



ENTREPRENEURIAL PRACTICES AND ECONOMIC EMPOWERMENT OF TOURISM CRAFT-MAKERS IN DELTA STATE, NIGERIA

Ndu, Eugene Chigozie (*Corresponding Author*)

Department of Hospitality and Tourism Management, Faculty of Management Sciences

University of Port Harcourt Choba.

Salami, Fidelia Marymagdalene

Delta State Tourism Board, Nigeria

Corresponding author: eugene.ndu@uniport.edu.ng

ABSTRACT:

Entrepreneurial behaviors, specifically competitive aggressiveness and pro-activeness were envisioned to relate with job creation and revenue generation in the tourism Small and Medium Enterprises (SMEs) of Delta State Nigeria. Utilizing the survey design, data was gathered from 209 entrepreneurs through a structured questionnaire. Statistical analysis revealed significant positive correlations between competitive aggressiveness and both job creation and revenue generation, as well as between pro-activeness and these outcomes. Specifically, competitive aggressiveness was found to influence 61% of job creation and 69% of revenue generation, while pro-activeness impacted 55% of job creation and 68% of revenue generation. These findings emphasize the importance of fostering these entrepreneurial behaviors within the tourism industry to drive growth and prosperity. For policymakers, the study suggests incentivizing innovative initiatives, facilitating access to finance, and promoting collaboration among industry stakeholders so as to enhance competitiveness. Investments in education and training programs tailored to entrepreneurial skills development could further enhance job creation and revenue generation. Tourism practitioners can leverage on these insights to inform strategic decision-making, embracing competitive aggressiveness and pro-activeness to identify growth opportunities, invest in product development, and enhance service delivery. Cultivating a culture of continuous learning and adaptation can bolster organizational agility and resilience, contributing to long-term sustainability and profitability in the tourism ecosystem.

Keywords:

Competitive Aggressiveness, Job Creation, Pro-activeness, Revenue Generation



Introduction

Tourism entrepreneurial practices hold promise for addressing pressing issues of community empowerment, particularly in regions like Delta State in Nigeria. As communities seek solutions to challenges such as job creation and revenue generation, the potential of leveraging tourism entrepreneurship becomes increasingly evident (Hall & Williams, 2008). By examining the specific context of craftsmen within Delta State communities, this study endeavors to shed light on the intricate dynamics between tourism entrepreneurial practices and community empowerment. Craftsmen, often deeply rooted in local traditions and cultural heritage, represent a focal point for understanding how entrepreneurial endeavors in the tourism sector can lead to tangible benefits for communities (McIntosh & Prentice, 1999).

The problem of community empowerment, including the creation of sustainable employment opportunities and the generation of revenue streams, remains a persistent challenge in many regions, including Delta State. Traditional avenues for economic development may fall short in addressing the nuanced needs of communities, particularly those with rich cultural assets like crafts (Ashley et al., 2001). However, tourism entrepreneurial practices offer a novel approach, with strategies such as competitive aggressiveness and pro-activeness holding potential for unlocking economic opportunities within the tourism sector (Shaw & Williams, 1994). By embracing these entrepreneurial qualities, craftsmen can not only preserve their cultural heritage but also thrive in an increasingly competitive tourism market, thus contributing to community empowerment.

Despite the theoretical potential of tourism entrepreneurial practices in fostering community empowerment, there exists a notable gap in empirical research regarding their actual impact, especially within the context of craftsmen in Delta State communities. This study aims to bridge this gap by providing a comprehensive analysis of the relationship between tourism entrepreneurship and community empowerment, focusing specifically on the experiences and strategies of craftsmen (Fletcher, 2009). The primary objective of this study is to explore the various dimensions of tourism entrepreneurial practices among craftsmen in Delta State communities and their implications for community empowerment. Through quantitative surveys, the research aims to uncover the entrepreneurial strategies employed by craftsmen, their motivations, challenges encountered, and the outcomes of their endeavors (Mitchell & Ashley, 2010). By synthesizing empirical findings with theoretical insights from the fields of entrepreneurship and community development, this study seeks to provide actionable recommendations for policymakers, practitioners, and other stakeholders interested in fostering sustainable community empowerment through tourism entrepreneurship.

