

CHAPTER 1

RESEARCH BACKGROUND

1.1 Introduction

Entrepreneur is a thirteenth (13th) century French terminology '*Entreprendre*', which means 'to undertake' or 'to do something'. "Entrepreneurship – the entrepreneurial function – can be conceptualized as the discovery of opportunities and the subsequent creation of new economic activity, often via the creation of a new organization (Reynolds, 2005). From this perspective, entrepreneurship can be literally defined as the trailblazing activity that is committed towards the formation of new business ventures, which intends to access and exploit unique opportunities through the development of ideal products, services, strategies and structures that exist never before.

Entrepreneurship is 'at the heart of national advantage' (Porter, 1990: 125). History indicates how entrepreneurship can assist countries to advance their economics from peril to pleasant state in a gradual but sustainable manner. Since the fall of Rome (circa 476 AD) to the eighteenth century, there was virtually no increase in per capita income in the West. However, with the advent of entrepreneurship, per capita income grew exponentially in the West by 20% in the 1700s, 200% in the 1800s, and 740% in the 1900s (Drayton, 2004). Similarly, the 21st century is also experiencing an increasing role and importance of entrepreneurship from various standpoints. Shrinking employment opportunities and increased complexity of labor market entry inspire

entrepreneurial activities in general. Moreover, researchers and policy makers agree that entrepreneurs, and their innovative business establishments play substantial role in the development and well-being of societies. As such, there is increased appreciation for and acknowledgement of the role played by new and small businesses in an economy (GERA, 2017). Indeed, entrepreneurship sincerely encourage, demonstrate and smear diverse practices to promote employment and opportunities through change driven by novel innovations.

In 2018, the 18th annual global survey of entrepreneurship, extensively known as '*Global Entrepreneurship Monitor*', conducted by GERA¹ across 65 economics revealed that the significant proportion of global population is engaged in the entrepreneurial activity. The GEM survey in 2016 accounts for 69.2% of the world's population and 84.9% of the world's GDP (GERA, 2017). Similarly, Ács et al. (2018) also brought an astounding conclusion after in-depth evaluation, comparison and categorization of 137 countries worldwide in their Global Entrepreneurship Index (GEI) report. As quantified by GEI (2018), the entrepreneurial activity in the world currently sits at 66.33% (3% increment over the last year), meaning that entrepreneurial activity worldwide is emerging and today we remain at two-thirds (approx.) of our entrepreneurial capacity.

Statistical evidences presented and discussed above are universally accepted parameters that has been prevalently used in the entrepreneurship literature. As a

¹ GERA is the UK registered umbrella organization that owns GEM, engaged in global entrepreneurship annual survey.

consequence, these indicators certify the swelling importance of entrepreneurship throughout the globe. Thus, it appears pertinent to comprehend and conduct research study that epitomizes entrepreneurship and its implicit magnitudes.

1.2 Research Background

In the contemporary world, hospitality industry has undergone remarkable changes. Last few decades have witnessed prime attention to an entrepreneurial approach in the hospitality industry, which will be abbreviated to as HEI afterwards. In the last thirty years, there has been increased entrepreneurial interest in small hospitality and tourism firms (Skokic et al., 2015). Accurate identification of its entrepreneurial value and prompt response to the required developments lead to entrepreneurial revolution in the global hospitality industry. The dominance of small, owner-managed tourism and hospitality businesses in many countries (Morrison et al., 1999; Tinsley and Lynch, 2007; Thomas, 2000, 2004; Shaw, 2004; Shaw and Williams, 2002) has 'led to recognition of the significance of entrepreneurship' (Shaw and Williams, 2004: 99).

Meanwhile, Bula (2012) promoted entrepreneurship as the multi-dimensional concept. Despite the concept of entrepreneurship encompasses wide variety of issues, processes and practices, development of entrepreneurship research is more promising specifically in the sphere of entrepreneurial orientation (EO). EO has become a central concept in the domain of entrepreneurship that has received a substantial amount of theoretical and empirical attention (Covin and Wales, 2012). Furthermore,

distinguished researchers have further supported this idea as regards to increasing importance of EO and advancement of this notion vigorously in the entrepreneurship literature. EO represents one of the areas of entrepreneurship research where a cumulative body of knowledge is developing (Rauch et al., 2009).

