

# Achievement Motivation and Locus of Control as Factors of Entrepreneurial Orientation in Tourism and Healthcare Services\*

Milena Nedeljković Knežević, Maja Mijatov, Sanja Kovacić\*\*

## Abstract

The main goal of this research was to determine the importance of achievement motivation toward task and success, as well as internal and external locus of control for entrepreneurial orientation (EO) within the tourism and healthcare services. The survey research was conducted on a sample of 207 respondents from Serbia (current and potential entrepreneurs in tourism and medical services). Results showed that EO was influenced by achievement motivation, oriented towards task and success, as well as by the internal locus of control. Results are shedding light on the variables for enhancing the development of entrepreneurship, important for transitional countries.

**Keywords:** entrepreneurial orientation, achievement orientation, locus of control, service sector, tourism, healthcare

**JEL Codes:** D91, L26, I15

## Introduction

Different authors are focusing their entrepreneurship research on personality dimensions and cognitive aspects of entrepreneur's personality (Hoogendoorn 2016; García-Cabrera/García-Soto/Suárez-Ortega 2017). Entrepreneurship provides opportunities for discovering and evaluating new products and services (Castaño/Méndez/Galindo 2016; Martin/Javalgi 2016; Wang/Thornhill/De Castro 2017). During the process of starting a new business venture, different social and economic factors have an important role, but individual characteristics of entrepreneurs are also important (Castaño/Méndez/Galindo 2015; Aparicio/Urbano/Audretsch 2016; Guerrero/Urbano/Fayolle/Klofsten/Mian 2016; Stephan/Pathak 2016).

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\*\* *Milena Nedeljković Knežević* (Corresponding author), PhD, Associate Professor, University of Novi Sad, Faculty of Sciences, Department of Geography, Tourism and Hotel Management. Email: milena.nedeljkovic3@gmail.com. Main research interests: Human resources, Organizational behaviour, Entrepreneurship.

*Maja Mijatov*, Ph.D., Research Assistant, University of Novi Sad, Faculty of Sciences, Department of Geography, Tourism and Hotel Management, Email: majam@dgt.uns.ac.rs. Research interests: Business ethics, Ethical climate, Corporate social responsibility, Service orientation, Organizational commitment, Job satisfaction.

*Sanja Kovacić*, PhD, Assistant Professor, University of Novi Sad, Faculty of Sciences, Department of Geography, Tourism and Hotel Management and Research employee, South Ural State University, Institute of Sports, Tourism and Service. Email: sanja.bozic.89@gmail.com; sanja.bozic@dgt.uns.ac.rs. Main research interests: Social and psychological aspects of tourism and hospitality, Human resources, Destination branding and application of mathematical and statistical methods in tourism and hospitality.

Development of an attractive tourism product is a complex task, having in mind the exceptional competitiveness within tourism market (Power/Di Domenico/Miller 2017). Each entrepreneurial venture in tourism that is oriented toward new products or services requires knowledge on tourism market, marketing, finance, as well as knowledge in the field of tourism psychology regarding factors that might influence the choice of a particular type of destination (Solvoll/Alsos/Bulanova 2015). Besides the cognitive aspects, entrepreneur's personality is another important factor for the process of forming a tourism product and its placement on the market (Hoyte 2019).

Development of entrepreneurship within the healthcare service is on the rise, especially in highly developed countries (Jahani/Abedi/Elahi/Fallahi-Khoshknab 2016; Hong 2017). Specialized high-quality clinics for non-standard healthcare services and various health counselling centres that provide highly individualized consulting services are just some of the examples of healthcare service-related entrepreneurial activities. (Lages/Marques/Ferreira/Ferreira 2017). Aging of the population in European countries and increasing number of patients is also stimulating the entrepreneurial orientation (EO) in this branch of the service sector (Hillman/Athari/Frost/Braithwaite 2018). It could be said that some degree of entrepreneurial activity is daily represented within the medical practice (Lages et al. 2017; Hillman et al. 2018).

Hence, we focus our research on the tourism and healthcare services. These two branches of the service sector are increasingly overlapping through the so-called medical tourism (Ormond 2020), which encompasses international travels aimed at receiving a variety of medical services. According to the estimation of the Patients beyond borders (2020), the market size in 2020 is 74–92 billion US dollars, with 21–26 million cross-border patients worldwide. Thus, the main goal of our research was to determine the influence of achievement motivation toward task and success, as well as the influence of internal and external locus of control, on EO in the setting of two branches of the service sector – tourism and healthcare.

