivnost* ima statistički značajnu i jaku povezanost s *marketinškom inovativnošću* ($R = 0,694$; $p < 0,001$). Koeficijent determinacije iznosi $R^2 = 0,482$ što znači da proaktivnost objašnjava čak 48,2 % marketinške inovativnosti. Kada se tome doda ANOVA p-vrijednost ($p < 0,05$), to znači da je ovaj model dovoljno točan i prikladan za opisivanje podataka.

mands of guests the lowest ($M = 3.94$; $SD = 1.07$). In conclusion, it can be said that the selected hotels in the sample show a stronger orientation towards marketing innovation and moderate innovation in hotel product development.

Regression Analysis

Regression analysis determined the statistical relationships between the four dependent variables of entrepreneurial orientation of selected hotels and the three independent variables of organizational innovativeness. The results in Table 10 show that the variable *proactiveness* has a statistically significant and strong correlation with *marketing innovativeness* ($R = 0.694$; $p < 0.001$). The coefficient of determination is $R^2 = 0.482$, meaning that proactiveness explains as much as 48.2% of marketing innovativeness. When the ANOVA p-value ($p < 0.05$) is added, it indicates that this model is sufficiently accurate and suitable for describing the data.

TABLICA 10. POVEZANOST PROAKTIVNOSTI S VARIJABLAMA ORGANIZACIJSKE INOVATIVNOSTI
TABLE 10. RELATIONSHIP BETWEEN PROACTIVENESS AND ORGANIZATIONAL INNOVATIVENESS VARIABLES

Nezavisna varijabla Independent Variable	Zavisne varijable Dependent Variables	R	R ²	F	Sig.
Proaktivnost Proactiveness	Marketinška inovativnost Marketing Innovativeness	,694 ^a	,482	92,144	,000 ^b
	Proizvodna inovativnost Product Innovativeness	,141 ^a	,020	2,006	,160 ^b
	Procesna inovativnost Process Innovativeness	,460 ^a	,212	26,582	,000 ^b

Izvor: rad autora / Source: Author's work

Statistički značajna, ali umjereno jaka, jest i povezanost *proaktivnosti* s *procesnom inovativnošću* ($R = 0,460$; $p < 0,001$). Za proizvodnu inovativnost taj međuodnos nije statistički značajan ($p < 0,160$). Tablica 11 pokazuje da varijabla *preuzimanje rizika* ima statistički značajnu, ali slabu povezanost samo s *proizvodnom inovativnošću* ($R = 0,223$; $p < 0,025$).

A statistically significant but moderately strong relationship is also evident between *proactiveness* and *process innovativeness* ($R = 0.460$; $p < 0.001$). For product innovativeness, however, this relationship is not statistically significant ($p < 0.160$). Table 11 shows that the variable *risk-taking* has a statistically significant but weak relationship only with *product innovativeness* ($R = 0.223$; $p < 0.025$).

TABLICA 11. POVEZANOST PREUZIMANJA RIZIKA S VARIJABLAMA ORGANIZACIJSKE INOVATIVNOSTI
TABLE 11. RELATIONSHIP BETWEEN RISK-TAKING AND ORGANIZATIONAL INNOVATIVENESS VARIABLES

Nezavisna varijabla Independent Variable	Zavisne varijable Dependent Variables	R	R ²	F	Sig.
Preuzimanje rizika Risk-Taking	Marketinška inovativnost Marketing Innovativeness	,041 ^a	,002	,165	,685 ^b
	Proizvodna inovativnost Product Innovativeness	,223 ^a	,050	5,183	,025 ^b
	Procesna inovativnost Process Innovativeness	,026 ^a	,001	,066	,798 ^b

Izvor: rad autora / Source: Author's work

Koeficijent determinacije $R^2 = 0,050$ označava da preuzimanje rizika objašnjava tek 5 % varijance. Povezanost preuzimanja rizika s marketinškom ($p < 0,685$) i procesnom inovativnošću ($p < 0,798$) nije se pokazala statistički značajnom.

The coefficient of determination $R^2 = 0.050$ indicates that risk-taking explains only 5% of the variance. The relationship between risk-taking and marketing ($p < 0.685$) or process innovativeness ($p < 0.798$) was not statistically significant.

