

A Study on Tourism Entrepreneurial Potential, Leadership Skills and Achievement Motivation among Management and Tourism Students



Management

KEYWORDS: Entrepreneurship, Tourism entrepreneurship, Leadership skill and Achievement motivation

Venkatesh R

Assistant Professor, Dept. of Folk Tourism, Karnataka Folklore University, Gotagodi, Haveri(Dist.) Karnataka

Hanamantaraya Gouda

Assistant Professor, Dept. of Folk Tourism , Karnataka Folklore University, Gotagodi, Haveri (Dist.) Karnataka

ABSTRACT

To make successful development of tourism is necessary to understand the importance of entrepreneurship and human resource management. Tourism entrepreneurship have been identified as essential actors for creating jobs and generally growing the economy. Also here is attempt to identify the constructs that influence in building high-quality entrepreneurship in tourism industry. So, here is indicated the relationships between them - the level of involvement of owner-managers, the owner-manager having an entrepreneurial orientation, the knowledge of owner-managers, the involvement in decision making of owner-managers and leadership skills and achievement motivation and tourism destination development.

Introduction

Tourism Entrepreneurs are the key drivers of the knowledge economy, investment in knowledge and human capital generate economic growth (Landstrom, 2008). The world has turned now towards free enterprise as a model for economic development (Kuratko, 2007). The passion and the drive of entrepreneurs move the world of business forward as they change the unknown and continuously create the future (Kuatko, 2002). The growing importance for building strong entrepreneurial force is increasing. Authority and policy makers are in search for such answers. Supply of entrepreneurs is of great importance and identifying the supply side factors is critical in policy matters (Hamilton and Harper, 1994) but the economic theories have failed to explain the supply factors (Baumol, 1968). Achievement motivation is another important factor which is related to individual motivation for starting new venture (Loon & Casimar, 2008). Leadership skills are the centre of entrepreneurial activity, the ability of an entrepreneur to lead his team will decide the success of failure of entrepreneurship (Chen, 2007). Studying these three predecessor factor of entrepreneurship in tourism management students helps in understanding their intent towards entrepreneurship. Taking into consideration of above view of entrepreneurial potential the present study is organized to understand entrepreneurial potentiality of tourism management students.

Need for Study

Entrepreneurs are regarded as the most important economic agents for the economic augmentation of any country (Emmanuel, 2004). It is suggested that a country's level of entrepreneurial activities and consequent growth of economy can be enhanced by raising the level of motivation particularly in youngsters (Jain & Saiyed, 2012). Today it is largely assumed that academic entrepreneurship programs are the fundamental motors of economic growth and wealth creation (Shane, 2004). The university entrepreneurship education can play significant role in developing entrepreneurial qualities in students (Anderson & Jack, 2008). The entrepreneurship research is the source of decision making, information considered for policies, regarding growth and development of young entrepreneurs. The scarcity of knowledge on entrepreneurial competency among university students as potential entrepreneurial and leaders (Fuchs et al., 2008; Hynes & Recharson, 2007) is more serious. Such studies related to Indian context are completely missing. Identification of key elements like level of entrepreneurial potential, leadership skills, and achievement motivation quality in youngsters especially in tourism management students will help in making the current level and from that information, action plan can be designed to enhance key personality and behavioral elements to the desired levels. This study will also act as reference point for developing tourism entrepreneurship development programme. This study will help in meeting future requirements of entrepreneurs for sustainable

growth and development.

Statement of the Problem

The decision one makes to engage in entrepreneurial activity is affected by many different factors. Many economists would believe that to understand and explain entrepreneurial behavior one would only need to look at the economist factors needed to make decisions, things like market supply and demand (Carraher et.al, 2010). It would be a mistake to completely neglect the individuality of entrepreneurial personality traits and motivation (Brandstatter, 1997). Psychological based research has renewed interest in entrepreneurs' personal characteristics as predictors of success by moving beyond the past focus on traits to study competencies, motivation, cognition and behavior (Bum & Locke, 2004). This evolution in the field of entrepreneurship research initiates further investigation of key personality and behavioral factors from different dimensions. Entrepreneurial potentials is identified as a major precursor of entrepreneurial activity (Kruegar and Brazea, 1994) and achievement motivation is another such factor which has distinguished itself apart from other traits in being a variable predictor(Hansemark,2003). Despite the large number of research contribution, it is still unclear that weather or not motivation bears any relationship. It is also unclear whether or not these relationships hold true in all cases, or whether they vary depending on regional context, gender, and national group. It has been shown in other domains that researchers should not assume that findings in a developed economy will be equality applicable in an emerging economy (Peng, 2000). Leadership skills are the related elements which act as binding agent of all major components of entrepreneurship (Prieto, 2010), also act as a starting agent for entrepreneurial activity. The research studying relationship of leadership skills with entrepreneurial potential and achievement motivation are also limited. Literature review has identified these three elements will directly affect the entrepreneurial activity and act as antecedents of entrepreneurship at different levels at different intensity. There are no much efforts to study the inter- relationship between these elements. Any such entrepreneurship research in Indian context is limited. So understanding the importance of three major elements affecting entrepreneurship is very important.

