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A Study on Entrepreneurial Leadership Skills and Human Resource Management in Small and Medium Tourism Enterprises

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Abstract: The aim of the research work is an attempt to assess the skills related to leadership which focus on entrepreneurs, managers, owners capability to motivate fresh employees. This re- search paper carries out a systematic approach to find out young employees view about motivational and leadership behavior in small and medium home stays in Alappuzha District, Kerala, India.

Index Terms: Alappuzha, Human Resource Management, Home stays, Tourism, Young employees

I. INTRODUCTION

In a developing nation tourism industry is one of the main contributors to the development of the economy of the nation. It is vital to have good entrepreneurs with high end leadership qualities to utilize the available resources including human resources in the tourism industry. As mentioned that the entrepreneurial skills can be identified in SMTE level organizations particularly in tourism related industry. [6], [9] Therefore, entrepreneurship and creation of job in small and medium level enterprises is a concern. Small and medium sized tourism enterprises (SMTEs) usually encounter difficulties as the owners need to ensure all practical aspects of the company of their own. Apart from this, because of seasonality, tiny orga- nization structure, the tourism industry has its own limitations to offer favorable conditions to draw labor, especially with regard to promotion and better career paths. Hence employee attrition rates seem to be on the higher side and barriers of entry for non tourism related skilled workforce are short.

II. LITERATURE REVIEW

With regard to the developing nations the tourism industry has a major position, especially stabilizing overall economic development and its transformation. Many factors affecting are the growth of the tourism industry including entrepreneurship quality and leadership. According to Gupta [1] entrepreneurial leadership

is explained as to generate strategic value, effective leadership comes up with visionary scenarios which will in turn mobilize and accumulate participants. Various studies have investigated intervening variables and found out generally, tourism face low magnetism for motivated and qualified work force. [2] Salary, locality of hotel, work atmosphere, reputation of the job, level of autonomy and work hours are factors which have got major role with regard to job attractiveness. [3] The perceptions and attitudes with regard to do a job in tourism industry are predisposed by a variety of components. Incompatibility work hours and career progress is minimal because of high attrition rate, the volume of tourism enterprises. On other hand tourism related industry can come up with variety of careers which will help the employees to gain job experience and the same may be used elsewhere around the world. [3] So many studies states that direct tourism industry experience will lead to positive career evaluation with regard to tourism. [4], [10] some research studies state that straight employment familiarity with tourism may guide to pessimistic attitudes towards tourism careers. [5], [8] Very few studies have been conducted to know about employees perception about entrepreneurial leadership skills for effective human resource management. The research paper carries out systematic approach to discover major components related to SMTE business owners and comes up with related skills for human resource management. Initial section of the research work provides a literature review of human resource management and entrepreneurial related skills. Next section provides an investigation conducted during December 2016 in Alappuzha District to study young employees evaluation of manager or owner/entrepreneurial leadership skills/behavior in small and medium sized home stays in Alappuzha District, Kerala, India.

III. METHODOLOGY

The experiential analysis was conducted at various SMTEs in Alappuzha district, Kerala, India. The objective of the research study is to gain aspects related to entrepreneurial leadership and human resource management, based on judgment of young employees.

IV. DATA COLLECTION METHOD

The survey was conducted among young employees in Alapuzha district who work in home stays and similar tourism enterprises. It was carried out in five different locations of Alapuzha district during December 2016. One hundred and sixty five young employees were provided with questionnaire. Most of the questions were closed end questions, which includes 4 point Likert scale questions. For statistical analysis, One hundred and forty eight questionnaires were used. The sample representation contains young employees of age group between twenty three and thirty six.

A variety of statements which includes variables the researcher hypothesize which may influence decisions related to job, work related motivation like culture, money, communication, opportunities related to career etc. Also questions related to entrepreneurial leaders related skills in the home stay administering 4 point semantic differential scale. Descriptive and K means cluster analysis was used to identify which variables may be used to explain young employees evaluation of entrepreneurial leadership.