Previously, researchers and academicians often allied EO predominantly with the firm-level performance. They argued that in today's volatile business environment, firms may benefit from adopting an EO (Rauch et al., 2009). To illuminate further, correlation between EO and organizational progress was also validated by Shirokova et al. (2015) after the comprehensive analysis of 104 Russian small and medium firms. By the same token, positive connection between EO and corporate performance was discovered in the context of service industry. In line with identical research by Kraus (2011) in Austrian service industry, Tajeddini (2010) in tourism industry; Tricahyadinata et al. (2015) in hotel industry and other researchers in particular service industries found such relationship. Undeniably, earlier researches strongly supported the fact that EO leads to higher performance regardless of specific business segment.

Bolton and Lane (2012) by contrast mutually developed the measurement instrument and had theoretically proven the existence of EO in an individual level, referred to as individual entrepreneurial orientation (IEO) in the entrepreneurship literature. This situation offers researchers a new room to investigate the phenomenon of EO from a very different outlook. In recent years, researchers have suggested that EO can also be regarded as the individual level construct (Robinson and Stuthbberud, 2014) because peoples have self-discretion regarding orientation for entrepreneurship.

As a matter of fact, Koe (2016); Suartha and Suprpti (2016); Vogelsang (2015) confirmed the applied importance of studying IEO at an individual level. Quite a lot of researchers have recommended that it is imperative to understand the IEO since it facilitates to recognize individual's preference and ability to enter into new businesses.

In addition, research indicates that IEO have positive relationship with individual's intention for entrepreneurship (EI). Ibrahim and Lucky (2014) performed a study to observe the relationship between IEO and EI among Nigerian students in Malaysia and have proven IEO as a single construct that is positively related to the students' intention for entrepreneurship. Soon after, Koe (2016) also confirmed the positive effect of some major IEO components to intention for entrepreneurship. In a nutshell, researchers including Bolton and Lane (2012); Ibrahim and Lucky (2014); Koe (2016) and others generated, validated, tested and statically proven the positive correlation between IEO and EI.

Nevertheless, multiple notable researchers including Lansberg and Joseph (1994); Zhao et al. (2005); Martin et al. (2008); Wu (2009); Pihie and Bagheri (2013) and name a few realized the necessity of introducing mediating variable while determining the effect of independent variable to the dependent variable. As recommended by intellectuals, presence of mediating variable in the bivariate relationship helps to better conceptualize the relationship between independent and dependent variables. Researchers further ascertain that the existence of mediating variable in this relationship helps to reduce the potential for misleading inferences and permits a more precise and specific understanding of the phenomenon.

Although, quite a lot of earlier studies have been carried out to identify the role of mediating variable in the bivariate relationship, literature review of existing journals and related publications did not provide any evidence that used Self-esteem as the mediating variable to theorize the effect of independent variable to the dependent variable, especially in the hospitality industry context. However, a previous research by Kunday and Cakir (2014) found a positive relationship between Self-esteem and EI of university students' in Istanbul, Turkey. Similarly, Vogelsang (2015) also stated that there is relationship between Self-esteem and intention for entrepreneurship. Hence, it is rational to anticipate whether Self-esteem might mediate the effect of individual entrepreneurial orientation on the intention for entrepreneurship.

Therefore, this research paper is endorsed to examine the effect of IEO to HEI among perspective hospitality entrepreneurs in the three country (i.e. Australia, Indonesia and Nepal) context, since Cowling (2000) stated that there are significant differences across countries in terms of who becomes an entrepreneur. In addition, the adduced research is further intended to analyze the mediating role of Self-esteem in this relationship.