Objectives of the Study

1. To study the tourism entrepreneurial potential, leadership skills, and achievement motivation among management and tourism students.
2. To analyze the effect of leadership skills and achievement motivation on entrepreneurial potential in management and tourism students.

Scope of the Study

The focus of the study covered identifying the role of entrepreneurship potential, leadership skills, and achievement motivation in entrepreneurship with specific reference to management and tourism students. The management students' pursuing MBA in final year will be considered as the sample. The tourism students' pursuing MTA in final year have been considered for sample. Samples have been collected from top five management and tourism colleges accredited by UGC and AICTE.

Review of literature

Entrepreneurship is the intent act of an individual or a team of individuals undertake to initiate, maintain or aggrandize profit by production or distribution of economic goods and services. It is a process of new venture creation associated with characteristics of individuals the organization, the environment surrounding and the process of creation (Gartner, 1985). An entrepreneurship refers to the process of action on entrepreneur undertakes to establish his/her enterprise (Desai, 2001). Entrepreneur is an individual who possesses and lead the activities of entrepreneurship, i.e. one who is self-employed, who starts, organizes, manages and takes responsibility of business activity, and the intent to lead those who are willing to work under him (Segal et al., 2005).

It was at the beginning of 18th century, the idea of profit maximization leading to motivation of entrepreneurial activity (Long, 1982). The real push was at the middle of the industrial revolution in Britain entrepreneurs evolved and began to adjust new demand of growing industrial development, "limited liability" enacted in UK's Companies Act 1856 has enhanced the growth of entrepreneurs (Hamilton & Harper, 1994). At this stage entrepreneurial function was mainly associated and limited to firms operation, it didn't emphasize on new venture creation (Hamilton & Harper, 1994). Even in later studies entrepreneurship need not be the creation of new organization but it can also be seen in the existing organization (Amit et al., 1993). Industrial revolution is associated with rapid advancement in technology. Due to this dynamic in business a new paradigm have emerged like entrepreneurship, innovation, industrial dynamics and job creation (Acs, 1992). Simultaneously there is shift in focus from large companies to small firms, the evolution of small industry/ small firm fueled by change in world economy, intense competition in global stage, uncertainty in business environment and fragmentation in market (Carlson, 1992). Many researchers connected both technological advancement and evolution of small firms and took "Schumpeterian" view of innovation and creativity as a base for entrepreneurial study (Landstrom, 2008). "Schumpeterian model" emphasize on to bring new form of production by innovation or innovative technology for the production of new products or producing old products in new and much better way or new way of distribution and service of products (Schumpeter, 1976).

With this understanding about entrepreneurs the research in the area of entrepreneurship has emerged and evolved in different dimensions. The primary focus was on the supply of entrepreneurs and why do some people can and others can't become entrepreneurs? (Landstrom, 2008). The study was divided in three different dimensions, economic perspective, psychological and perspective of entrepreneurship (Hamilton & Harper, 1994). Economic perspective is rooted on the basis of equilibrium between benefit received as labor and self-employment (Johnson & Darnell, 1975). Psychological and social perspective in contradiction with economic perspective argues that supply/ growth of entrepreneurs cannot be studied by one dimension hence entrepreneurial activity is associated with personality, social, environment and cultural variables so it be studied in all dimensions (Hamilton & Harper, 1994). The entrepreneurship research strongly focused on start up and new venture creation (Gartner, 1988) and from the other dimension in developing entrepreneurs and graduates human resource research has largely focused on students training and

career development in the context of organizational context (Arnold and McKenzie Davey, 1992; Graham and McKenzie, 1995). There is a lack of research that focuses on graduate careers in a non-traditional context (King, 2003), specially student entrepreneurial intention, potential and training (Nabi & Holden, 2008). This is important given the increasing numbers of students considering or pursuing entrepreneurial careers (Robertson and Wilkinson, 2006; Harding, 2007; Holden et al., 2007) and the diverse range of contexts in which graduates pursue an entrepreneurial career. Further review of literature has focused on the key characters that identify entrepreneurial traits and competencies in students.

Research methodology

Research approach and design

This paper is designed as an empirical study to identify the relationship of leadership skills and achievement motivation on entrepreneurial potential.

Tools for data collection

The three major variables in the proposed research tourism entrepreneurial potential, Leadership skills and achievement motivation are measured by using separate scales.

Sample and Sampling Technique

Sampling technique is random sampling method with a sample size of 50 students. (Which include 25 tourism students studying in final year and 25 management students studying in the final year).

Data Collection Procedure The questionnaire was personally administered by the researcher.

