



## Nurturing Tourism Entrepreneurs with the Flavors of Affiliation Motive

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### Abstract

Despite the inherited tourist attraction that results in a large sum of foreign income to the economy of Sri Lanka, venturing new business in the tourism industry seems to be at a minimum stage. Perhaps this is due to the socio-economic and institutional environment which is inconducive for nurturing nascent entrepreneurs. Among other factors, starting-up new ventures are motivated by either need for affiliation or need for achievements depending on their laden values. Further, tourism-business is imbedded with some features of social businesses. On this background, this study attempt to explore the motivational factors that drive a person towards tourism entrepreneurship and whether the same motivational traits cause higher performance. Data were collected using survey design from a purposively selected sample of 53 that encompasses both tourism and non-tourism entrepreneurs. The MANOVA and multiple regression analysis results unveil that affiliation motive is significantly associated with tourism entrepreneurship whereas the need for achievement is highly associated with higher performance of SMTEs. In addition, theoretical contribution, implications, and limitation of the research are also considered and discussed.

### Introduction

Sri Lanka as a renowned tourism destination has become the center of attraction with a lot of natural resources, splendid sceneries, bio-diversity, diverse culture, and heritage (Kamble and Bouchon, 2014). The tourism industry is considered one of the fastest-growing sectors of the world economy as well as the Sri Lankan economy. The contribution of the tourism sector to the economy of Sri Lanka is such that it has become the third-largest foreign exchange earner recording the highest ever the number of tourist arrivals (over 2.3 million) in 2018 (www.export.gov). Even though the tourism sector seems to be a much rewarding sector for entrepreneurs, yet the entrepreneurial culture in Sri Lanka is not at a favorable stage to pick up the tourism industry to a remarkable stage. As per the statistics of the Ministry of Industry and Commerce, 75% of all enterprises fall in the Small and Medium Enterprise (SME) in 2018.

In essence, since the tourism industry is featured with a fewer number of restrictions, low entry barriers, and abundant resources, the industry offers attractive opportunities to entrepreneurs to be the prime mover of the economy. However, it seems to be challenging due to the fact that the industry is highly sensitive to human and natural calamities, socio-economic instability, lack of infrastructure development, financial and institutional support, and lack of conducive environment for tourism entrepreneurs (Singal, 2015; Uğur & Akbıyık, 2020).

Among other challenges, inculcation of tourism entrepreneurial culture is crucial since entrepreneurs spark the economic activities. Thus, the nurturing and creation of tourism entrepreneurship can be identified as one of the best avenues to grab enormous opportunities in the field.

Even though Sri Lanka is an inherited tourism destination and a significant number of SMEs operate concentrating the tourism industry, nascent entrepreneurial development is appeared to be weak. In this milieu, a substantial body of empirical research demonstrated that motivational traits of entrepreneurs are induced to excel in the area of their business operations (Collins, Hanges, & Locke, 2004). Nevertheless, the prior studies in entrepreneurship have not explicitly investigated the extent to which the motivational traits persuade individuals to become tourism entrepreneurs and the level of performance. Therefore, the main foci of this research are to explore the motivational factors that drive a person towards tourism entrepreneurship and to investigate whether the same motivational traits lead to higher performance. Further, the finding of the research would advance knowledge in the landscape of entrepreneurship while facilitating to make effective policies in stimulating entrepreneurial spirit. In favor of this, the supportive approach of the industrial policy emphasizes the requirement of allocating resources to encourage education and entrepreneurship whilst adjusting to the external constraints in order to foster the economic change (Ferguson & Ferguson, 2003).

#### Theoretical/contextual background and the gap

Previous researchers agreed that environmental factors, as well as psychological characteristics of an individual, are similarly attributed to stimulating entrepreneurial intention. For instance, family traditions (Altınay, Madanoglu, Daniele, & Lashley, 2012), social networks (Chia & Liang, 2016), institutional environment (Díaz-Casero, Ferreira, Hernández Mogollón, &

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Barata Raposo, 2012), educational exposure (Kusmintarti, Thoyib, Maskie, & Ashar, 2016), and psychological characteristics (Decker Wayne, Calo Thomas, & Weer Christy, 2012; Dinis, do Paço, Ferreira, Raposo, & Gouveia Rodrigues, 2013) have influenced on entrepreneurial intention. However, the influence of motivational traits on entrepreneurship is underexamined in the light of the diverse nature of business and gender differences (Solesvik et al., 2019). Therefore, the gray area of research in this study attempt to investigate is drivers of tourism entrepreneurial spirit and their performance.