After a short introduction accompanied by the importance of entrepreneurship, principal attention has been put on the research background. However, before proceeding to the main research problem, it is pertinent to observe the historical background, current practice and likely hospitality entrepreneurial accomplishments in the context of aforementioned three countries. Therefore, this paper will present brief information on various issues regarding entrepreneurship, hospitality industry and hospitality entrepreneurship on behalf of Australia, Indonesia and Nepal.

1.2.1 The Study Context: Australia

Australia is an island continent and the world's 6th largest country (7,682,300 sq. km). Lying between the Indian and Pacific oceans, the country is approximately 4,000 km from east to west and 3,200 km from north to south, with a coastline 36,735 km long. Total population of Australia is approximately 25 million (Australian Bureau of Statistics, 2018). Canberra is Australia's capital city.

1.2.1.1 Profile of Entrepreneurship in Australia

Innovation driven economy² in Australia promotes entrepreneurship and innovation. Australia's regulatory environment is admirably open and entrepreneur friendly that stimulates and acts as the major catalyst for entrepreneurial advancement. SMEs play a major role in the Australian economy and continuously helps to foster an innovative and risk-taking culture. The vast majority of Australian businesses are small and medium enterprises. Small business account for 33% of Australia's GDP, employ over 40% of Australia's workforce and pay around 12% of total company tax revenue (ASBFEO, 2016). Similarly, NABL (2017) reported that SMEs are the backbone of Australian economy, creating around seven million jobs, contributing to 57% of the Australia's GDP and cementing country's reputation as the country of entrepreneurs.

² Innovation driven economy is the condition where economic growth is based on the development of more efficient production processes and increased product quality.

GEM Australia (2014) lists Australia (13.1%) amongst the highest level of TEA³ in all developed economics⁴, almost identical to that of the USA (13.8%) and Canada (13.0%). Similarly, it also represents that an estimated 13.1% of the Australian adult population (18 to 64 years) were enthusiastically promised to start and run new ventures in 2014, which is equal to 2.3 million early-stage entrepreneurs. Later in 2016, GEM global report 2016/17 shows that Australia's TEA figure reached an approximate of 14.16% and it is more than its neighboring country the Asia and Oceania regional average of 11%.

1.2.1.2 Australian Hospitality Industry

Hospitality industry in Australia is extensively prevalent and is one of the prime sources of employment for large chunk of population. Gruenhagen et al. (2016) in CAUSEE reveals that 4.1% of total Australian industries is dominated by the hospitality industry and it follows the increasing trend every year. Australian hospitality industry encompasses all businesses primarily concerned in delivering hospitality services in the form of accommodation, meals and drinks. This includes hotels, cafes and restaurants, pubs, bars and taverns, and licensed clubs industry classes

³ TEA measures the number of people going to start a new business (populations who are actively involved in setting up new business they will own or co-own) and business owners who will soon become sustainable entrepreneurs (populations who are currently owners or managers of a new business for more than three months but less than 42 months).

⁴ By developed economies (or countries), it refers to innovation-driven economies (rather than factor-driven or efficiency-driven) according to the World Economic Forum Global Competitiveness Index Report's classification for economic development levels.

(ABS, 2004). The hospitality businesses are visibly categorized into the following classes of ANZSIC⁵.

Accommodation (ANZSIC 5710)

Pubs, bars and taverns (ANZSIC 5720)

Cafes and restaurants (ANZSIC 5730)

Licensed clubs (ANZSIC 5740)

Casinos (ANZSIC 9322)

Australian Bureau of Statistics (ABS) undertakes regular surveys of the hospitality industry in Australia. ABS's latest report shows that an employment in the accommodation sector is around 90,000 people nationally in the 12 months to September 2010. This is in addition to the 188,000 employed in the general pub sector. Similarly, in FY 2009/10, accommodation has an overall 14% share of tourism employment. Meanwhile, travel and tourism business remains at 6%, whereas cafes, restaurants and takeaway food services account 26% share of tourism employment (Hooper and Zyl, 2011: 24).

