

The relationship between entrepreneurs' opportunity and entrepreneurs' growth intentions: Case of small tourism operator in Bali

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Abstract: This paper seeks to instate the role of opportunity towards the entrepreneurs' growth intentions in the case of small tourism operator in Bali, Indonesia. The study is proposed to establish the factors of entrepreneurs' growth intentions against the opportunity. Small tourism operator raised due to spill over demand from the high increase in traffic of tourist to Bali. Tourist come various background and culture with a various purpose of intentions. Small tourism operator was established to meet at certain level of tourist needs for a long-term benefit to the tourism industry. 112 data collected from respondent who are from the small tourism operator background. Data were collected through a questionnaire. List of 170 respondent derived from the local tourism department based on the registered members. The study revealed that opportunity is highly significant towards entrepreneurs' growth intentions. There is a valid justification on the finding since the opportunity can help the entrepreneurs to sustain and explore potential to growth. The high motivation of entrepreneurs supported by demand from tourist will contribute to the success of entrepreneurs' growth intentions.

Keywords : Small business tourism, Growth intentions, business opportunity

I. INTRODUCTION

Bali is among the most popular tourism destination in Indonesia. Tourism ministry expected that number of tourism in 2020 will reach 7.5 million of international tourist. That is an increment of 32% from only 5.7 million in 2017. According to Indonesia tourism department, the numbers of visitor to Bali is almost 40% from the total visitors to Indonesia. Total visitors expected to Bali in 2020 is 18.2 based on forecast by the tourism ministry.

Tourism is one of the contributors to Indonesia GDP. Every year the contribution increase at least by 1%. AT the same time the tourism industry also helps to create employment to local and community. Table below is the summary of the overall contributions based on tourism.

	2016	2017	2018	2019
Contribution to GDP(%)	11	13	14	15
Foreign exchange earnings (IDR trillion)	172.8	182.0	223.0	275.0
Employment (in million)	11.7	12.4	12.7	13.0
Foreign visitors arrivals (in million)	12	15	17	20
Domestic tourist (in million)	260	265	270	275

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The high traffic of tourist international and domestic helps the community and small business owner to participate in the tourism industry. In Bali itself there are many small businesses related to tourism. Businesses such as villa renting, yoga retreat, art, SPA and massage, surfing, wedding, culinary and boutique & textile. Those small business type have been proposed and supported by the local municipal to support the demand of tourist. Tourism indirectly opened up the entrepreneurial opportunity to the local people for a small business. There is always opportunity for the small business as the market is really big and overwhelmed. Local people need to seek for opportunity and grab the chance based on the current trends. The opportunity may lead the small business to growth over long term once the business is really established and gain support from all parties including the local governments. It is therefore very important for the local people in the areas itself to have basic entrepreneurial skills and dare to take the opportunity in business.

II. LITERATURE REVIEW

2.1 Entrepreneurs' Growth Intentions

Every single business was initially setup because of the intentions to make profit (S. Hassan, Shamsudin, & Mustapha, 2019). The business will then go through a standard business cycle where it may go through the tough competition and fierce challenge to get over a customer (Kebaili, Al-Subyae, & Al-Qahtani, 2017; Laviolette, Lefebvre, & Brunel, 2012; Oliveira & Rua, 2018; Politis, Ketikidis, Diamantidis, & Lazuras, 2016). Such experience will develop the entrepreneur itself a strong character in the industry (Agolla, Monametsi, & Phera, 2019; Shah & Soomro, 2017; Soomro & Shah, 2015). According to (Mohamad, Lim, Yusof, & Soon, 2015; Nasip, Amirul, Sondoh, & Tanakinjal, 2017; Quek, 2005) most of new business will start with small scale before later expand into a bigger size depends on the market demand. The fact is each entrepreneur must have intentions to grow their business as part of the entrepreneurial character (M. F. Shamsudin, Nurana, Aesya, & Nabi, 2018). Entrepreneur growth need a strong motivation from the entrepreneur to expand their business and achieved success in the industry. Women especially may have their own sentimental reason for business growth as by nature they are more concerns about the external environments (Ahmad, 2013; Othman & Tengku Muda, 2018; Sandhu, Sidique, & Riaz, 2011; Verma et al., 2018).