Although previous studies focused on achievement motivation and locus of control on entrepreneurial orientation, according to the available literature, previous studies did not consider the influence of achievement motivation and locus of control on EO and its individual dimensions on the same sample within the tourism and healthcare services. Thus, our study intends to fill the mentioned research gap in entrepreneurship literature. Moreover, such research is especially interesting in the context of Serbia and similar economies, which are in transition and where the service sector is one of those sectors that can give a strong impetus to economic development. One way of estimating such potential of service sector is measuring the degree of readiness to undertake entrepreneurial activities and factors affecting such orientation. Besides this, the study also indents

to investigate whether EO differs between students and employees in this sector, with the assumption that students, in the country with high unemployment rate and risky business opportunities, may have lower EO compared to the people already employed in the tourism and healthcare services. This can have a negative consequence on their future entrepreneurial intentions, if the issue is not properly tackled with education and trainings. By testing this assumption, some important practical implication could be derived in order to motivate students to undertake their private businesses.

The paper tends to answer the following major research questions:

*RQ1: Whether internal and external locus of control affect EO in tourism and healthcare services in transit economies such as Serbia?*

*RQ2: Whether achievement motivation (task-orientation and success orientation) affect EO in tourism and healthcare services in transit economies such as Serbia?*

*RQ3: Is there a difference between students and already employed in tourism and healthcare services regarding their EO?*

*RQ4: Which individual dimensions of EO are affected by the achievement motivation and locus of control?*

## **Literature Review**

### *Entrepreneurial Orientation (EO)*

This construct is one of the most established in studies related to entrepreneurship, but also within the wider concept of management (Covin/Miller 2014). There are different definitions of EO, but it is mainly related to organizational decision-making practices, managerial philosophies and strategic behaviours, that could be characterized as entrepreneurial in their essence (Anderson/Covin/Slevin 2009; Wasowska/Obloj/Ciszewska-Mlinaric 2018).

Besides the widely research dimensions of EO, such as innovativeness, proactivity, risk-taking and autonomy (Edmond/Wiklund 2010; Miller 2011), this research obtained two additional dimensions, termed as ‘empathy of service provider’ and ‘business ethics’, that are suitable for research in tourism and healthcare services, considering the specificity of the service encounter (Tuan 2017; Petrovskaya/Mirakyan 2018). Therefore, it could be said that one of the main specificities of working in tourism and healthcare service is reflected in a direct and relatively long-term contact between the customer and service provider, which requires a high degree of fitting the entrepreneur’s personality in these services with job requirements (for example, high level of empathy towards the customer, or ethical principles) (Sony/Mekoth/Therisa 2018).

It is also important to indicate that research related to correlates of EO might provide theoretical contribution to a better understanding of complexity of EO, as an overall construct. Such research can also contribute to the proper selection of employees in entrepreneurial organizations (in order to provide a high degree of fitting between the employee's personality and requirements that entrepreneurial organization put in front of the employees) (McCleany/Rivers/Schneller 2006; Bargsted/Picon/Salazar/Rojas 2013).

Entrepreneurial **proactivity** is characteristic for those individuals who are oriented towards finding business opportunities, as well as towards showing initiative and taking concrete measures for starting unique entrepreneurial venture (Uy/Chan/Sam/Ho/Chernyshenko 2015; Crant/Hu/Jiang 2016). Proactive individuals are striving to change the environment. Proactivity includes different feelings, such as being inspired, energized and enthused and these feelings could provide better performances (Lumpkin/Dess 2015; Moser/Tumasjan/Welpe 2017).

Entrepreneurial **innovativeness** relates to the emergence of new business opportunities (Schumpeter 1939). Nowadays, innovativeness and entrepreneurial activities are important aspects of solving the main social problems, but they are also considered as important drivers of economic well-being in worldwide economies (Weilerstein/Byers 2016). Besides that, innovativeness could be essential for gaining the business success, mainly due to the fact that organizational position within the market, as well as its growth depends on offering new and attractive products and services to customers or potential customers (Autio/Kenney/Mustar/Siegel/Wright 2014). For example, innovative venues of restaurants in rural tourism are one of the key factors for entrepreneurial success (Bakas/Duxbury/Vinagre de Castro 2019; Yachin 2019). Throughout the last three decades, there is an increased interest in researching the entrepreneurial innovativeness (Garud/Gehman/Giuliani 2014), according to its importance for diverse stakeholders, including the investors, policymakers and the public, besides entrepreneurs (Cox Pahnke/McDonald/Wang/Hallen 2015).

One of the driving vehicles for starting a new business is related to entrepreneurial ability to make independent decisions and to realize new ideas and visions, which is connected to entrepreneurial **autonomy and risk-taking** within the entrepreneurial venture (Schwienbacher 2018). Entrepreneurial activity also requires 'stepping out from the comfort zone' which could lead to mistakes that would shape the acceptance of new products or services within the market. Therefore, it could be said that successful entrepreneurs undertake the ventures characterized by certain level of risk of failure (Brettel/Chomik/Flatten 2015; Karimi/Biemans/Naderi Mahdei/Lans/Chizari/Mulder 2017).