Literature Review

Theoretical Framework

The Resource-Based View (RBV) theory in strategic management emphasizes the importance of firm-specific resources and capabilities in achieving competitive advantage and superior performance. According to this theory, firms gain competitive advantage by acquiring and deploying valuable, rare, and difficult-to-imitate resources that enable them to create value for customers and sustainably outperform rivals (Barney, 1991). RBV theory has been widely applied across various industries and contexts, including the tourism sector. In the context of tourism entrepreneurial practices, RBV provides insights into how entrepreneurs can leverage their unique resources and capabilities to create value and differentiate their offerings in the market (Crouch & Ritchie, 1999). By focusing on their

distinctive resources, entrepreneurs can carve out competitive positions and enhance the sustainability of their ventures in the dynamic tourism landscape.

Moreover, RBV theory contributes to understanding economic empowerment within the tourism industry. Economic empowerment refers to the process of enabling individuals and communities to gain control over their economic circumstances and improve their livelihoods (UNWTO, 2020). RBV highlights the role of resources as drivers of economic empowerment, particularly in the context of tourism development in emerging destinations (Hall, 2008). By leveraging their unique resources, communities can participate more actively in the tourism value chain, retain a greater share of the economic benefits, and enhance their overall well-being. By focusing on the internal resources and capabilities of firms and communities, RBV emphasizes the importance of leveraging unique strengths to achieve sustainable success. In the context of tourism, RBV offers insights into how entrepreneurs can create value for customers and how communities can harness their resources for economic development.

Tourism Entrepreneurial Practices (TEP)

Tourism entrepreneurial practices encapsulate the dynamic strategies and activities undertaken by individuals or organizations within the tourism industry to initiate, manage, and grow ventures that cater to the needs and desires of travelers. At its core, tourism entrepreneurship involves the identification of opportunities within the tourism sector and the subsequent development and implementation of innovative solutions to meet market demands (Dredge & Jamal, 2013). These practices encompass a wide range of entrepreneurial endeavors, including the creation of new tourism products or services, the establishment of tourism-related businesses, and the utilization of technology to enhance visitor experiences. Essentially, tourism entrepreneurs play a pivotal role in shaping the landscape of the tourism industry through their vision, creativity, and ability to adapt to changing market trends (Carlsen & Hughes, 2008).

Competitive Aggressiveness

According to Lumpkin and Dees (1996) defined competitive aggressiveness as: “a firm’s propensity to directly and intensely challenge its competitors to achieve entry or improve position, that is, to outperform industry rivals in the marketplace”. Lumpkin & Dees added that competitive aggressiveness entails a combative and forceful approach towards rivals through preemptive actions and aggressive responses to attacks. Dees and Lumpkin (1996) developed competitive aggressiveness as one of the five dimensions of an Entrepreneurial Orientation (EO). EO is a firm-level construct that considers internal firm practices and decision-making processes that form the foundation for a firm’s entrepreneurial behaviour (Dees & Lumpkin, 1996; Covin & Slevin, 1991; Miller, 1983).

Entrepreneurship in tourism should boost competitiveness in the sector, thus leading to increased productivity and economic development in the country. Small and Medium Scale Enterprises (SMEs) are frequently under pressure at the local and domestic markets because of the high level of competition. Competitive aggressiveness is the tendency to intensely and directly challenge competitors rather than trying to avoid them. Aggressive moves can include price-cutting and increasing spending on marketing, quality, and production capacity.

Pro-activeness

According to Uche (2013), pro activeness refers to anticipatory, change-oriented and self-initiated behavior in situations. Proactive behavior involves acting in advance of a future situation rather than

just reacting. It means taking control and making things happen rather than just adjusting to a situation or waiting for something to happen. Proactive employees generally do not need to be asked to act, nor do they require detailed instructions (Martin, 2015).

Pro-activeness can be contrasted with other work-related behaviors, such as proficiency, that is, the fulfillment of predictable requirements of one's job, or adaptability, the successful coping with and support of change initiated by others in the organization. In regard to the latter, whereas adaptability is about responding to change, pro activity is about initiating change. Pro activity is not restricted to extra role performance behaviors. SMEs can be proactive in their prescribed role, (for example, by changing the way they perform a core task to be more efficient). Pro-activeness is the ability to effectively plan for potential problems, market evolution, trends and tourist expectations before they develop (Neilkokemuller, 2018). This gives them a greater ability to put systems, infrastructure and employees in place to address these issues and opportunities as they arise.