TABLICA 12. POVEZANOST AUTONOMIJE S VARIJABLAMA ORGANIZACIJSKE INOVATIVNOSTI
TABLE 12. RELATIONSHIP BETWEEN AUTONOMY AND ORGANIZATIONAL INNOVATIVENESS VARIABLES

Nezavisna varijabla Independent Variable	Zavisne varijable Dependent Variables	R	R ²	F	Sig.
Autonomija Autonomy	Marketinška inovativnost Marketing Innovativeness	,463 ^a	,215	27,067	,000 ^b
	Proizvodna inovativnost Product Innovativeness	,362 ^a	,131	14,962	,000 ^b
	Procesna inovativnost Process Innovativeness	,143 ^a	,020	2,066	,154 ^b

Izvor: rad autora / Source: Author's work

Rezultati regresijske analize u Tablici 12 pokazuju da nezavisna varijabla *autonomija* ima statistički značajan utjecaj na *marketinšku* ($R = 0,463$; $p < 0,001$) i *proizvodnu inovativnost* ($R = 0,362$; $p < 0,001$). Koeficijenti determinacije $R^2 = 0,215$ i $R^2 = 0,131$ ukazuju da autonomija objašnjava 21,5 % marketinške, odnosno 13,11 % proizvodne inovativnosti. ANOVA p-vrijednost = $p < 0,05$. Statistički nema značajne povezanosti između autonomije i procesne inovativnosti ($p < 0,154$).

The regression analysis results in Table 12 show that the independent variable *autonomy* has a statistically significant effect on marketing ($R = 0.463$; $p < 0.001$) and product innovativeness ($R = 0.362$; $p < 0.001$). The coefficients of determination, $R^2 = 0.215$ and $R^2 = 0.131$, indicate that autonomy explains 21.5% of marketing and 13.1% of product innovativeness, respectively. ANOVA p-value = $p < 0.05$. Statistically, there is no significant relationship between autonomy and process innovativeness ($p < 0.154$).

TABLICA 13. POVEZANOST KOMPETITIVNOSTI S VARIJABLAMA ORGANIZACIJSKE INOVATIVNOSTI
TABLE 13. RELATIONSHIP BETWEEN COMPETITIVENESS AND ORGANIZATIONAL INNOVATIVENESS VARIABLES

Nezavisna varijabla Independent Variable	Zavisne varijable Dependent Variables	R	R ²	F	Sig.
Kompetitivnost Competitiveness	Marketinška inovativnost Marketing Innovativeness	,132 ^a	,017	1,748	,189 ^b
	Proizvodna inovativnost Product Innovativeness	,231 ^a	,053	5,573	,020 ^b
	Procesna inovativnost Process Innovativeness	,206 ^a	,043	4,400	,038 ^b

Izvor: rad autora / Source: Author's work

Regresijska analiza u Tablici 13 pokazuje da varijabla *kompetitivnost* ima statistički značajnu, ali slabu povezanost s *proizvodnom* ($R = 0,231$; $p < 0,020$) i *procesnom inovativnosti* ($R = 0,206$; $p < 0,038$). Povezanost s marketinškom inovativnošću nije statistički značajna ($p = 0,189$).

RASPRAVA

Poduzetničku usmjerenost u ovoj smo studiji izmjerili putem četiriju varijabli, tj. prema ljestvici Lumpkina i Dessa (1996) koja se široko upotrebljava u literaturi. Deskriptivna statistika pokazala je da se poduzetnička usmjerenost hrvatskih hotela najviše manifestira kroz proaktivnost (skupni prosjek je $M = 4,31$; $SD = 0,68$). Hughes i Morgan (2007) također ističu važnost proaktivnih strategija koje privlače buduće kupce i osiguravaju dugoročnu održivost u promjenjivim uvjetima. Za poduzetničku usmjerenost hotela izrazito je važna i varijabla kompetitivnosti ($M = 4,22$; $SD = 0,63$). Mashika i sur. (2021) ističu važnost kompetitivnosti u turizmu i hotelijerstvu putem održivog razvoja i uvođenja promjena. Kompetitivnost je prema Covinu i Milesu (2007) usko povezana s proaktivnošću jer obje varijable zahtijevaju spremnost na promjene i prilagodbu tržišnim uvjetima. Za preostale dvije varijable, tj. za autonomiju i preuzimanje rizika, nije potvrđena relevantnost. Nasuprot ovom nalazu, Jitpaiboon i sur. (2006) u svome radu identificiraju autonomiju menadžera i zaposlenika u hotelijerstvu kao ključnu varijablu