Another important aspect of EO is related to entrepreneurs' ability to empathize with the others. **Empathy** is usually defined as cognitive and affective capability

of understanding and appreciating the other people's feelings and thoughts. Since entrepreneurship is related to introduction of innovations into the local and wider society, empathy is defined as understanding the needs of social community, in narrow and wider terms (Korte/Smith/Li 2018). In respect to that, it could be said that empathy helps in decreasing the gap between the entrepreneurs as innovators and the surrounding society (André/Pache 2016).

Bacq and Alt (2018) indicated that empathy might affect individual perception of self-efficacy and social worth, which can further contribute to a better understanding of the relationship between empathy and EO. Besides that, Bacq and Alt (2018) even suggested that empathy might be considered as a new antecedent within models dealing with the entrepreneurial intentions. On the other hand, Goel, Voordeckers, Van Gils and van den Heuvel (2013) also suggested that it is important to include empathy into the further research of entrepreneurial business studies. Furthermore, Sony, Mekoth and Therisa (2018) emphasized importance of researching the construct such as empathy throughout the service encounter, having in mind that it might be considered as a phenomenon that connects the service provider and the customer, as an emotional reaction or a cognitive understanding of the customer's needs. Besides considering empathy as understanding of the customer's needs, Matlay and Peters (2005) also indicated that empathy might be considered as entrepreneur's understanding of the employee's problems in tourism. Besides tourism, Yoo (2018) indicated that empathy is equally important for entrepreneurial thinking capability within the healthcare service, while Wall (2013) even indicated that empathy might be considered as fundamental for entrepreneurship within the healthcare service. What is specific about working in the tourism and healthcare service is the direct and relatively long-term contact of service providers and service users, which requires a high degree of fitting of the personality of entrepreneurs in these services for the job requirements (for example, high level of empathy). Therefore, research on the personality of entrepreneurs in these services may be of interest to students and young entrepreneurs, considering their vocational possibilities. Previous studies pointed out that empathy is important not only for those who are already involved in entrepreneurial ventures, but also for EO and intentions of students who might be considered as future entrepreneurs, as young individuals are often motivated by a high level of empathy (Matlay/Peters 2005; Tiwari/Bhat 2020).

Finally, **business ethics** represents another important aspect of EO (Dey/Steyaert 2016). Establishment of proper business ethics should be one of the priorities of entrepreneurs in initial phases in the process of scaling up their ventures and it should contain identification and establishment of organizational values oriented towards enhancing the caring goals (Markman/Russo/Lumpkin/Jennings/Mair 2016). Therefore, entrepreneurs need to sustain their business ethics as one of their essential dimensions within the new ventures, in order to create the caring climate within their enterprises. Thus, business ethics is indi-

cating the set of ethical principles at the organizational level and beyond the entrepreneurs' personal ethics, as well as the personal ethics of their employees (André/Pache 2016).

Hannafey (2003) emphasized that entrepreneurs are often faced with different ethical dilemmas and challenges, while some of them are connected to relationships with their employees and customers. In a similar way, Rendtorff (2009) indicated importance for establishing the ethical principles, in order to enable the autonomy, justice and respectability in service industries. Rendtorff (2009) also pointed out that business ethics is important for the healthcare and other services that are intensively oriented towards human beings, which is one of the reasons why this research excluded competitive aggressiveness as one of the EO dimensions and replaced it with the business ethics. Such replacement assumed that competitive advantage within tourism and healthcare service might be achieved by applying the empathy and business ethics as entrepreneurial dimensions within these two services. The research results of the study conducted by Rendtorff (2009), showed that business ethics needs to be applied within the entire organization, which is indicating the overall importance of entrepreneurs, together with their ethical perceptions and behaviors as integral parts of their EO. Devece, Palacios-Marques and Fernandez (2011) even indicated that issues of business ethics needs to be considered and intensively applied as one of the key aspects of entrepreneurship, while Velamuri (2002) even emphasized that it is crucial to invest into the ethical education of all society members, including those already involved in entrepreneurship, as well as students, as potential entrepreneurs.

Research related to entrepreneurship were extremely updated in the last two decades and they attracted the attention of numerous authors in the field of management and applied psychology. However, there is generally a lack of research on the correlates of EO in the service sector of transitional countries. Such research is especially interesting for Serbia, which is in transition and where service sector is one of those sectors that might provide a strong incentive to economic development. Considering the fact that about two thirds of employees in the United States work in the service industry, as well as that such situation is also represented in other highly developed countries, there is no doubt that high degree of readiness to undertake entrepreneurial activities in such developed countries is one of the most important factors of economic success (Deetman/Marijnova/van der Voet/van Vuuren/Edelenbosch/Heijungs 2020).