Economic Empowerment

Economic empowerment through tourism represents a multifaceted approach aimed at harnessing the potential of tourism to bolster local economies and uplift communities. At its core, economic empowerment refers to the process of enabling individuals or communities to gain control over their economic circumstances, thereby enhancing their livelihoods and overall well-being (Kabeer, 1999). Tourism, as a dynamic industry, offers a promising avenue for economic empowerment due to its ability to generate income, create employment opportunities, and stimulate infrastructural development within destinations (UNWTO, 2017).

In recent years, scholars and practitioners alike have increasingly recognized the transformative potential of tourism in fostering economic empowerment at both the individual and community levels. By providing avenues for entrepreneurship, skill development, and income generation, tourism can empower marginalized communities and alleviate poverty (Ashley et al., 2001). Moreover, tourism-induced economic empowerment extends beyond financial gains, encompassing aspects such as cultural preservation, social inclusion, and environmental sustainability (Scheyvens, 2002). Despite its potential benefits, the realization of economic empowerment through tourism is contingent upon various contextual factors, including governance structures, market dynamics, and socio-cultural considerations (Hall, 2008). Furthermore, the sustainability of tourism-driven economic empowerment hinges on fostering inclusive growth, equitable distribution of benefits, and community participation in decision-making processes (UNDP, 2010).

Job Creation

Job creation through tourism refers to the phenomenon wherein the tourism industry generates employment opportunities within a given region or country. This concept encompasses a broad spectrum of occupations, ranging from hotel staff and tour guides to transportation providers and artisans selling local crafts. As a significant contributor to global employment, tourism has garnered attention from policymakers and scholars alike due to its potential to alleviate unemployment and stimulate economic growth (Dritsakis, 2012).

Research on job creation through tourism explores various factors that influence the quantity and quality of employment opportunities within the tourism sector. These factors include tourism policies, infrastructure development, cultural heritage preservation, and marketing initiatives aimed at attracting visitors (Bramwell & Lane, 2000). Despite its potential to drive job creation, the

relationship between tourism development and employment is complex and context-dependent. Factors such as seasonality, market fluctuations, environmental sustainability, and socio-cultural impacts shape the dynamics of tourism employment (Hall, 2009). Therefore, comprehensive research on job creation through tourism not only sheds light on the positive contributions of the industry but also highlights potential challenges and trade-offs that need to be addressed to maximize its benefits for host communities and destinations.

Revenue Generation

Tourism revenue analysis is a pivotal aspect of understanding the economic impact of travel and leisure activities within a region. It encompasses the financial gains derived from various tourism-related expenditures, including accommodation, dining, transportation, and recreational activities. As defined by the World Tourism Organization (UNWTO), tourism revenue refers to the "expenditure made by inbound visitors during their visits to the country of reference" (UNWTO, 2020). This encompasses both domestic and international tourism expenditures, providing insights into the contribution of tourism to the overall economic prosperity of a destination.

In recent years, scholars and policymakers have increasingly emphasized the significance of tourism revenue analysis as a tool for sustainable development and economic planning. Understanding the patterns and drivers of tourism expenditure enables destinations to formulate effective marketing strategies and policy frameworks to maximize economic benefits while minimizing negative externalities (Liu & Var, 1986).

Empirical Review

Competitive Aggressiveness and Job Creation

Hashim (2008) conducted a research on entrepreneurial orientation and firm's performance: The role of personality traits and attributes in Malay family firms in Malaysia. The research obtained data through the principal data collection. The collection of the primary data was accomplished and made easy through the use of a mail research instrument. This instrument was used to collect and collate information from questionnaires answered by the operators or owner/manager of entrepreneurial firms who are eligible to answer all the structured questions specified, and they established the fact that entrepreneurial orientation such as innovation, pro-activeness and proprietors aggression increases the propensity of outperforming their competitors thereby creating more jobs not just for the family alone but their host community.