Entrepreneurship is generally recognized as the motion of venturing into a new business and this novel concept of tourism entrepreneurship is exclusive when the entrepreneurs are venturing into a fully or partially new business in the tourism industry or in that particular field, area. Clausen (2017) claimed that tourism-related-businesses in Mexico are characterized by the aims of social businesses. Given the fact that a simple act performed by an individual can be variously motivated (McClelland 1961), venturing of business by individuals are appeared to be motivated by different motives such as the need for affiliation and need for achievement. The need for achievement could be viewed as one of the critical factors that determine the individual level of performance in an entrepreneurial setting (McClelland 1961). In contrast, Wainer and Rubin (1969) (as cited in Decker et al, 2012) argued that entrepreneurs who possess merely the need for achievement become successful in the industry, only when they had a higher need for affiliation. With regard to venturing of new business, need for achievement and need for affiliation are evoked different mental processes which result in diverse interests of business (i.e. social business Vs non-social businesses). In light of this authors argue that the motive of venturing tourism businesses would be different from the motive of venturing non-tourism business and thereby level of performance would also be different.

## Literature Review

### Entrepreneurship and tourism entrepreneurship

The notion of entrepreneurship firstly appeared to be recognized in 1700 and has been evolving throughout the past decades (Pahuja, 2015, as cited in Nongsiej and Shimray, 2017). They further added that entrepreneurship is the motion of venturing into fully or partially new business or businesses, by captivating on the risk in the form of optimizing a maximum turnover.

The concepts of entrepreneurship and entrepreneur are interrelated yet different concepts (Nassif and GhobrilSilva, 2010). From an entrepreneurs' perspective, the entrepreneur plays a vital role as an innovator by bringing up new goods, services, processes and technologies to the markets, opening up new markets, and commercializing new knowledge, to achieve competitive advantage. When entrepreneurs introduced the businesses related to the tourism industry, the new concept was colored in a completely new term called 'tourism entrepreneurship'. Koh and Hatten (2014) identified that the origin of touristic business is not an act of nature rather an act of tourism entrepreneurs. Further added that natural resources, locations, and cultural heritages become tourism resources to be transformed into tourism products, attractions and destinations exclusively, when tourism entrepreneurs exist in that particular field, area or period. Entrepreneurship plays a paramount role in developing the tourism industry, especially in rural and ethnic communities (Chang, 2011; Gibson and Lynch, 2007). Moreover, tourism entrepreneurship is one way of providing strategic support to stabilize business development in the tourism industry, because of its capacity to operate even at a small scale as family businesses (Morrison, 2006, as cited in Tleuberdinova and Salautova, 2018). Moreover, tourism entrepreneurs seem to be highly motivated by lifestyle, quality of life issues, locations, and other non-economic motives while other general business entrepreneurs are seemed to be motivated by profit maximization and financial independence (Pinar I, 2015).

### Personal traits of tourism entrepreneurship

According to Haber 2007 (as cited in Tleuberdinova and Salautova 2018), the motivated lifestyle and non-economic incentives are the certain features of tourism entrepreneurship. Stobl et al (2012) further emphasized that innovativeness, propensity towards risk, knowledge and curiosity, attitude towards work, desire for independence, planning and organizing capabilities, perceived environmental influences, perceived aids, and perceived impediments as the influencing characteristics of attitude towards entrepreneurship.