Entrepreneurial potentiality and leadership skills in tourism industry

The tourism industry has been identified as one of the key industries for driving economic development and economic transformation in developing countries. The marketing challenges facing tourism businesses are unique in that these businesses cannot be promoted in isolation from their competing and complementary products. Entrepreneurship quality, entrepreneurial leadership, market and marketing orientation, have been identified with positive influence on the business performance of a tourism enterprise. Also, it is important to identify the specific factors that influence success in small tourism businesses which were aforementioned. The relationships between entrepreneurial leadership, market orientation and marketing orientation could be explored with their common elements - the skills and characteristics of the owner-manager, owner manager knowledge and alliances. These elements of entrepreneurship on one hand, and innovation orientation on other hand, are positively linked to various measures of organizational performance. In this context, many studies suggest that the performance of a small tourism enterprise could be determined by the personality of its entrepreneur. So, owner-managers are the people who recognize the potential of a particular project. When they do it, further take the necessary action to implement the innovation. The importance of the owner-manager is essential in small tourism businesses because of the inseparability of production and consumption (Hill, J. & McGowan, P. 1996).

Gupta (2004) define entrepreneurial leadership as "leadership that creates visionary scenarios used to assemble and mobilize a „supporting cast of participants who become committed by the vision to the discovery and exploitation of strategic value creation". So, owner manager has a vision for using all potential from tourism industry. That's why he is recognized as person who initiates, develop and manage entrepreneurial organizations which is an important component in achieving success.

Some researchers posit that technical skill is a competency that needs to be acquired by the owner manager. In this context, the owner-manager should implement all the technical attributes. The owner manager of a small tourism business has to have the technical competence. The knowledge that owner-managers of small tourism

businesses have of how to gain and understand the entrepreneurship quality, entrepreneurial leadership, market and marketing orientation, differentiation and tourism destination development will be related to the successful use for purposes in tourism industry. Also, other mentioned important element is alliance. The importance of alliances is that can take a number of forms and include personal contact networks, social networks, business networks, industry and marketing networks. Alliances are used to describe these cooperative relationships. Alliances play a crucial role in small business marketing by reducing uncertainty, facilitating trust, reducing the risk for all the parties. Small tourism business uses these networks to access market information, as small businesses often do not have the time or resources to buy market information or solicit the services of business consultants. They also have an influence on its decision-making.

CONCLUSION

Tourism businesses have been identified as factor with crucial role for creating jobs and generally growing the economy. One industry that is characterized by the proliferation of small businesses is the tourism industry. The owner manager factor is important in an industry such as tourism. For its aim is necessary to maintain a competitive advantage, s it facilitates entrepreneurial potential, leadership skills and achievement motivation. In this context, many research suggests that from the extent and nature of market orientation depends successfully introduces innovations in tourism business. The owner-manager possessing an entrepreneurial orientation has the importance in sense that it allows small tourism businesses to visualize the benefits. This vision in turn drives the plan on how to achieve these goals and the allocation of appropriate resources. In large businesses, planning may be driven by objective and collective decision-making, which is not atypical for small businesses, given the significant influence of the owner manager.

So it could be summarize that tourism is a competitive industry. Tourism through the creation of attractions and provision of supporting infrastructure can effectively create its own demand. For this aim, tourism has own strategy. This strategy should provide a tourism management. Also, for successful tourism business other important factors are entrepreneurial and leadership characteristics. Many researchers have identified certain qualities and skills essential for effective performance of a tourism entrepreneur.

REFERENCES

1. Acs, Z.J.(1992). " Small business economics: a global perspective", Challenge, 35,pp.38-44.
2. Amit, R.,Glosten, L. and Muller, E. (1993), " Challenge to theory development in entrepreneurship research", Journal of Management studies, 30(5), pp.815-34.
3. Anderson, A. R., & Jack, S.L.(2008). Role typology for enterprising education: The professional artisan? Journal of Small Business and Enterprise Development, 15(2), pp256-273.
4. Gartner, W.B. (1988), "Who is an entrepreneur? Is the wrong question", American Journal of small Business, Spring, pp 11-32.
5. Gartner, W.B. (1985). A frame work for describing the phenomenon of new venture creation. Academy of Management Review, 10, pp696-706
6. Graham, C. and Mckenzie, A. (1995), "Delivering the promise : developing new graduates", Education + Training, 37(2), pp33-40.
7. Jain, R. & Wajid A.S(2012), "Entrepreneurial motivation of Indian entrepreneurs: An empirical study". The Indian Journal of Industrial Relations, 48(1), pp 59-78.
8. Ashworth, G.J., & Voogd, H. (1990). Can places be sold for tourism? In B. Goodall & G. Ashworth (Eds.), Marketing tourism places (pp. 1–16). London: Routledge.
9. Bengtsson, M., Boter, H. & Vanyushyn, V. 2003. "The challenge of building marketing channels via the Internet". International Council for Small Business (ICSB) 2003 conference, 15-18th June 2003. Belfast, Northern Ireland.
10. Chaffey, D., Mayer, R., Johnston, K. & Ellis-Chadwick, F. 2000. Internet marketing, strategy, implementation and practice. Harlow, UK: Prentice Hall.
11. Gupta, V., MacMillan, I.C. & Surie, G. 2004. "Entrepreneurial leadership: Developing and measuring a cross-cultural construct", Journal of Business Venturing, 19: 241-260
12. Granovetter, M. (1982) "The Strength of Weak Ties: A network theory revisited", in Marsden, P. and Lin, N. (eds), "Social Structure and Network Analysis", Sage, Beverly Hills.