V. EQUATION

1. K Means Cluster Analysis

$$\arg \min_{i=1}^k \sum_{x \in S_i} \|x - \mu_i\|^2 = \arg \min_{i=1}^k \sum_{x \in S_i} \|x - \mu_i\|^2 \quad (1)$$

Where X is set of observations K-means clustering partition n observations i.e. k(< n), S is sets and μ_i is the mean of points in S_i

2. Factor Analysis (Principal Component Method)

$$P_1 = a_{11} X_1 + a_{12} X_2 + \dots + a_{1k} X_k \quad (2)$$

$$P_2 = a_{21} X_1 + a_{22} X_2 + \dots + a_{2k} X_k \quad (3)$$

$$P_k = a_{k1} X_1 + a_{k2} X_2 + \dots + a_{kk} X_k \quad (4)$$

$$z_j = (x_j - X_j) / \sigma_j \quad (5)$$

VI. DATA ANALYSIS

Data collected from respondents with the help of question- naires and its related analysis is represented in this section.

Table 1
Importance for Young Employees Job Choice Criteria

<i>Criteria for choice of Job</i>	<i>Importance</i>
	<i>(1 = very unimportant, 4 = very important)</i>
Wages paid	2.98
Opportunity to communicate with Customers	3.3
Importance of Careers	3.26
Opportunity to express opinions	3.33
Group support	3.65
Possibility for Global careers	3.13
Goodwill of organization	3.25
Near to house (Organization)	2.53
Job flexibility	3.2
Opportunity to learn new languages	2.9
Future training opportunities	3.42

Employee Sociable Heads

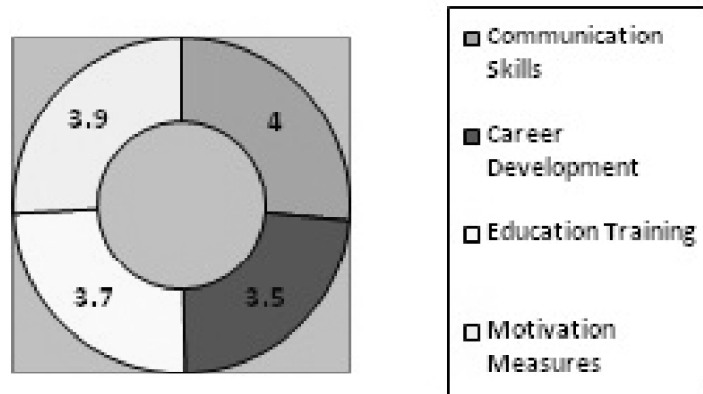


Figure 1: Employees evaluation of main leadership skills (Satisfaction Level)

Table 2
Satisfaction for Young Employees Job Choice Criteria

<i>Criteria for choice of Job</i>	<i>Satisfaction</i> <i>(1 = very unsatisfied, 4 = very satisfied)</i>
Wages paid	2.93
Opportunity to communicate with Customers	3.17
Importance of Careers	2.8
Opportunity to express opinions	3.07
Group support	3.27
Possibility for Global careers	2.59
Goodwill of organization	3.21
Near to house (Organization)	3.03
Job flexibility	2.8
Opportunity to learn new languages	2.33

Employee Distant Heads

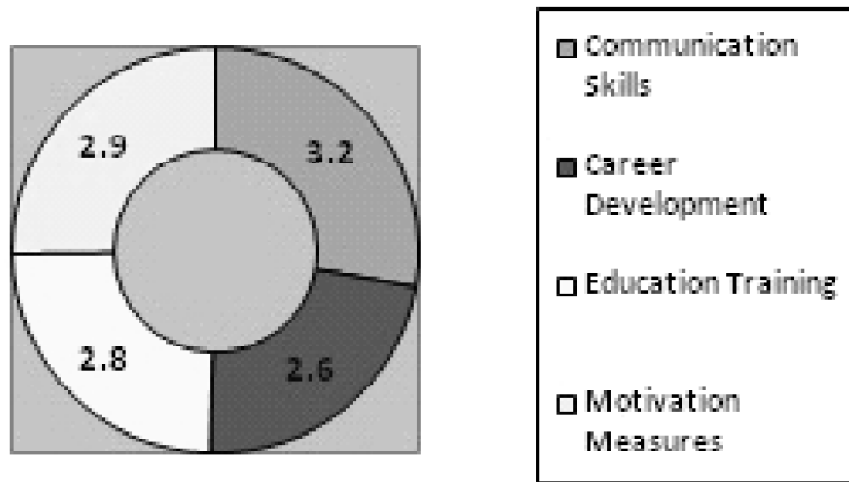


Figure 2: Employees evaluation of main leadership skills (Satisfaction Level)

VII. RESEARCH FINDINGS

During initial step, young employees were told to assess enterprise owners/leaders of the organization, 7 characteristics could be assessed with regard to a 4 point Semantic differential scale. Administering k means cluster tool helped the investigator to group and form two categories for the leaders. Initial cluster is termed as “employee sociable heads”. This category of leaders has got team orientation, frequently listens to the young employees and is valued as honest, empathetic and fair. Next cluster is termed as “employee distant heads” measured as not having integrity, lacking team orientation and unfair. This category of leaders will not favor effective communication with the young employee compared to “employee sociable heads”.