Past research (Daud, Rizal, Kamarudin, Hussin, & Othman, 2019; Dhakal, Connell, & Burgess, 2018; Haruna & Marthandan, 2017; Sandhu, Jain, & Yusof, 2010) indicates that entrepreneur growth helps to develop the socioeconomic of the geographical areas. Business growth helps to provide more employment opportunity and increase the economy of the areas (Mohamed, Rezai, Shamsudin, & Mahmud, 2012; Othman, Hashim, & Wahid, 2012; Teng, Ma, Pahlevansharif, & Turner, 2019; Winterton & Turner, 2019). Business growth helps to create more job opportunity that indirectly developed to expand the economy of the people surrounding (Truong, Lenglet, & Mothe, 2018; Yu & Goulden, 2006; Zailani, Ali, Iranmanesh, Moghavvemi, & Musa, 2016). Business especially related to tourism is easy to develop and expand for grow when there is enough demand from the market (Song, van der Veen, Li, & Chen, 2012; Sukiman, Omar, Muhibudin, Yussof, & Mohamed, 2013; Swart, George, Cassar, & Sneyd, 2018). Entrepreneur need to make sure that the services related to the tourism industry is well known by the public local and international. According to (Radu & Dobrescu, 2014; Rajaratnam, Munikrishnan, Sharif, & Nair, 2014; Ramseook-Munhurrin, Seebaluck, & Naidoo, 2015) demand is derived from the communication process. Entrepreneur need to communicate and let other people know that there is such a service available in order to attract their attention (Mutanga, Vengesayi, Chikuta, Muboko, & Gandiwa, 2017; Nield, Kozak, & LeGrys, 2000; Oviedo-García, Vega-Vázquez, Castellanos-Verdugo, & Orgaz-Agüera, 2019; Park, Bufquin, & Back, 2019).

Entrepreneurial growth should be supported by a strategic marketing that would able to identify right customer (M. F. Shamsudin, Shabi, & Salem, 2018; M.F. Shamsudin, Ali, Ali, & Shabi, 2019). Entrepreneur should conduct market sensing in order to understand the current preference and trend (Mutanga et al., 2017; Nield et al., 2000). Customer change

overtime and that could be due to trend or preference (M.F. Shamsudin, Ali, et al., 2019). (Park et al., 2019; Radu & Dobrescu, 2014; Rajaratnam et al., 2014) urges that entrepreneur to know exactly their customer so that they can customize their products or services according to the needs of that segment (Hasim, Shamsudin, Ali, & Shabi, 2018). Very frequent that entrepreneur failed to identify correctly their target market that results to a slow response and purchase (Schwarz, Wdowiak, Almer-Jarz, & Breitenecker, 2009). Entrepreneur should study the outside in approach in order to understand the fulfilment process and find ways to satisfied customer (Salem, Shawtari, Shamsudin, & Hussain, 2016). Understanding customer will help entrepreneur to growth as the services meet or exceed the customer expectations (Othman et al., 2012; Othman & Tengku Muda, 2018). Customers will get satisfied once the service provider are able to meet their needs (Muhammad, Farid Shamsudin, & Hadi, 2016).

Entrepreneur growth intention can also be supported by entrepreneur action to set them apart from the competitor (M. F. M. F. Shamsudin, Esa, & Ali, 2019). Entrepreneur should identify their key competitiveness and provide the best services that can meet the needs of customer. Entrepreneur should identify the unique characteristic of the tourism spot or services that can be highlighted as the selling point (Al-Shammari & Waleed, 2018; Fietze & Boyd, 2017). The selling point must be creative enough to spark the desire of people to come and see them personally (M. F. Shamsudin, Shabi, et al., 2018). Many past researcher (Sallaudin Hassan & Shamsudin, 2019) highlighted that the key of getting more customer is through communication and awareness program. Tourism operator must have informed to public that they offered such services and followed by a regular message with attraction on the tourism spot (Razak & Shamsudin, 2019). Today, entrepreneur used digital media to communicate. Entrepreneur should be able to identify which type of people that belong to the market and convey the messages through the media channel (Santos Corrada, Flecha, & Lopez, 2020; Šerić & Gil-Saura, 2019; Sharifi, 2014).

Customer play important role in helping entrepreneur to spread their positive experiences (Razak & Shamsudin, 2019). Entrepreneur should first have focused on meeting the customer needs and then to ensure that they are satisfied with their experiences (O'Dwyer & Gilmore, 2018; Peterson & Crittenden, 2018). Satisfied customer will share their knowledge with their family and friends (M.F. Shamsudin, Razak, & Salem, 2018). The spread of information through social media is unlimited (Hamzah, Othman, & Hassan, 2016). Happy customer may help entrepreneur to do marketing as they will share the locations (Soomro & Shah, 2015), experiences (Kebaili et al., 2017), videos (M. F. Shamsudin, Shabi, et al., 2018) and encourages their friends to come and enjoy the same experiences (Aminuddin, Don, & Shamsudin, 2020).