In accordance with the literature, tourism entrepreneurs differ from other entrepreneurs since their motives are to the achievement of a higher living

standard than profit maximization (Pinar, 2015). The formation of such attitudes in the mind of entrepreneurs is influenced by several elements namely; achievement motivation, adversity quotient, and entrepreneurship experience (Ajibawani et al 2017). The need for achievement is referred to an individual's desire to excel and to improve performance (Murray, 1938). Cassidy and Lynn (1989) (as cited in Jha. 2010) identified that working ethics, dominance, competitiveness, status aspiration, and acquisitiveness for money as well as wealth are basic factors that propel the achievement motive. McClelland (1965) further added that a higher need for achievement is precisely reflected by the desire to pursue higher performance standards. Hence, Jha (2012) demonstrated that the need for achievement is exclusively is relevant to winning and achieving high performance in most circumstances.

In contrast, the need for affiliation is referred to as, enjoying being with friends and people in general; readily accepting people; making efforts to win friendships, and maintaining associations with people. And such behavior can either be verbal or nonverbal and also explicit or implicit (Jackson, 1984). In line with this, McClelland (1965) described affiliation motive as a non-conscious concern for establishing and restoring close personal relationships with other related parties. Further, such individuals are appeared to extroverts by demonstrating warmth, enthusiasm, outgoing behavior and friendliness, active participants in group discussion, leadership behavior, and higher-level intra-group popularity. Tomas et al (1996)'s study (as cited in Jha, 2010) added that people with affiliation motive have the confidence to perform well in a team environment favorably and they tend to be outgoing and talkative. Moreover, the high affiliate people, most often identified as the managers with leadership motivation patterns, create a high mark and inspire the subordinate (McClelland, 1976).

Concerning entrepreneurial motives, (McClelland 1967; Collins et al., 2004) demonstrated that the achievement motive is backed by the affiliate legitimacy. Hence, can be considered as, pivotal means or resources that can aid to satisfy the need for achievement of entrepreneurs. The need for achievement is viewed as one of the critical factors that determine the individual level of performance in an entrepreneurial setting. Whilst entrepreneurial research on motives is largely based on the sample of male entrepreneurs, some of the exceptions claim that the motives of female entrepreneurs are different from male entrepreneurs (e.g. Solesvik et al., 2019). In this manner, Wainer and Rubin (1969) (as cited in Decker et al, 2011) revealed that entrepreneurs who are merely with a moderate level of need for achievement were reaching success only when they had a higher need for affiliation. Individuals with a need for affiliation tend to choose an entrepreneurial career, once they are positively stimulated by close others (Decker Wayne et al., 2012). Moreover, it is evident that affiliation motive is attributed to create new ventures (Apospori et al (2005), and to flourish Japanese entrepreneurs and maintain momentum in local and global tourism and hospitality industry (Howard et al., 1983, as cited in Sangar and Rangekar, 2014).

Researchers who investigate the behavioral aspect of entrepreneurs through the lenses of motivational theories are of the view that becoming an entrepreneur can be motivated by either affiliation motive or achievement motives depending on the gender of the entrepreneur and nature of the business (Solesvik et al., 2019). Micro, small, and medium tourism business are largely dependent on services provided by the related other businesses. And also, the intangible and high involvement nature of business is transformed into a more tangible nature with the support of interpersonal human skills (Morrison, 2006, as cited in Tleuberdinova and Salautova, 2018, Chia & Liang, 2016). Thus, authors argue that individuals who maintain associations, friendliness and close relationship with others are likely to motivate to become tourism entrepreneur if they are living in an area which is conducive for tourism business. On the other hand, because entrepreneurs with a high need for achievement tend to take moderate risks (Altinay, Madanoglu, Daniele, & Lashley, 2012) and tourism entrepreneurial business highly vulnerable to national and international socio-economic shocks (Singal, 2015; Uğur & Akbryk, 2020), individuals with the need for achievement less likely to engage in tourism entrepreneurial activities. Moreover, individuals whose motives are towards achieving standards and higher performance while living in an area where tourism and non-tourism business opportunities are equally available are likely to motivate to become a non-tourism entrepreneur. Hence, authors hypothesize:

H1: (a) The affiliation motive is likely to associate with tourism entrepreneurship than the achievement motive, (a) whereas the achievement motive is likely to associate with non-tourism entrepreneurship than the affiliation motive.