On other side, feeble differences were investigated with regard to the level of performance related orientation. This research paper found out that “employee sociable heads” are more challenging compared to “employee distant heads”.

Additional analysis with regard to these two categories results in 70.2 % favorable related to category of “employee sociable heads”. A percentage of 29.5 are “employee distant heads”. Additionally, employees assess the “employee distant heads” regard to main leadership related behavior, like formation of efficient interaction mechanisms, job related developments, skill enhancement and education, motivation and leadership considerably less positive compared with “employee sociable heads” (p value less than 0.01).

“Employee Sociable heads” regularly interact with young employees; put their effort to provide on the job training. These initiatives will help to provide better motivation to young employees. “Employee distant heads” could be there in large organizations. “Employee distant head” organizations occupy 26.7 work forces; “employee sociable head” organizations employ nearly twenty one employees.

While examining closely, these two clusters vary with regard to major variations of assessment put forward by young employees, especially management related support like training duration plans, elucidation with regard to professional or personal issues, team inclusion are assessed distinctively and effectively compared to “employee sociable heads” organizations (p value less than 0.01).

Focal point is highlighted on the assessment based on the leadership style as viewed by young employees. Favorable correlations with regard to style of leadership assessment and the variables enlisted like orientation towards team, being honest, fairness and empathy (p value less than 0.01 for all these variables) and orientation towards performance (p value less than 0.05). Leadership assessment favorably correlated regard to strict leadership (r equals 0.28). This study explains that in the home stay related business it considers like a suitable way of leading young employees may value apparent directions and focused job specifications.

On the next step, the young employees were asked to represent the significance of so many variables linked with jobs related choices and tourism related careers. These types of variables were enlisted and can be highlighted on a 4 point Semantic differential scale. The employees who answered the questions were told to find out then assess the similar variables and attributes in their job premises (home stays/ other SMTEs).

It is found out, for young employees working as a team, potential accessible related to tourism with regard to additional training and education, followed by the interactions with the customers are amongst the crucial variables contributing to work decisions. Young staffs are not much happy regards to their options related to careers, job diversification and more learning options.

With regard to SERVQUAL (Service Quality), in which customer quality is assessed as variation with regard to performance and expectation [7], pessimistic values indicate discontented young employees hope and optimistic values put forward that the young employee view the variable as optimistic characteristic with regard to his or her work. Eleven attributes are enlisted in Table 6.1.

Positive element in which young employees indicate major satisfactions in the similar side, short expectation values points to organization locality and distance to the organization from his or her home. Poor quality assessment is enlisted for training and education related opportunities provided with regards to tourism related works (- 0.68), opportunities for learning foreign languages (- 0.56), to attain international

experience (-0.53). Surprisingly, diversification and breadth of works (-0.4), depth and breadth of careers (- 0.46) are negatively assessed quality understanding with regard to tourism related careers. As the last stage, a factor analysis were used and executed for connecting different items related to quality, eleven characteristics were used, scaled down by Varimax rotation to 3 factors. Leadership style of a manager with regards to young employees satisfaction is being shown as major elements among these factors. 3 major factors i.e. personal, basic, additional motivators are taken.

Scores related to attribute are above or below compared to entire satisfaction level (figured as mean of intangible and tangible figures). It is considered as a satisfier for all satisfaction measures related to fundamental motivators which fall more than satisfaction which is having average scores. So different characteristics related in connection with performance which is having top priority were there, options related to career, diversification of job, training and education and international exposure for employees for the future which is assessed below average satisfaction level, which are of high priority for young employees.

VIII. CONCLUSION

Based on the research findings, it can be assumed that basic requirements should be achieved. Administering fair wage systems, good team work and effective internal communication has to be implemented properly. It is also understood owner or entrepreneur has high influence to motivate young employees. Entrepreneurs should be able to understand that they can motivate the young employees by showing fairness and empathy in its high level.

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