The regression analysis in Table 13 shows that the variable *competitiveness* has a statistically significant but weak correlation with *product* ($R = 0.231$; $p < 0.020$) and *process innovativeness* ($R = 0.206$; $p < 0.038$). The relationship with marketing innovativeness is not statistically significant ($p = 0.189$).

DISCUSSION

In this study, entrepreneurial orientation was measured using four variables, according to the scale by Lumpkin and Dess (1996), which is widely used in the literature. Descriptive statistics showed that the entrepreneurial orientation of Croatian hotels is most strongly manifested through proactiveness (overall mean $M = 4.31$; $SD = 0.68$). Hughes and Morgan (2007) also emphasize the importance of proactive strategies that attract future customers and ensure long-term sustainability in changing conditions. For the entrepreneurial orientation of hotels, the competitiveness variable ($M = 4.22$; $SD = 0.63$) is also extremely important. Mashika et al. (2021) highlight the importance of competitiveness in tourism and hospitality through sustainable development and the implementation of change. According to Covin and Miles (2007), competitiveness is closely related to proactiveness since both variables require readiness for change and adaptation to market conditions. For the remaining two variables — autonomy and risk-taking — relevance was not confirmed. In contrast, Jitpaiboon et al. (2006) identified managerial and employee autonomy in the hotel industry

za postizanje veće produktivnosti, kreativnosti i zadovoljstva poslom.

U kontekstu organizacijske inovativnosti najviši skupni prosjek odabranih hotela bilježi varijabla marketinška inovativnost ($M = 4,18$; $SD = 0,63$). Promocija hotelskih usluga provodi se na temelju inovativnih marketinških strategija ($M = 4,24$; $SD = 0,93$). U njih su, kako navode Kuvačić i sur. (2018), uključene i društvene mreže koje su u hotelskoj industriji promijenile način na koji gosti istražuju ponudu, prikupljaju informacije, donose odluke i post festum dijele svoja iskustva.

Od 14 evaluiranih tvrdnji, najviša razina suglasnosti iskazana je za stav da je za konkurentsku prednost hotelskog proizvoda ključan razvoj novih usluga ($M = 4,08$; $SD = 0,98$). S druge strane, proizlazi da hoteli nisu ekspeditivni u uvođenju usluga prilagođenih specifičnim potrebama gostiju (npr. tehnološke potrebe dobrih skupina Y i Z, zahtjevi gostiju starije dobi, članova LGBT zajednica i sl.). To je najniže ocijenjena tvrdnja ($M = 3,66$, $SD = 1,15$).

Prema regresijskoj analizi najsnažnija i statistički najznačajnija jest povezanost proaktivnosti s marketinškom i procesnom inovativnošću. Autonomija također ima značajan pozitivan učinak na marketinšku i na proizvodnu inovativnost, ali ne i na naprjeđenje operativnih procesa. Neka istraživanja (Glinyanova et al., 2021) također su utvrdila snažnu povezanost autonomije i podrške (znanje, društvene mreže i sl.) s poduzetničkom usmjerenošću i organizacijskom inovativnošću. Lam i sur. (2021) pokazali su da je upravljanje znanjem snažno povezano s inovacijskim sposobnostima poduzeća. Varijabla preuzimanja rizika ima slab, ali statistički značajan utjecaj isključivo na proizvodnu inovativnost. Kompetitivnost se kao četvrta varijabla pokazala umjerenim prediktorom proizvodnih i procesnih inovacija.

U praksi hrvatskih hotela marketinške i procesne inovacije zastupljenije su od proizvodnih. Marketinška inovativnost posebno je izražena putem istraživanja novih tržišnih segmenata, persona-

as a key variable for achieving higher productivity, creativity, and job satisfaction.