## Personal Traits and Performance of Small and Medium-scale Tourism Enterprises

Walker and Brown (2004) (as cited in Akbaba, 2012) stated that financial measurements should not be primarily taken into consideration when assessing the business performance of SMEs. In line with this idea, recent researchers have stressed the importance of hiring both financial and non-financial measurements with a holistic view to assess the contemporary SME performance. It is evident that the performance measurements have evolved and emerged over the past. Among them, the Balanced Score Card (BSC) method introduced by Norton and Kaplan (1996) can be regarded as the most popular instrument that balance the utilization of financial and non-financial measurements: financial perspective, customers' perspective, internal process perspective, and the perspective of learning and growth.

Christman et al (1998) (as cited in Akbaba, 2012) suggested to include non-financial performance measurements to measure the performances of SMTEs by taking the high customer-oriented and labor-intensive nature of the tourism industry into account. In a similar vein, considering the multi-dimensional nature of business performance in the industry, Akbaba (2012) recommended utilizing guest satisfaction, occupancy percentage, number of customers served in a certain period, trends in turnover, expectations in these indicators for the following year along with the profitability measures such as; return on sale, return on equity and return on assets.

In addition, Singh et al (2013) reported that the successful performance of the SMEs is partly because of the entrepreneurs' motive and their behavior respectively. According to Reijonen (2008) entrepreneurs of SMEs invariably have personal economic and non-economic goals by emphasizing achieving satisfactory income and job satisfaction. Thus, it is evident that the performance of SMEs is mostly influenced by the achievement motive. Further, the subjective criteria for business performance are influenced by the high need for achievement, especially in small and micro-businesses. Concerning affiliation motive, House, Spangler and Woycke (1991) (as cited in Tran and Philipp, 2010) argued that the relationship between affiliation motive and performance is negative, due to the fact that the entrepreneurs, those who are with a high need for affiliation are often reluctant to convey negative feedback to the subordinates and employees of the enterprise, for them to make the errors and perform well efficiently and effectively

With regards to the performance of entrepreneurs, even though the affiliation motive is an influential factor to startup ventures in the tourism industry, it is quite unclear at the moment whether the affiliation motive triggers the performance of the tourism business. Nevertheless, it is evident that the affiliation motive of entrepreneurs is negatively associated with the performance of SMEs (Spangler and Woycke, 1991, as cited in Tran and Philipp, 2010). On the other hand, quite reasonable literature illustrates that the achievement motive is positively associated with a higher level of performance (Collins et al., 2004). Furthermore, Barazandeh et al, (2015) state that, entrepreneurial competencies are directly influenced by achievement motive which in turn influences the business performance. Hence, the authors argue that tourism entrepreneurs who are dominant with achievement motives are likely to perform better than those who are dominant with affiliation motives. Accordingly, authors hypothesize:

H2: Entrepreneurs who are laden with achievement motives tend to influence significantly the performance of SMTEs than that of those who are laden with affiliation motives.

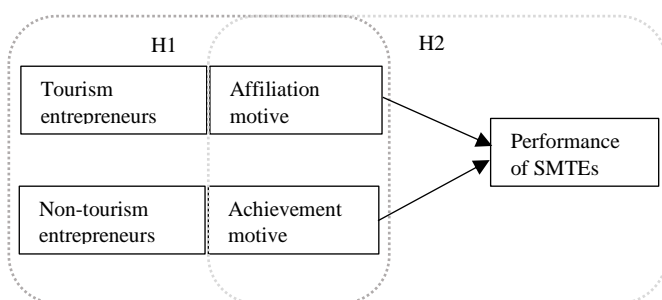


Figure 1: The conceptual framework

## Methodology

### Study setting

Given the fact that the abundance of diverse businesses and the geographical location suitable for tourism, the authors selected the Negombo tourism area as a case of investigating the aforementioned research problem. Negombo is considered as one of the largest economic centers of the country which is located at the mouth of the Negombo lagoon of Sri Lanka by multiplying the tourism attraction. Further, it is a vibrant city with a popular fishing industry, cinnamon, ceramic, brassware, handicraft and batik, and jewelry boutique. (www.fortunelanka.com).