Otika et al (2019), conducted a study on entrepreneurial marketing practices on small and medium size enterprises in Nigeria. The study was a descriptive research design with the aid of survey method in obtaining needed data. The population of the study will be owners/managers of small and medium-sized enterprise in Enugu state and the sample size was determined using Taro Yamane (1994), and the sample size was 356 business owners/managers in Enugu state. The study employed quota sampling and the aim was to ensure that respondents from the various demographic characteristics were involved in the sample. Descriptive Statistics was used to analyze the bio-data of the respondents and questionnaire response while multiple regressions analyze was used to test the hypotheses using SPSS version 20.0. The findings of the study showed that competitive aggressiveness has statistically significant relationship with creating employment opportunities due to the expansion that comes with gaining competitive advantage. The study suggested that SMEs

operators should emphasis on the need for SMEs to be vigilant and aggressive in the market they operate

Kamau (2016) studied the influence of entrepreneurial marketing orientation on competitive advantage among mobile service providers in Kenya. The research aimed at determining the influence of entrepreneurial marketing (EM) on competitive advantage (CA) among mobile service providers (MSPs) in Kenya. The study was based on a population of about 30.4 million MSPs, with sample size $n=291$ obtained from a systematic random sample of customers visiting MSP's customer service centers in Nairobi on a cross-sectional survey. The research design was explanatory with a mixed research method including both quantitative and qualitative items in questionnaires. Four explanatory variables (entrepreneurial orientation (EO), market orientation

(MO); strategic orientation (SO) and resource leveraging (RL) were adopted from reviewed literature to develop a conceptual framework on EM as a means to develop a marketing function that is alert to opportunities for creating, promoting, and delivering value to consumers so as to cause favorable CA to the MSP. Data collected were analyzed using SPSS version 23.0 and reported using descriptive and inferential statistics. The correlation coefficient was used to determine any relationship between the research variables while multiple linear regressions models were used to describe the nature of these relationships. The findings of the study revealed that except for amongst all the hypothesized explanatory variables, aggression orientation of service providers to meet the expectation of their customers had a significant relationship with the growth of the business and that such growth comes with increase in labor force ($p=0.05$).

Competitive Aggressiveness and Revenue Generation

In a study by Aigboje (2018) on “competitive aggressiveness and organizational profitability in Hospitality firms in Port Harcourt” the population of the study was 1,764 for fifty (50) indigenous hotels in Port Harcourt metropolis. The study adopted the cross-sectional survey in its investigation of the variables and applied both descriptive and inferential statistical techniques. The hypothesis was tested using the Spearman Rank Order Correlation Coefficient. The result of the findings revealed that competitive aggressiveness has a significant positive relationship with organizational profitability of hotels in Port Harcourt. In a study conducted by, Ferrier (2012) on “how competitive aggressiveness can relate to firm profit base”, the result showed that competitive aggressiveness combined with top management behaviour present a potential source for profit and enhances performance.

However, Stanboughet *al.*, (2009) conducted a study on the relationship between firm competitive aggressiveness on profitability using financial institution as a base. Result revealed that firms that displayed a high level of competitive aggressiveness tended to show gains in market share, in this case, for both loans and deposits, as sample consisted of banks. Profitability was also positively affected by competitive aggressiveness for those banks in metropolitan areas.

Pro-activeness and Job Creation

Adefuluet *al.*, (2018) conducted a research on “the Effects of entrepreneurial pro-activeness on growth of selected SMEs in Ogun State, Nigeria”. The population of the research comprised of 1,794 Small and Medium Scale Enterprises that are registered with SMEDAN and operated in Ogun states at 2013, with a total sample size of 412 firms randomly selected, of which 386 (93.69%) firms responded to the questionnaire. The instrument was administered among the owner-managers, managers and employees of various SMEs. The data was analyzed using the descriptive and

inferential analysis. The study employed survey research design and Multi-stage sampling technique was adopted. Set of well-structured questionnaires and primary source were used for data collection. Adopting survey research design was necessitated as a result of the nature of the study and the characteristics of the respondents; it extensively describes the effects between the variables. The results of regression analysis showed that the coefficient of determination was 0.358 which implies that Pro-activeness explains 35.8% of the variations in employment growth opportunities of the selected small and medium scale enterprises in Ogun State. The results of the hypotheses showed that pro-activeness has positive statistical significant effect on employment growth of the selected small and medium scale enterprises in Ogun state, Nigeria.

Pro-activeness and Revenue Generation

A Study by Suryaningtyas et al., (2019) on Organizational Resilience and Organizational Performance: Examining the Mediating roles of pro-active Leadership and Organizational Culture revealed that organizational revenue generation was positively associated with pro-activeness of organizational leaders. According to the scholar, Resilient leadership is a proactive leadership and not reactive and by this, they get ahead on time to seize opportunities that brings in revenues. The research was conducted in 3-star hotels and resorts in two towns in East Java, Indonesia and it was quantitative study, using a questionnaire with five points of Likert's scale as an instrument to collect primary data. The amount of 70 sets of valid questionnaires from 38 hotels, resorts, and premium guest houses were processed using Warp PLS 3.0 version software. By using SEM-PLS, the model was estimated with a small sample size (35-50) and Structural analysis of this study used to test hypotheses.