Entrepreneur growth can also be supported by the entrepreneur performance itself (Bin et al., 2016). According to (Sallaudin Hassan & Shamsudin, 2019) a success business performance with high numbers of visitors or customer will eventually force the service provider to extend the business (Quek, 2005; Sandhu et al., 2010, 2011). The growth could be in terms of products length or products width (Mohamad et al., 2015). It can be also in terms of size or capacity depending on the nature of the tourism business. Entrepreneur must have own motivation in doing business. The motivation could be as part of the entrepreneur ambition in running their business (M. F. Shamsudin, Razak, & Salem, 2018). The business growth can be the reflection of the entrepreneur achievement and success story (Daud et al., 2019).

(Saripalli, Chawan, & Gunta, 2019; Tehseen, Ahmed, Qureshi, Uddin, & Ramayah, 2019; Walsh & Winsor, 2019) stated that among the motivation of entrepreneur growth is the support from government or any business supports team in providing advice and financial aids. The support from the right bodies may motivate the entrepreneur to make their business bigger (Saberri & Hamdan, 2019). Financial aids for example is the most important factors that may help entrepreneur to grow their business (Che Embi, Jaiyeoba, & Yussof, 2019). (Arabiyat, Mdanat, Haffar, Ghoneim, & Arabiyat, 2019) claimed that money or financial crisis is always become the hurdle of entrepreneur success. Support from government is important as they will provide all kind of necessary helps such as trainings, funding and advertising (Affendy Abu Hassim, Asmat-Nizam, & Mohd Farid Shamsudin, 2016). Government supports is always important as

they have skilled and knowledge on how to develop entrepreneur businesses (Dobbins & Pettman, 1997; Farid, 2007; Nguyen, Do, Vu, Dang, & Nguyen, 2019).

Entrepreneur is also suggested by (M. Shamsudin et al., 2015) to invest in the right resources that may help to improve the business process. Right talents may help entrepreneur to run business while at the same time they can search for new customers, thinking of new opportunity or creating new segments without hassle of worrying on the operation parts (Schwarz et al., 2009). Entrepreneur should also have engaged with the right people as part of the team as they are the one who will meet the customer and make sure that the customer is happy (Mohd Farid Shamsudin & Razali, 2015).

Small tourism business may need community support to growth according to (Farid, 2007). Community may help the business to growth by cooperating in developing and sustain the tourism spot in good conditions (M. F. Shamsudin, Nurana, et al., 2018). Community play important role especially in giving impression to the tourist of their support and cooperation (Othman et al., 2012; Othman & Tengku Muda, 2018). Tourist satisfaction is important as the satisfaction will give a positive return in terms of business growth (Razak & Shamsudin, 2019). Small tourism operator may success with the proper guidance and support from community as claimed by (Mohamad et al., 2015; Mohamed et al., 2012; Nasip et al., 2017).

2.2 Entrepreneurs' Opportunity

Small business especially related to tourism need more just a good marketing plan in order to success. Marketing plan is important as it will be the driver to the business. Small business entrepreneurs may need to be form on the direction of their business and tighten their strategy by focusing on strengthen the internal team members before exploring the outside in factors. Entrepreneurs' opportunity according to past research is related to how the entrepreneurs make used of the available opportunity to survive in the touch competition.

Past research recommended that entrepreneurs to focused on customer segmentation so that it will be very focused and easy to served. Small tourism business will be facing tough challenges should they interested to compete with large organizations. The best way is to gain advantages over niche market segments over the products or services provided by the entrepreneurs. Entrepreneurs need to identify the right and correct market segment for their business. They need to conduct market analysis and identified who is actual they best market deserved or interested in their services. Successful identifications on the market segments will enable the entrepreneurs to focused on the communications and advertisements through the correct channel for a better response.

Recent research (Kebaili et al., 2017; Van Gelderen et al., 2008) recommended that entrepreneurs to focused on the purchase situations of their customer. Entrepreneurs need to understand the purchase situations in order to established a clear business focused. Entrepreneurs need to know when exactly that tourist come to their destination or purchased for their services. Entrepreneurs also need to know more details like what are the best elements that entrepreneurs can provide for the positive customer experiences. Entrepreneurs also may need to study historical data in order to come out with a promotions and business strategy at the right time with right segment. Having a right business strategy may provide a huge opportunity for the entrepreneurs to success and enjoyed the business growth.