This research which is influenced by positivism applies the quantitative approach. Using survey design data are collected from a purposively selected sample that encompasses both tourism and non-tourism entrepreneurs. A questionnaire was designed in a self-administrative manner to collect data from tourism and non-tourism entrepreneurs to test H1 and H2. To analyze data, correlation, Multivariate Analysis of Variance (MANOVA), and multiple regression techniques are applied.

### Questionnaire administration, Sample and data collection

The questionnaire was comprised of series of questions under three parts: A, B, and C. Part A designed to gather demographic information while part B comprises 8 questions designed to capture motivational traits of entrepreneurs. Eight questions in part C captured the performance of SMTEs. Since this section is relevant only to tourism entrepreneurs, non-tourism entrepreneurs were directed to skip this section. Initially, the questionnaire was prepared in English and it was translated into the Sinhala language for the convenience of the non-native English speakers who were the respondent of the survey.

Initially, to test H1, 46 questionnaires were distributed among entrepreneurs (non-tourism: 23 and tourism: 23) and 43 were collected after 15 days and only 38 (non-tourism: 19 and tourism: 19) were found to be valid. Later, additional 18 questionnaires were distributed among tourism entrepreneurs and 15 were returned after 20 days and only 09 were found to be valid. To test H2, 28 questionnaires collected from tourism entrepreneurs were used (19 from the initial collection and 09 from later). Eighty-seven percent and seventy-four percent of the total sample is more than 35 years and male respectively.

### Operationalisation

Two constructs proposed as dependent variables in H1 (independent variable in H2) were operationalized as chronic individual differences. The individual difference of need for achievement/affiliation was captured using an 8-items scale which was adapted from (Sokolowski et al. 2000). It covers both the need for achievement (4-items) and the need for affiliation (4-items). Those 8-items were also measured in a seven-scales anchoring, ranging from 1= 'strongly disagree' to 7= 'strongly agree'. In order to assess the performance of SMTEs (dependent variable of H2), multi-item scales (8-items) were adapted from the Balanced Score Card (BSC) method (Kaplan and Norton, 1992, as cited in Borza and Bordean, 2006) were measured using a seven-point scale anchoring, ranging from 1= 'strongly disagree' to 7= 'strongly agree' (See Appendix A).

## Analysis and Findings

### Preliminary analysis

Statistical Package for Social Science (SPSS) Version 22 is employed for analysis of data. Before the preliminary analysis, some items were reverse coded. A normality test is conducted by using the numerical (skewness and kurtosis values) and graphical methods (Q-Q Plots) for the dependent variables (H1) and independent variable (H2) (affiliation and achievement motives) respectively and dependent variables H2 (performance of SMTEs) to ensure the normal distribution of the data. The results demonstrated a satisfactory level of normality.

Table 1: Characteristic of the respondents

Dimension	category	Frequency	Percentage
Industry operating	Tourism	34	64.20%
	Non-tourism	19	35.80%
Industry engaged	0-2	0	0.00%

period			
Age	2-5	6	11.00%
	5-10	12	22.60%
	10/more	35	66.00%
Age	Below 20	0	0.00%
	20-24	0	0.00%
	25-29	2	3.80%
	30-34	5	9.40%
	35/more	46	86.80%
Gender	Male	39	73.60%
	Female	14	26.40%
Family members	1-2	4	7.50%
	3-4	30	56.60%
	5-6	19	35.80%
	6/more	0	0.00%
Occupation	Public employment	1	1.90%
	Private employment	27	50.90%
	Self-employment	20	37.70%
	No occupation	5	9.40%

#### Reliability test

Cronbach's Alpha value for 3-items (one item was removed from the original scale due to low internal consistency) scale of affiliation motive was 0.533 and marginally below the cutoff point. It demonstrates a satisfactory level of internal consistency (Taber, 2018). In a similar manner, due to poor internal consistency, 2 items were omitted from the original achievement motive scale. The correlation between the two items of the achievement scale - RAch6 and RAch7 – is substantially high ( $r=0.382$ ,  $n=53$ ,  $p<0.005$ ) (See Agerström and Björklund, 2009). Moreover, the reliability of performance of SMTEs scale was tested computing Cronbach's Alpha and the value is 0.787