1.2.1.3 Hospitality Entrepreneurship in Australia

The concept of hospitality entrepreneurship is dominating the Australian entrepreneurship market because of an immense opportunity this sector possesses. GEM (2016-17) Australian National Report states that Australia is the first amongst

⁵ ANZSIC is the industrial classification system that compares the industrial statistics between Australia and New Zealand as well as with the rest of the world.

developed economies for Entrepreneurial Employee Activity (EEA) in established firms, with an estimated 9.0 percent of the adult population engaged in developing or launching new products, a new business unit or subsidiary for their employer. Meanwhile, McDonald (2016) says that hospitality industry is the 7th largest employer in Australia, with approximately 796,500 workers and growing. Moreover, every single year experiences the growing number of hospitality entrepreneurs in Australia. The practice of entrepreneurial approach in hospitality industry is significant to meet increased customer requirements, enhance business performance and for the sustainability of Australian tourism and hospitality industry.

1.2.2 The Study Context: Indonesia

Indonesia, officially the Republic of Indonesia, is a unitary sovereign state and transcontinental country located mainly in Southeast Asia, with some territories in Oceania⁶. Located between the Indian and Pacific oceans, Indonesia owns the world's largest island (1,904,569 sq. km), with more than seventeen thousand (17,000) islands. It is the world's 14th largest country in terms of land area and the 7th largest in terms of combined sea and land area. Indonesia has an estimated population over 262 million people and is the world's 4th most populous country (BPS Indonesia, 2017). Jakarta is the capital city of Indonesia.

⁶ Oceania is a geographic region encompassing Australia, Melanesia, Micronesia and Polynesia. Situated in the southeastern part of the Asia pacific region, it covers an area of 8,525,989 sq. km. and has a population of 40 million.

1.2.2.1 Profile of Entrepreneurship in Indonesia

Since its 6th 'Five Year Development Plan' in 1994, Indonesia acknowledged and then commenced the official development of entrepreneurship during the presidency of Suharto. The successful promotion of entrepreneurial development in Indonesia becomes only possible after the then government enacted President Instruction Number (PIN) 4 of 1995 (Dipta, 2015). Having hit by the bitter economic crises, which eventually turned out to be multidimensional disaster, Indonesia recognized the necessity of entrepreneurship development, particularly to contend with its annual cumulative unemployment rate. During year 1994, the unemployment rate in Indonesia was 4.4 % of the total population (BPS, 2004).

Indonesia's rapidly growing economy together with large consumer market and substantial reserve of its natural resources craft solid opportunities for entrepreneurs. GEM (2016) report on TEA listed Indonesia (14.1%) as the highly potential market for entrepreneurs. According to Santoso (2014), WBGES⁷ shows Indonesia's new business density score as 0.29 new registered companies per 1,000 workforces, comparatively lower than other ASEAN countries such as Singapore (8.04), Malaysia (2028), Thailand (0.86), and the Philippines (0.27). Although, the score is low, the growth of Indonesia's new business density is the highest in eight years with 9.69 percent compared to others such as Singapore (5.72 %), Thailand (2.56 %), the Philippines

⁷ WBGES specifically highlights the number of newly registered corporations per 1,000 in the working-age population (15-64 ages) in order to identify the relationship between entrepreneurship, the business environment and financial development. The result is captured in an indicator called new business density.

(0.53%) and Malaysia (-1.81%). These figures signify that the barriers to start new business in Indonesia are steadily plummeting.

Ministry of Cooperation and Medium and Small Business (UMKM) cooperates and promotes entrepreneurship in Indonesia. According to UMKM (2013), total number of SMEs in 2013 reached 99.99 % of the total enterprise in Indonesia. Similarly, ministry also reported that the SMEs employ more than 114 million workers, which is equivalent to the 96.99 % of the total Indonesian workforce during year 2013. In addition, the entrepreneurship growth rate is 1.56% of the total population in 2013 and rose to 1.65% in the second quarter of FY 2014 (Santoso, 2014). The vast majority of Indonesian entrepreneurs involve in retail, food and beverage, and hospitality to fishing, agriculture and mining, which accounted for 57% of the total GDP in 2012 (Widjaja and Tan, 2013).