Entrepreneurs need to conduct direct market competition evaluation in order to strengthen their business positioning. (Tognazzo, Gianecchini, & Gubitta, 2017) recommended that entrepreneurs to conduct overall market analysis that may lead to a unique competitive advantage for the entrepreneurs to market. Entrepreneurs also recommended top identify their core competency that can be used as selling point to the potential tourist and customer. Direct competition evaluation is to take into considerations all market player especially on the same category for a better planning (Mikulić & Prebežac, 2012). Entrepreneurs at the same time must know what are the advantages of their competitor and how they managed their business including their pricing and promotions strategy.

According to (Al-Shammari & Waleed, 2018) entrepreneurs should also look at the foreign market for a better opportunity. It was recommended that entrepreneurs to investigate the flow of foreign tourist to Indonesia and identify the right market that is suitable for their business. Tourist come because of many reasons and purposes. Entrepreneurs that have the ability to tap into the right market that is suitable to their business will definitely enjoyed the benefits of business growth (Swart et al., 2018). Entrepreneurs can also have a collaboration with agent outside country in promoting and selling the packages or products as proactive campaign and marketing strategy.

Recent research recommended that entrepreneurs to compete on service delivery instead of price. Entrepreneurs need to identify what are the unique services that they can offer to tourist and ensure that the services offered is differentiate from others (Zailani et al., 2016). Entrepreneurs should have focused on giving premium services with the ultimate focused to provide maximum services and positive experiences (Asmelash & Kumar, 2019). Entrepreneurs in Indonesia should take the advantage of the high currency from the tourist to offer top services to the identified target market.

Overall entrepreneurs need to know details what is actually they are offering and able to offer compared to what is actually search by the tourist (Zailani et al., 2016). Entrepreneurs need to match both needs and capability in order to enjoyed maximum benefits for both parties (Hasegawa, 2010). Business opportunity is important to entrepreneurs in order to growth. Entrepreneurs must look at several ways in order to gain market share and market growth. Marketing strategy must be correct and launched at the right time. Entrepreneurs also need to promote the unique about their services that is difficult to imitate. Entrepreneurs need to know that they need to be more customer focused in order to success in their business.

III. METHODOLOGY

This research measures the role of entrepreneurs’ opportunity towards entrepreneurs’ growth intentions. Constructs used in this research derived from literature which were adopted in the context of small tourism operator in Bali. As this is a qualitative research, data were collected using a set of questionnaires. 170 respondents participate in the data collection exercise. List of respondents obtained from the local tourism council based on their registration as a tourism operator. Altogether 9 items were adopted. 4 items for entrepreneurs’ opportunity is to measure how well is the small tour operator is ready and willing to take advantages based on the market demand. 5 items for entrepreneurs’ growth intentions is to accurately measure how the small tour operator have the motivation and willing to expand their business by meeting customer demand and compete in the market. The questions in the questionnaire used 7-point Likert-scale ranging from 1 = strongly disagree and 7 – strongly agree. Out of 170 questionnaires distributed only 112 being returned lead to only 66% return rate. 11 returned questionnaires were rejected because incomplete. Both direct relation measurement was tested using AMOS and SEM. Results of the measurement is as per next section.

IV. FINDINGS

Table 1: Descriptive statistics and results of confirmatory factor analysis

Item	Mean	Sd	SFL	t-value	CR	AVE	Item to total correlation	α
Entrepreneurs’ Opportunity								
EO 1	4.40	0.68	0.853	10.955	0.847	0.71	0.659	0.802
EO 2	4.37	0.67	0.852	10.988			0.652	
EO 3	4.40	0.68	0.853	10.955			0.633	
EO 4	4.37	0.67	0.852	-			0.633	

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EG 1	2.28	0.83	0.871	13.006	0.936	0.69	0.818	0.924
EG 2	2.47	0.74	0.870	13.120			0.812	
EG 3	2.59	0.67	0.849	12.968			0.781	
EG 4	2.44	0.85	0.834	12.564			0.720	
EG 5	2.36	0.84	0.827	12.485			0.765	

Notes: SFL, standardized factor loadings; CR, composite reliability; AVE, average variance extracted; α , Cronbach's α