In the context of organizational innovativeness, the highest overall mean among the selected hotels was recorded for the variable - marketing innovativeness ($M = 4.18$; $SD = 0.63$). Promotion of hotel services is carried out using innovative marketing strategies ($M = 4.24$; $SD = 0.93$). As noted by Kuvačić et al. (2018), these strategies include social media, which have transformed the way guests explore offers, collect information, make decisions, and share their post-stay experiences.

Of the 14 evaluated statements, the highest level of agreement was expressed for the view that the development of new services is crucial for achieving a competitive advantage of the hotel product ($M = 4.08$; $SD = 0.98$). On the other hand, it appears that hotels are not particularly quick in introducing services tailored to the specific needs of guests (e.g., technological needs of generations Y and Z, older guests' or members' of the LGBT community requirements, etc.). This is the lowest-rated statement ($M = 3.66$; $SD = 1.15$).

According to regression analysis, the strongest and most statistically significant relationship is between proactiveness and both marketing and process innovativeness. Autonomy also has a significant positive effect on marketing and product innovativeness, but not on the improvement of operational processes. Some studies (Glinyanova et al., 2021) have also found a strong relationship between autonomy and support (knowledge, social networks, etc.) with entrepreneurial orientation and organizational innovativeness. Lam et al. (2021) showed that knowledge management is strongly linked to a company's innovation capabilities. The variable risk-taking has a weak but statistically significant effect only on product innovativeness. Competitiveness, as the fourth variable, proved to be a moderate predictor of product and process innovations.

In practice, marketing and process innovations are more common than product innovations in Croatian hotels. Marketing inno-

lizirane komunikacije te akceptiranja povratnih informacija gostiju. Automatizacija, digitalizacija, IoT i robotika postaju sve značajnija obilježja procesne inovativnosti hotelskih operacija.

Na temelju svega navedenoga, glavna hipoteza (H1) ovog istraživanja prihvaća se jer je utvrđena statistički značajna korelacija između poduzetničke usmjerenosti odabranih hotela s organizacijskom inovativnošću u hrvatskim hotelima. To je u skladu s neovisno postavljenim autorskim preduvjetom (u drugom dijelu ovog rada), prema kojemu za određivanje značajnosti i prihvaćanje glavne hipoteze moraju biti prihvaćene barem dvije od četiriju pomoćnih hipoteza.

Prva pomoćna hipoteza (PH1) potvrđena je jer je utvrđena statistički značajna i jaka pozitivna povezanost između varijable proaktivnosti i marketinške inovativnosti hrvatskih hotela ($R = 0,694$; $p < 0,001$), odnosno značajna, ali umjereno jaka pozitivna povezanost proaktivnosti s procesnom inovativnošću ($R = 0,460$; $p < 0,001$). Potvrđena je i treća pomoćna hipoteza (PH3) jer je utvrđena statistički značajna i jaka povezanost između varijable autonomije i marketinških inovacija ($R = 0,463$; $p < 0,001$), odnosno autonomije i proizvodne inovativnosti hrvatskih hotela ($R = 0,362$; $p < 0,001$). Rezultati našeg istraživanja, dakle, pokazuju da su proaktivnost i autonomija najsnažnije povezani s dimenzijom organizacijske inovativnosti hrvatskih hotela. Gupta i sur. (2023) u svom su istraživanju također utvrdili da proaktivnost značajno i pozitivno utječe na organizacijsku inovativnost.

Pomoćna hipoteza (PH 2) nije potvrđena jer varijabla preuzimanja rizika ima slabu, ali statistički značajnu povezanost samo s proizvodnom inovativnošću ($R = 0,223$; $p < 0,025$). Pomoćna hipoteza (PH 4) također nije potvrđena jer je varijabla kompetitivnosti pokazala statistički značajnu, ali slabu povezanost i to samo s proizvodnom ($R = 0,231$; $p < 0,020$) i procesnom inovativnosti ($R = 0,206$; $p < 0,038$).

vativeness is particularly reflected through exploration of new market segments, personalized communication, and integration of guest feedback. Automation, digitalization, IoT, and robotics are becoming increasingly important features of process innovativeness in hotel operations.