Sambudi (2015) investigated the effect of entrepreneurial marketing on business performance: small garment industry in Bandung City, Indonesia. The study aim was to investigate the effect of entrepreneurial marketing dimensions, namely: Pro-activeness and calculated risk-taking on business performance in garment small industry in Bandung City Indonesia. Ninety small industries were used as samples in the survey. Data analysis used in the study was multiple linear regression analysis. The multiple regression analysis indicated that pro-activeness, as a dimension of entrepreneurial marketing has significant and positive effects on profitability and revenue, in that it has a strong relationship with the adaptability and flexibility entrepreneurial orientation.

Rashid et al (2011) studied impact of adaptability to change towards organizational competitive advantage. The study was concerned with the pro-activeness dimension of organizations and how pro-activeness can influence competitive advantage for survival. A sample of 80 of organization was assessed and evaluated. Variables were calculated with the Yes or No and 5- point Likert scale. Using correlation of the statistical interference, hypothesis developed in the study and relationship between were tested and discussed. The findings o the study revealed that adaptable organizations are very proactive. Their adaptability has helped them project customer needs and equally change swiftly to meet customers need and in so doing bring in more revenue.

Methodology

The study utilized a quasi-experimental research design, focusing on tourism SMEs in Delta State. While there is no available data on registered small-scale businesses from the Delta State Tourism Board, the study will survey 209 entrepreneurs across the state. Due to the manageable size of the population, a census or total enumeration method was employed for sampling. Primary data was

collected through questionnaire administration, utilizing a well-structured questionnaire with Likert Scale measurements for both dependent and independent variables. Analysis involved calculating mean and standard deviation for univariate data, and employing Pearson Product Moment Correlation (PMMC) coefficient for bivariate analysis of responses related to job creation and revenue generation. Statistical Package for Social Sciences (SPSS) Software Version 22 was used for data analysis

Results and Discussion of Findings

Table 1: Questionnaire Response Rate

		Frequency	Percent	Valid Percent	Cumulative Percent
	Copies Retrieved	185	88.5	88.5	89
Valid	Copies Invalid	24	11.4	16.4	11
	Total	209	100	100	100

Source: Survey Data, 2024.

From the Table 4.1, a total of 209 copies of questionnaires were administered, out of which 185 copies were dully completed and returned to the researcher and 24 invalid. The returned copies make up 89% of the total questionnaires administered. This implies that 209 copies of the returned questionnaires were subsequently used for the data analysis to represent 100% of the respondents.

Table 2: Correlation between Competitive Aggressiveness and Job Creation

Correlations

		Competitive Aggressiveness	Job Creation
Competitive Aggressiveness	Pearson Correlation	1	.782**
	Sig. (1-tailed)		.000
	N	185	185
Job Creation	Pearson Correlation	.782**	1
	Sig. (1-tailed)	.000	
	N	185	185

**. Correlation is significant at the 0.01 level (1-tailed)

From the result above, Pearson Correlation Co-efficient is 0.291 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05. Researchers therefore, reject the null hypothesis and accept the alternative hypothesis. This implies that there is significant relationship between Competitive Aggressiveness and Job Creation. The result of the test of hypotheses shows a positive and statistically significant relationship between competitive aggressiveness and job creation. The correlation coefficient indicates a coefficient of .782 between competitive aggressiveness and job creation with a probability value of $.000 < 0.05$. This implies that 61% of job creation can be determined through competitive aggressiveness. This result is consistent with the findings of Hashim (2008) who submitted that entrepreneurial orientation such as innovation, pro-activeness and entrepreneurial aggressiveness increases the propensity of outperforming their competitors thereby creating more jobs not just for the family alone but their host community.