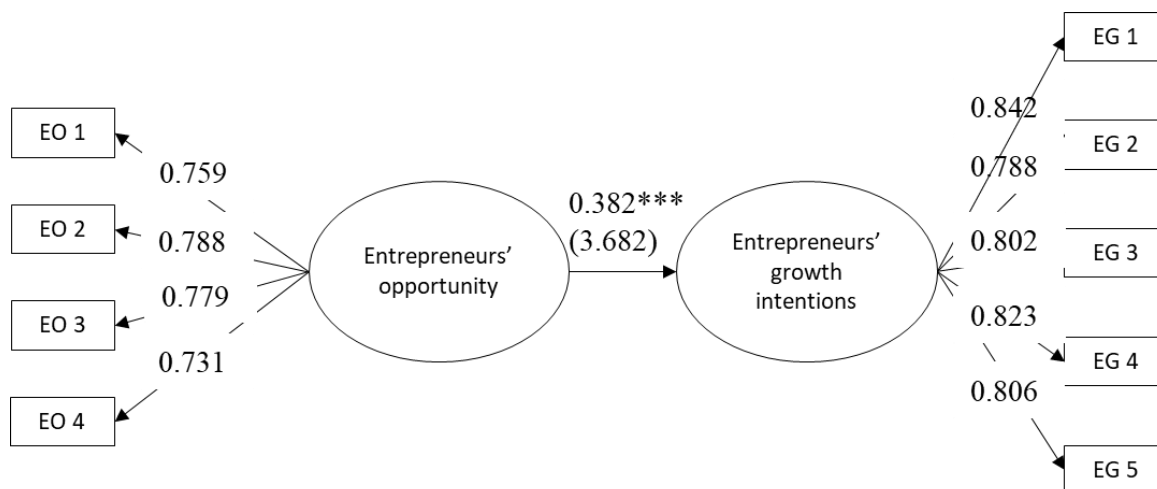
The factor loadings of all the variable items of the entrepreneurs' opportunity and entrepreneurs' growth intentions construct were above 0.7 with acceptable level (Hair et al., 2010). The Cronbach's α values of all the constructs were above 0.7, which was higher than the minimum cut-off (i.e. 0.7) (Nunnally, 1978). Table I shows that composite reliability (i.e. ranging from 0.87 to 0.94) was higher than the suggested value of 0.7 (Hair et al., 2010). The average variances extracted (AVE) of the constructs (i.e. ranging from 0.69 to 0.71) were higher than the minimum accepted value of 0.5 (Bagozzi and Yi, 1988). The factor loadings of all variables were above the minimum acceptable value of 0.5 with the high AVE of the latent constructs confirming convergent validity (Fornell and Larcker, 1981). AVEs were higher than the squared correlations between a pair of the latent constructs, thereby confirming the discriminant validity

Table 2: Squared correlations matrix of latent variables

Constructs	Mean	Entrepreneurs' opportunity	Entrepreneurs' growth intentions
Entrepreneurs' opportunity	4.40	0.71 ^a	
Entrepreneurs' growth intentions	3.9	0.76	0.59

The constructs and the hypothesis relationships were tested using a structural model. Figure 1 shows that Entrepreneurs' opportunity has a positive effect on Entrepreneurs' growth intentions ($\beta = 0.382$, $t = 3.682$, $p < 0.001$). Thus, hypothesis is supported.

Figure1: Result of the hypothesis



the relationship between entrepreneurs' opportunity and entrepreneurs' growth intentions: case of small tourism operator in Bali.

V. DISCUSSION

This study is about measuring the entrepreneurs' opportunity towards entrepreneurs' growth in a scope of small tourism operator. As highlighted, Bali contributed to at least 40% of annual tourist to the country. Bali is one of the top list must visit destination by many tourists from across the world. The increase of tourist indirectly opened up more business opportunity to the community. The finding in this study indicates that entrepreneurs' opportunity is positively related towards entrepreneurs' growth. It means that entrepreneurs must always be positive and explore the opportunity that is available in order to compete with the competitors. entrepreneurs' opportunity is one of the factors that may contributed to the entrepreneurs' growth. Every single business setup must be with the purpose of making profit and success. Small operator cannot just simply wait for opportunity provided by the governments or tour operators. Entrepreneurs must explore the possibility of raising their standards and compete for more market share and business growth. The results is supported by (Ahmad, 2013; Mohamad et al., 2015; Sandhu et al., 2011). It is now very clear that one of the success factors for small business tourism operator is the ability of identify the opportunity by means of market sensing and understanding the customer needs and wants.

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