#### Data analysis and results

A one-way Multivariate Analysis of Variance (MANOVA) was performed to investigate whether the association of motivational trait of entrepreneurs (affiliation Vs achievement) differ according to the interest of industry selection: tourism and non-tourism (H1). Affiliation and achievement motives were considered as the dependent variable, whereas industry (tourism and non-tourism) was treated as the independent variable. There was a marginally significant difference between tourism industry and non-tourism industry on the combined dependent variables:  $F(2, 35) = 1.52$ ,  $p=0.06$ ; Wilks' Lambda = 0.92; partial eta squared = 0.22. When results for dependent variables were considered separately, only the amount of affiliation motive was found to be marginally significant ( $F(1, 36) = 2.95$ ,  $p=.09$ ) (See Table 2). The mean value of tourism entrepreneurship was significantly higher in the affiliation motive than that of non-tourism entrepreneurs ( $M_{\text{tourism}} = 6.14$ ,  $M_{\text{non-tourism}} = 5.61$ ,  $p<0.0005$ ).

Thus, it can be concluded that the affiliation motive marginally associates with tourism entrepreneurship than the achievement motive (H1a). However, there is no strong evidence to conclude that the achievement motive significantly associates with non-tourism entrepreneurship than the affiliation motive (H1a). Consequently, hypothesis one is partly accepted.

**Table 2:** Univariate Effect for Industry Distance and Descriptive Statistics

Dependent variables	df	df error	F	p	Industry	N	M	SD
Affiliation motive	1	36	2.95	0.09	Tourism	19	6.14	1.02
					Non-tourism	19	5.61	0.86
Achievement motive	1	36	1.49	0.22	Tourism	19	5.39	0.87
					Non-tourism	19	5.01	1.05

Before testing hypothesis two a correlation analysis was conducted to see the multicollinearity issue and direction of the association between independent variables (achievement and affiliation and dependent) variable (performance of SMTEs). As Table 3 shows that the relationship between achievement motive and affiliation motive is negative but insignificant ( $r=-0.206$ ,  $p<0.05$ ). This indicates the possibility of having multicollinearity issue is minimum. However, the achievement motive is significantly correlated with the performance of SMTEs ( $r=0.471$ ,  $p>0.05$ ), while the affiliation motive for the same is insignificant ( $r=0.136$ ,  $p<0.05$ ).

Next, a multiple regression analysis was performed to explore the most influential motivational factor of predicting SMTE' Performance. The results of the regression indicated the two predictors explained 28% of the variance ( $R^2 = 0.28$ ,  $F(2, 25) = 4.821$ ,  $p<0.05$ ). Only the achievement motive significantly ( $\beta = .521$ ,  $p<0.01$ ) predict the level of SMTE' performance (See Table 3). Therefore, H2 which postulates entrepreneurs who are laden with achievement motives tend to influence significantly the performance of SMTEs than that of those who are laden with affiliation motives can be confirmed.

**Table 3:** Correlation and Regression Statistics

	Correlation			Regression
	Performance	Affiliation	Achievement	Value
Affiliation motive	0.136			0.243
Achievement motive	0.471*	-0.206		0.521**
Observations	28	28	28	28
R2				0.278
Adjusted R2				0.221
df				2 (25)
F Statistic				4.821*

Note: DV=SMTE' Performance;  $p^* < 0.05$ ,  $p^{**} < 0.01$

#### Discussion

Entrepreneurs are nurtured due to the influence of environmental factors (push/pull factors) as well as motivational traits. The scope of this study is limited to investigate the motivational factors. The findings of the prior research in this regard is not conclusive. According to scholars such as Collins et al., (2004), among others, the entrepreneurial intention is largely influenced by the need for achievement, whereas Decker Wayne et al., (2012), Arshad, Farooq, & Farooq, (2019) and Chia & Liang, (2016) have demonstrated that selection of entrepreneurial career is influenced by affiliation motive as well as social capital. This study focuses to ascertain the motivational factors that drive a person towards tourism entrepreneurship. Consistent with the finding of Decker Wayne et al., (2012) this study revealed that tourism entrepreneurs are natured with the influence of affiliation motive than achievement motive. Perhaps, this is due to the fact that tourism entrepreneurs are influenced by characteristics of social capital and they share some characteristics of social entrepreneurs (see Clausen, 2017).