1.2.2.2 Indonesian Hospitality Industry

Indonesian hospitality industry is primarily concerned with the travel and tourism along with the hotel industry but also takes account of apartment, restaurant, lounge, flight and cruise, amusement parks, casinos and others.

According to WTTC (2017), the direct contribution of Travel and Tourism to Indonesian GDP in 2016 was IDR 226,411 billion (1.8% of GDP). This was forecasted to be rise by 4.3% to IDR 236,204 billion in 2017. This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). But it also includes,

for example, the activities of the restaurant and leisure industries directly supported by tourists. It is predicted that the direct contribution of Travel and Tourism to GDP is likely to grow by 5.6% per annum to IDR 405,975 billion (1.9% of GDP) by 2027.

Similarly, WTTC (2017) also reports that Travel and Tourism generated 1,944,000 jobs directly in 2016 (1.6% of total employment) and this was forecasted to grow by 1.7% in 2017 to 1,977,500 (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists. By 2027, travel and tourism will account for 2,517,000 jobs directly, an increase of 2.4% per annum over the next ten years.

1.2.2.3 Hospitality Entrepreneurship in Indonesia

In Indonesia, hospitality entrepreneurship is an emerging concept since this segment possess marvelous business opportunities. Although, the exact number of total entrepreneurs engage in the Indonesian hospitality industry is uncertain, concerned authorities in this sector predict that the significant percentage of entrepreneurs are associated with this industry. In the past few years, the booming hospitality industry in Indonesia has created tremendous business opportunities for hospitality entrepreneurs. Ministry of Tourism, Indonesia expects and works to reach the target of 20 million foreign tourist and 275 million domestic tourist movement in 2019. This situation further stimulates to broaden the scope for prospective hospitality entrepreneurs in Indonesian archipelago and beyond.

1.2.3 The Study Context: Nepal

Nepal, officially the federal republic of Nepal, is the 93rd largest country in the world by area (1, 47, 181 sq. km). Extensively known as the country of Mount Everest, Nepal is the sovereign landlocked Himalayan country in the South Asia bordering with China in the north and India in the east, west and south. Nepal is the 48th populous country in the world with an approximate population of 29 million (MoPE, 2016). Kathmandu is the capital city of Nepal.

1.2.3.1 Profile of Entrepreneurship in Nepal

Since Nepal has adopted a mixed economy system, both private and government sectors have been performing entrepreneurship function as the process of industrialization (K.C., 2003). In Nepal, the role of SMEs in the process of creating and promoting entrepreneurship is quite extraordinary. SMEs play significant role in creating employment opportunities through mobilizing and using available resources. SMEs in Nepal constitute more than 96% of the total industrial establishments, contributes about 83 % in the industrial employment generation by the industrial sector, and shares about 80 % of the industrial sector's contribution to the national GDP (Dahal and Sharma, 2004). Doing Business (2018) report's 11 indicator sets⁸ show that Nepal logged overall 59.99 DTF⁹ score, an increment of 2.35 score as compared to previous

⁸ Aspects of business regulation that matter for entrepreneurship.

⁹ An economy's distance to frontier (DTF) is reflected on a scale from 0 to 100, where 0 represents the lowest performance and 100 represents the frontier.

year. It suggests that Nepal's regulatory environment is gradually improving and moving towards becoming ever more fertile land for entrepreneurs.

Entrepreneurial success does not take place in a vacuum (GEDI, 2018). Innovation is one among the key triggers for entrepreneurship. Entrepreneurship and innovation are complementary, and a combination of the two is vital to organizational success and sustainability in today's dynamic and changing environment (Zhao, 2005). Dutta et al. (2017) in the 'Global Innovation Index - 2017' placed Nepal as the 105th innovative country with 24.20 score among 127 countries worldwide.

Department of Cottage and Small Industries (DSCI), constructed under the Ministry of Industry, is an authorized government body that is responsible for planning, cooperation, promotion and control of entrepreneurship and entrepreneurship related activities in Nepal.