Based on all the above, the main hypothesis (H1) of this study is accepted, as a statistically significant correlation was established between entrepreneurial orientation and organizational innovativeness in Croatian hotels. This finding is consistent with the previously defined research assumption (in Part 2 of this paper), which states that for the main hypothesis to be accepted, at least two of the four auxiliary hypotheses must also be confirmed.

The first auxiliary hypothesis (PH1) is confirmed because a statistically significant and strong positive correlation was found between proactiveness and marketing innovativeness of Croatian hotels ($R = 0,694$; $p < 0,001$), and a significant but moderately strong positive correlation between proactiveness and process innovativeness ($R = 0,460$; $p < 0,001$). The third auxiliary hypothesis (PH3) is also confirmed, as there is a statistically significant and strong relationship between autonomy and marketing innovativeness ($R = 0,463$; $p < 0,001$), as well as between autonomy and product innovativeness ($R = 0,362$; $p < 0,001$). The results of this study therefore show that proactiveness and autonomy are the most strongly associated with the organizational innovativeness dimension of Croatian hotels. Gupta et al. (2023) likewise found that proactiveness has a significant and positive influence on organizational innovativeness.

The second auxiliary hypothesis (PH2) is not confirmed, as risk-taking has only a weak but statistically significant relationship with product innovativeness ($R = 0,223$; $p < 0,025$). The fourth auxiliary hypothesis (PH4) is also not confirmed, since competitiveness showed a statistically significant but weak correlation only with product ($R = 0,231$; $p < 0,020$) and process innovativeness ($R = 0,206$; $p < 0,038$).

ZAKLJUČAK, OGRANIČENJA, DOPRINOS I BUDUĆA ISTRAŽIVANJA

U suvremenoj hotelskoj industriji sve je veća važnost poduzetničkog pristupa rukovođenju i uvođenja inovacija. Autori su se u ovom istraživanju suočili s nizom izazova među kojima su bile poteškoće vezane za odgovarajući model mjerenja poduzetničke usmjerenosti hrvatskih hotela te za nematerijalnu prirodu inovacija. Usprkos tomu, ovaj je rad ispunio cilj, tj. objasnio međuodnos poduzetničke usmjerenosti i organizacijske inovativnosti u suvremenom hotelijerstvu. Rad je potvrdio i temeljnu hipotezu (H1) po kojoj postoji statistički značajna pozitivna povezanost između poduzetničke usmjerenosti i organizacijske inovativnosti hrvatskih hotela. Rezultati upućuju na visoku razinu pouzdanosti svih varijabli, čime je potvrđena valjanost istraživanja.

Prema nalazima empirijskog istraživanja proizlazi da se poduzetnička usmjerenost hrvatskih hotela najviše manifestira putem proaktivnosti i kompetitivnosti. Za organizacijsku inovativnost ključna je marketinška inovativnost. Prema regresijskoj analizi statistički je najznačajnija povezanost varijable proaktivnosti s marketinškom i procesnom inovativnošću, odnosno varijable autonomije s marketinškom i proizvodnom inovativnošću.

Ograničenja ovoga istraživanja deriviraju se po-najprije iz relativno malog uzorka od ukupno 101 hotela iako oni predstavljaju udio od 13,5 % u sveukupnom broju hotela u Hrvatskoj (Tablica 1). Drugo, nedostaju demografski podatci o ispitanicima te neke relevantne značajke odabranih hotela (npr. smještajni kapaciteti). Rezultati mjerenja organizacijske inovativnosti ukazuju, naime, na određene razlike koje se deriviraju iz veličine hotela (Ali et al., 2021). Treće, samoprocjene ispitanika mogle su rezultirati subjektivnom percepcijom i pristranošću u odgovorima.