Table 3: Correlation between Competitive Aggressiveness and Revenue Generation

		Competitive Aggressiveness	Revenue Generation
Competitive Aggressiveness	Pearson Correlation	1	.831**
	Sig. (1-tailed)		.000
	N	185	185
Revenue Generation	Pearson Correlation	.831**	1
	Sig. (1-tailed)	.000	
	N	185	185

** . Correlation is significant at the 0.01 level (1-tailed).

From the result above, Pearson Correlation Co-efficient is 0.291 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05. Researchers therefore, reject the null hypothesis and accept the alternative hypothesis. This implies that there is significant relationship between Competitive Aggressiveness and Revenue Generation. The result of the test of hypotheses shows a positive and statistically significant relationship between competitive aggressiveness and job revenue generation. The correlation coefficient indicates a coefficient of .831 between competitive aggressiveness and revenue generation with a probability value of $.000 < 0.05$. This implies that 69% of job revenue generation can be determined through competitive aggressiveness. This result is consistent with the findings of Aigboje (2018) who revealed that competitive aggressiveness has a significant positive relationship with organizational profitability.

Table 4: Correlation between Pro-activeness and Job Creation

Correlations		Pro-activeness	Job Creation
Pro-activeness	Pearson Correlation	1	.745**
	Sig. (1-tailed)		.000
	N	185	185
Job Creation	Pearson Correlation	.745**	1
	Sig. (1-tailed)	.000	
	N	185	185

**, Correlation is significant at the 0.01 level (1-tailed).

From the result above, Pearson Correlation Co-efficient is 0.291 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05. Researchers therefore, reject the null hypothesis and accept the alternative hypothesis. This implies that there is significant relationship between Pro-activeness and Job Creation. The result of the test of hypotheses shows a positive and statistically significant relationship between pro-activeness and job creation. The correlation coefficient indicates a coefficient of .745 between pro-activeness and job creation with a probability value of .000 < 0.05. This implies that 55% of job creation can be accessed through pro-activeness. This result is consistent with previous studies such as Suryaningtyas et al., (2019) who found that entrepreneurs are specialists in creating job opportunities because they get ahead of most people to spot opportunities and then employ people to remain competitive.

Table 5: Correlation between Pro-activeness and Revenue Generation

Correlations		Pro-activeness	Revenue Generation
Pro-activeness	Pearson Correlation	1	.825**
	Sig. (1-tailed)		.000
	N	185	185
Revenue Generation	Pearson Correlation	.825**	1
	Sig. (1-tailed)	.000	
	N	185	185

**, Correlation is significant at the 0.01 level (1-tailed).

From the result above, Pearson Correlation Co-efficient is 0.291 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05. Researchers therefore, reject the null hypothesis and accept the alternative hypothesis. This implies that there is significant relationship between Pro-activeness and Revenue Generation. The result of the test of hypotheses shows a positive and statistically significant relationship between pro-activeness and revenue generation. The correlation coefficient indicates a coefficient of .825 between pro-activeness and revenue generation with a probability value of $.000 < 0.05$. This implies that 68% of job revenue generation can be examined through pro-activeness. This result is consistent with previous study of Sambudi (2015) indicated that pro-activeness, as a dimension of entrepreneurial marketing has significant and positive effects on profitability and revenue, in that it has a strong relationship with the adaptability and flexibility entrepreneurial orientation.

Conclusions and Recommendation

The findings of this study reveal compelling evidence of the significant relationships between competitive aggressiveness, pro-activeness, and both job creation and revenue generation within the tourism sector. The results underscore the importance of fostering these entrepreneurial behaviors within the tourism industry to drive growth and prosperity.

For policymakers, these findings suggest the importance of creating an environment that encourages and supports competitive aggressiveness and pro-activeness among tourism entrepreneurs. Policy interventions could include providing incentives for innovative initiatives, facilitating access to finance and resources for entrepreneurial ventures, and fostering collaboration between industry stakeholders to enhance competitiveness. Moreover, investments in education and training programs tailored to developing entrepreneurial skills could further bolster the sector's capacity for job creation and revenue generation.

Tourism practitioners can leverage these insights to inform their strategic decision-making processes and operational practices. Embracing a mindset of competitive aggressiveness and pro-activeness can enable businesses to identify and seize opportunities for growth, differentiation, and market expansion. This may involve adopting innovative marketing strategies, investing in product development and diversification, and cultivating a customer-centric approach to service delivery. Additionally, fostering a culture of continuous learning and adaptation can enhance organizational agility and resilience in the face of evolving market dynamics, thereby enhancing long-term sustainability and profitability within the tourism ecosystem.

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