1.2.3.2 Nepalese Hospitality Industry

In Nepal, hospitality industry is guided by an admired principle '*Atithi Devo Bhava*', meaning 'The Guest is equivalent to God'. Hospitality industry in Nepal represents all business activities that are principally concerned with accommodation, food and beverage, travel and tourism, spa, casinos, events and other related service industries. A number of reports show that the hospitality industry contribute about 5% in the national economy and produce about 3.6% of total job opportunities. The growth of hospitality industry was remarkable post the peace process took action in 2008, growing at the rate of 8% per year (Lama, 2016).

According to WTTC (2017), direct contribution of Travel and Tourism to Nepalese GDP in 2016 was NPR 85.2 billion (3.6% of GDP). It was forecasted to rise by 6.8% to NPR 91 billion in 2017. This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). But it also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists. The direct contribution of Travel & Tourism to GDP is expected to grow by 4.3% per annum to NPR 138.9 billion (4 % of GDP) by 2027.

In addition, WTTC (2017) reports that Travel and Tourism created 427,000 jobs directly in 2016 (2.9% of total employment) and it was forecasted to grow by 6 % in 2017 to 452,500 (2.9% of total employment). This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists. By 2027, Travel and Tourism will account for 604,000 jobs directly, an increase of 2.9% per annum over the next ten years.

1.2.3.3 Hospitality Entrepreneurship in Nepal

Since long back, hospitality is a part of life in Nepalese society. However, it was the second periodic plan (1962/65) that emphasized on the need of modern hospitality industries in the country. The '1972 Tourism Master Plan' reiterated the need and significance of modern hotel accommodation and travel facilities for tourism

development in the country (Ghimire, 2009) that finally results in the flourishing environment for hospitality entrepreneurs.

Although, an accurate amount of hospitality entrepreneurs in Nepal has not been ascertained, government, researchers and industry professionals are optimistic and assured that Nepalese hospitality industry possesses abundant future opportunities (both direct and indirect) since tourism and hospitality industry are some of the promising sectors for Nepalese economy. One among many reasons to support this statement, for instance, could be because Nepal is one of the closest neighbors of world's largest international tourism expenditure country – China. China's share to world's total international tourism expenditure reached 21% (USD 261.1 billion) in 2016 (UNWTO World Tourism Barometer, 2017).

1.3 Problem Formulation

Despite hospitality entrepreneurship is promising sector for several reasons, entrepreneurs in one country may not have necessarily the same orientation with their counterparts in another countries and vice-versa. Hence, it can be argued that dissimilar EO can lead to unlike intentions for entrepreneurship. Based on the above discussion, mediating variable is also believed to have significant role in this circumstance. This might be because of diverse strengths, weaknesses, opportunities and threats existed in different countries.

This section attempts to address the aforementioned issues by means of formulating two major research questions (problems). A research problem is a definite

or clear expression [statement] about an area of concern, a condition to be improved upon, a difficulty to be eliminated, or a troubling question that exist in scholarly literature, in theory, or within existing practice that points to a need for meaning understanding and deliberate investigation (Bryman, 2007).

To begin with, the first research question is aimed to ascertain the relationship between individual entrepreneurial orientation (IEO) and intention for hospitality entrepreneurship (HEI) among perspective hospitality entrepreneurs in Australia, Indonesia and Nepal. Similarly, the second research question is proposed to determine the mediating role of Self-esteem in the effect of IEO to HEI.

For a more comprehensive and precise understanding of the phenomenon, main research questions are chronologically structured as below:

1. Is there any relationship between Individual Entrepreneurial Orientation (IEO) and Hospitality Entrepreneurial Intention (HEI)?
2. Does Self-esteem mediates the effect of IEO to HEI?

1.4 Scope of the Study

Scope of the study explains the boundary of this research work. Overall scope of this research paper is limited to the following assumptions:

1. Emphasis of this research is engrossed on the consideration of potential future entrepreneurs those who represent three different countries – Australia, Indonesia and Nepal.