Performances of SMTEs are concerned, this study evidence that achievement motive significantly influences on the higher level of performance than that of affiliation motive. This finding is consistent with the prior studies (Collins et al., 2004; Christopher et al., 2004) and coexisted with the results of the first hypothesis of this study. That is because, identification of business opportunities is reinforced by the traits of affiliation motive (Decker Wayne et al., 2012; Chia & Liang, 2016) and however, for them to go an extra mile and be successful, the trait of achievement motive would be helpful (Lachman, 1980).

## Conclusion and Recommendation

### Contribution, limitation, and future research

This study contributes to the existing body of knowledge of entrepreneurship and motivational traits.

Much less research has intensively investigated the behavioral aspects of tourism entrepreneurs, therefore, this research advances existing knowledge theoretically and empirically in two ways. First, exploring the motivational drivers of becoming tourism entrepreneurs in the light of affiliation and achievement motives. Second, broadening our knowledge with regards to the performance of SMTEs. The study illustrates the importance of stimulating

two motivational traits, understanding the individual and national requirements.

The knowledge gained through the study can be utilized by the educational and training institutions to develop the tourism sector in such a way that by designing training programmes for potential entrepreneurs to stimulate their affiliation traits (Tripsas, 2002). At the same time, since affiliation motive is mostly linked with social entrepreneurship through a vibrant resource base (Stryjan, 2006), potential entrepreneurs dominated with affiliation motives can easily be motivated to venture business in the field of rehabilitation tourism.

The results presented in this paper are subjected to inherited few limitations. The use of purposive sampling and limited coverage of the sample may restrain the generalizability of the finding of this research. This indicates the need of undertaking similar researches by covering a large sample of entrepreneurs where the diverse business operates predominantly in popular tourism destinations.

Since the tourism industry is more dynamic in nature, the use of dynamic capabilities of tourism businesses is required to ensure the performance (García-Villaverde, Elche, & Martínez-Pérez, 2020; Santoro, Thrassou, Bresciani, & Giudice, 2019). The extent to which the possess of affiliation and achievement motivational traits by the tourism entrepreneurs is likely to determine the utilization of dynamic resources. Hence, it is worth exploring the relationship between motivational traits and ambidextrous leadership qualities of tourism entrepreneurs (Tuan Luu, 2017)). In addition, it is evident that individuals in developing countries are pushed to become entrepreneurs, and the situation predominant in the case of women entrepreneurs. As a result, future research can explore how the push and pull factors influence the creation of tourism entrepreneurs (Kirkwood, 2009).

**Table 4:** Theoretical gap, Findings, and Contribution

Theoretical gap	Findings	Contribution
The influence of affiliation and achievement motivational traits entrepreneurial intention is divergent and underexamined especially in the light of the diverse nature of business	Affiliation motive is moderately associated with nurturing tourism entrepreneurship whereas achievement motive is not significantly associating with either type of entrepreneur. However, the performance of SMTEs is significantly determined by the achievement motive.	The influence of affiliation traits of individuals on nurturing entrepreneurs is not widely evident. Thus, the present study provides substantial evidence to advance the knowledge on the role of affiliation motivational traits in influencing entrepreneurial intention in the context of diverse businesses.

## Conclusion

The motivational traits influence the selection of an entrepreneurial career either in the tourism industry or in the non-tourism industry. Moreover, the affiliation motive is moderately associated with molding tourism entrepreneurs than the non-tourism entrepreneurs. However, the need for affiliation poorly influences tourism entrepreneurs to excel in performance. In other words, the need for achievement is highly associated with the higher performance of SMTEs. Thus, even though the nurturing entrepreneurs can be diversely motivated depending on the type of business, the performance of entrepreneurs is appeared to be determined by achievement motive across types of business. Moreover, the finding can be utilized to design training programs to develop potential entrepreneurs who are capable of harnessing the potentials of the tourism industry.

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