Unatoč opisanim ograničenjima, ovaj rad doprinosi boljem razumijevanju načina integracije poduzetničke usmjerenosti i inovacijskih kapaci-

CONCLUSION, LIMITATIONS, CONTRIBUTION, AND FUTURE RESEARCH

In the modern hotel industry, the importance of an entrepreneurial approach to management and innovation is steadily increasing. In this research, the authors faced several challenges, including difficulties in identifying an appropriate model for measuring entrepreneurial orientation in Croatian hotels and the intangible nature of innovations. Despite these challenges, the study successfully fulfilled its objective — to explain the relationship between entrepreneurial orientation and organizational innovativeness in contemporary hotel management. The paper also confirmed the main hypothesis (H1), which states that there is a statistically significant positive relationship between entrepreneurial orientation and organizational innovativeness in Croatian hotels. The results indicate a high level of reliability for all variables, thereby confirming the validity of the research.

According to the empirical findings, the entrepreneurial orientation of Croatian hotels is predominantly manifested through proactiveness and competitiveness. In terms of organizational innovativeness, the most critical component is marketing innovativeness. Regression analysis shows that the most statistically significant relationships are between proactiveness and marketing/process innovativeness, and between autonomy and marketing/product innovativeness.

The limitations of this research primarily derive from the relatively small sample size — only 101 hotels — although this represents 13.5% of all hotels in Croatia (see Table 1). Secondly, there is a lack of demographic data on respondents and some relevant characteristics of the selected hotels (e.g., accommodation capacity). The results of measuring organizational innovativeness indicate differences that may stem from hotel size (Ali et al., 2021). Thirdly, the use of self-assessment surveys may have introduced subjective perception and response bias.

teta hrvatskih hotela. Temeljni je doprinos rada pružiti praktičarima i istraživačima uvide koji mogu pomoći u poboljšavanju hotelskog poslovanja, održavanju konkurentnosti i zadovoljavanju potreba gostiju. S obzirom na to da ne postoje radovi o međuodnosu poduzetničke usmjerenosti i organizacijske inovativnosti u hrvatskom hotelijerstvu, dodana vrijednost ovog rada leži u nalazi-ma empirijskog istraživanja. Rezultati istraživanja ukazuju na važnost anticipacije tržišnih trendova u hotelijerstvu i brzog prilagođavanja marketinških strategija.

Preporuka je da, za razliku od našeg uzorka, uzorci budućih istraživanja obuhvate veći i reprezentativniji broj ispitanika te hotele u svim hrvatskim regijama (npr. Slavoniju, Baranju i dr.). Kada je riječ o dimenzijama poslovanja hotela, autori ih ubuduće mogu mjeriti s više varijabli nego što je to bio slučaj u ovom radu. To mogu biti kvalitativne (npr. organizacijska sposobnost učenja i apsorpcijski kapacitet) ili kvantitativne varijable (npr. financijska uspješnost poslovanja, tržišni udjeli ili kapaciteti). Da je npr. u ovom kontekstu bitna veličina hotela, govori i podatak da menadžeri u neovisnim hotelima imaju veću autonomiju u donošenju odluka o operacijama, marketingu i ljudskim resursima nego menadžeri u hotelskim lancima. Na kraju predlažemo i da budući radovi dublje istraže međuodnos poduzetničke usmjerenosti i organizacijske inovativnosti u drugim djelatnostima u Hrvatskoj.

Despite these limitations, the study contributes to a better understanding of how entrepreneurial orientation and innovation capacities are integrated in Croatian hotels. The key contribution of this paper is to provide practitioners and researchers with insights that can help improve hotel operations, maintain competitiveness, and meet guest needs. Given the absence of previous research on the relationship between entrepreneurial orientation and organizational innovativeness in Croatian hospitality, the added value of this study lies in its empirical findings. The results highlight the importance of anticipating market trends in the hotel industry and rapidly adapting marketing strategies.

It is recommended that future research, unlike the current sample, should include a larger and more representative number of respondents, encompassing hotels from all Croatian regions (e.g., Slavonia, Baranja, etc.). Regarding hotel business dimensions, future authors could include more variables than were used in this study — both qualitative (e.g., organizational learning ability and absorptive capacity) and quantitative (e.g., financial performance, market share, or capacity). For instance, hotel size may play a significant role, as managers in independent hotels have greater autonomy in decision-making related to operations, marketing, and human resources than managers in hotel chains. Finally, we suggest that future studies explore the relationship between entrepreneurial orientation and organizational innovativeness in other industries in Croatia.

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