2. Issues are analyzed and evaluated from the perspective of hospitality industry (i.e. Accommodation, Food & Beverage, and Travel & Tourism).
3. Lumpkin and Dess's (1996) five construct of entrepreneurial orientation (EO) – innovativeness, proactiveness, risk-taking, autonomy and competitive aggressiveness – is used to measure individual entrepreneurial orientation (IEO).
4. Individual entrepreneurial orientation (IEO) is considered as the independent variable. Similarly, hospitality entrepreneurial intention (HEI) is the dependent variable, while Self-esteem is used as the mediating variable.
5. Type of Self-esteem's mediating role in the effect of IEO to HEI will be identified.

1.5 Contribution of the Study

As a contribution, this research paper is expected to be theoretically and practically advantageous for different stakeholders those who are directly and/or indirectly allied with this study. In particular, among the anticipated beneficiaries of this study are researchers and academicians, hospitality entrepreneurs and government as they are predicated to be directly affected by this study and are explained as follows:

1.5.1 Theoretical Contribution

- (a) **Researchers and Academicians:** Outcome of this research paper is anticipated to be beneficial to those who are interested and are working in entrepreneurship (mostly hospitality entrepreneurship) related study. This research paper is likely

to entice their attention and acts as an evidence to acquire extensive theoretical knowledge and provides reference for further study in this area.

1.5.2 Practical Contribution

- (a) **Hospitality Entrepreneurs:** Theories or results developed after an extensive research work can be implemented by hospitality entrepreneurs (individuals / firms) to better understand and either to prioritize or eliminate different factors according to their significance and implications.
- (b) **Governments:** Government as a facilitator can implement the outcome of this study to make their policies being more scientific and hospitality entrepreneurs friendly. This is because the policies and strategies developed by government are obvious to have greater impact either to encourage or discourage hospitality entrepreneurship.

1.6 Objectives of the Study

The main objective of this study is to facilitate benchmarking the performance of hospitality industry by recognizing individual entrepreneurial orientations among perspective hospitality entrepreneurs. In precise, it aims to measure the potential effect of individual entrepreneurial orientation to the intention for hospitality entrepreneurship while considering the mediating effect of Self-esteem in the three country context. Specifically, two major objectives of this study are listed as follows:

1. To ascertain the relationship between individual entrepreneurial orientation (IEO) and hospitality entrepreneurial intention (HEI).
2. To identify the mediating role of Self-esteem in the effect of IEO to HEI.

1.7 Thesis Structure

This section illustrates the construction of this research paper and describes the subsequent chapters and its particular content. Structured writing of this research paper frameworks the following five chapters by which key contents are logically as well as chronologically connected.

(a) Chapter 1: Research Background

This opening chapter consists of an inaugural introduction together with the comprehensive research background that is assumed to introduce the reader into the topic. It further aims to make them interested in continuing reading. After the problem statement that outlines the main research questions followed by scope of the study in a standardized format, it ends up with the presentation of research contribution and outline of the study.

(b) Chapter 2: Literature Review

The second chapter is essentially concerned with the theoretical review of previous journals, articles and related publications. Initiates with the general introduction of the chapter, it comprises definition of the principal terms and academic review of basic concepts used in this research study. Moreover, it includes the

introduction and explanation of related terms to facilitate easier understanding of the research topic. In addition, the theoretical framework is developed to illustrate overall research approach into the graphic layout. Next, necessary hypothesis has been developed based on the review of available literatures and theoretical framework envisioned by this study.

(c) Chapter 3: Research Methodology

This chapter outlines the methodology that ultimately describes the basic selection of research methods as well as the detailed explanation of the research type (i.e. either qualitative or quantitative), conceptual originality and source of the collected data. Moreover, technical data analysis becomes the major emphasis of this chapter that focuses to highlight the research population, samples, variables, data relevancy, data processing techniques including others.

(d) Chapter 4: Data Analysis and Discussion

Chapter four is more about presenting the empirical finding available from the overall study that is preceded by thorough analysis of the available data. Major findings available from the statistical analysis are analyzed based on the established assumption and theories acknowledged by this research study. In addition, acceptance and rejection proportion of the hypothesis has been tested with clarification as required. This chapter ends up with discussing and treating numerical findings with theories and tools in order to reap a solid conclusion.

(e) Chapter 5: Conclusions, Limitations and Recommendations

Based on the research findings, this closing chapter delivers the country wise as well as the comprehensive final outcome in a summarized form. Next, limitations of this research study are fully recognized and well-defined. Ultimately, it ends with identification and proposition of proper recommendations for the future researchers. Following figure illustrates the detailed outline of this study.



Figure 1.1: Thesis Structure (Outline of the Study)

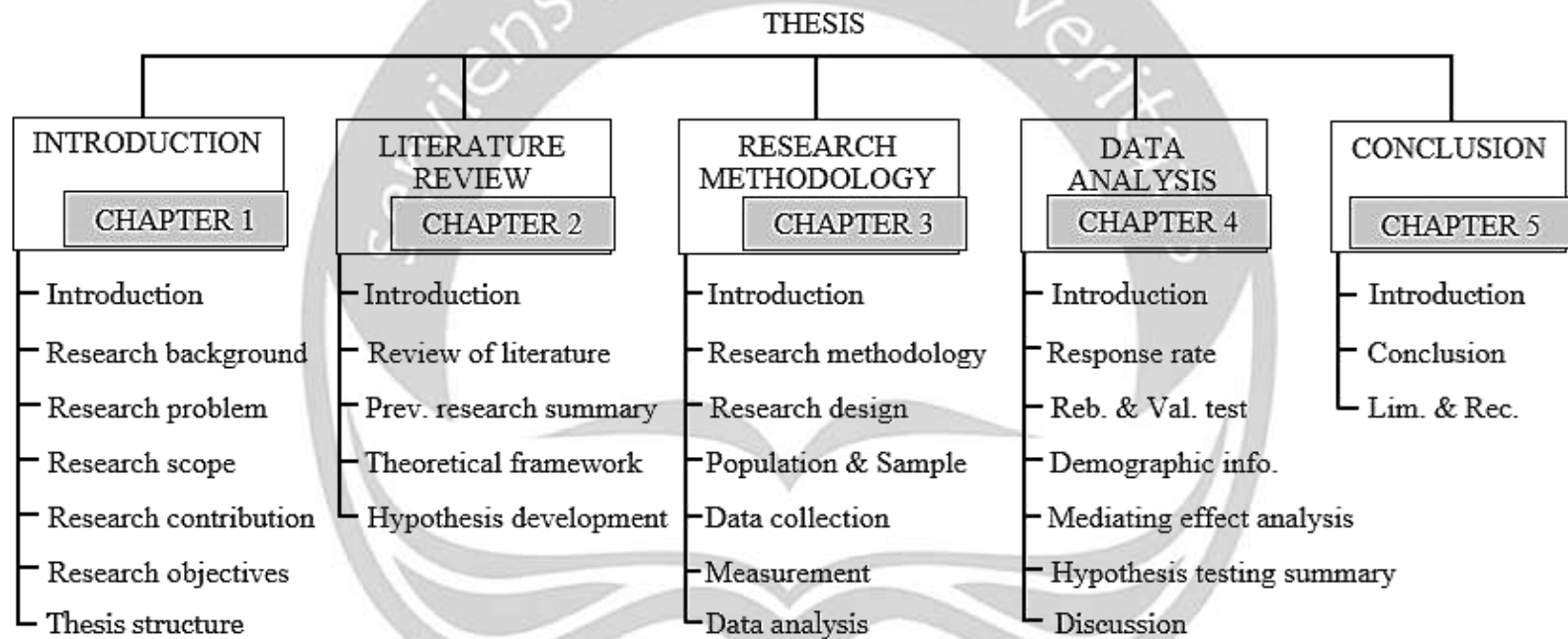


Figure 5: Thesis structure (Outline of the study)