Moreover, many researchers of entrepreneurs' personality have examined the correlations between certain psychological constructs and the relatively newer construct 'entrepreneurial orientation' in potential entrepreneurs, with the sample typically containing student population (Sagie/1999; Elenurm/Ennulo/Laar 2007; Levenburg/Schwarz 2008; Elenurm 2012; Krabel 2013; Ngah/Salleh/Sarmidy 2016; Anra/Ayun/Romios 2020; Aulia/Evanita 2020). For instance,

Levenburg and Schwarz (2008) have made extensive review of the literature and concluded that there has been steady interest over the years in seeking to understand students' interest in entrepreneurship, as they are considered as potential entrepreneurs. Also, in the work of Sagie (1999), the student population was found to be characterized by a high degree of EO and a high degree of willingness to face uncertainty, as well as to take personal responsibility. Moreover, the study of Krabel (2013) argues that entrepreneurs are made on campus, suggesting that the likelihood of students starting their own business is significantly positively related to the EO of the university. This implies that the role of education is crucial in motivating students to undertake their own businesses, especially in transit economies where starting private business may be especially risky. The study of Elenurm (2012) regarding EO of business students and entrepreneurs, states that students show lower EO compared to entrepreneurs, thus emphasizing that important opportunity for entrepreneurship education is in the exchange of entrepreneurial ideas between those who lack entrepreneurship experience (students), and more experienced entrepreneurs.

Although previous studies did not compare non-entrepreneur employees' and students' entrepreneurial orientations, it could be expected that people already employed in the service sector within tourism and healthcare, with higher job experience, will show higher EO compared to students who are potential entrepreneurs. This assumption especially makes sense in transit economies, with risky business opportunities, such as in Serbia, where students are often not ready to risk and start their own business. However, there is a higher possibility to motivate them to start their own business with proper training and education, while they contemplate their possible occupational directions.

Thus, an important task of the study is to explore the following hypothesis:

*Hypothesis 1: Students of tourism and healthcare will show lower entrepreneurial orientation compared to those already employed in these services.*

### *Entrepreneurship and Locus of Control*

Numerous authors dealing with psychology of entrepreneurship focused their research on relation between the locus of control and entrepreneurship (Baluku/Bantu/Otto 2018; Rapp-Ricciardi/Widh/Barbieri/Amato/Archer 2018; Asante/Affum-Osei 2019). Previous findings pointed out that individuals with high degree of **internal locus of control** are more aware of possibilities for achieving the prescribed goals and they are prone to take different actions in order to improve conditions in their surroundings. In addition, these individuals are actively seeking to develop their abilities for achieving these goals. Therefore, they believe in possibilities for transforming their personality, because they feel high re-

sponsibility for their own actions. Such persons are future oriented and they are more successful in achieving the set of goals. Their belief in their own potential makes these individuals relatively resilient to environmental pressures.

In addition, Smith-Hunter, Kapp and Yonkers (2003) claim that entrepreneurs have an internal locus of control, suggesting that in cultures with strong internal locus of control, entrepreneurial activity is more intense. Moreover, House, Hanges, Javidan, Dorfman and Gupta (2004) argues that higher scores on assertiveness (which is tightly related to locus of control) can lead to higher entrepreneurship readiness. This finding is especially important in the service sector, such as healthcare and tourism services.

On the contrary, persons with high degree of **external locus of control** are convinced that they do not have sufficient control over their actions and that outcomes of their actions are under control of external factors. These individuals consider that changes could be dangerous, which might result in their passive attitudes towards changes (Asante/Affum-Osei 2019; Charoensukmongkol 2019), and thus, towards starting their own business which certainly brings changes and risks.

Relation between entrepreneurial behaviour and attribution to internal locus of control is understandable, considering that entrepreneur is an initiator of entrepreneurial endeavour (Cuesta/Suárez-Álvarez/Lozano/García-Cueto/Muñiz 2018). The lack of belief that success in entrepreneurial venture depends on personal effort, results in unwillingness to take risks in situations with expressed possibilities of failure. Therefore, successful entrepreneur has higher level of internal locus of control, compared to the external locus of control (Baluku et al. 2018; Cuesta et al. 2018; Asante/Affum-Osei 2019; Charoensukmongkol 2019). According to the research results on the locus of control, conducted on the sample of business school students, students who expressed a need for starting their own business in the future usually have higher level of internal locus of control (Kovach 2018). People with high levels of internal locus of control are successful in tasks that require independence and initiative (Kaul/Luqman 2018). In addition, the research conducted by Hsiao, Lee and Chen (2016) also indicated that locus of control enhanced entrepreneurship. Furthermore, Ishak, Omar and Moen (2015) showed that individuals with internal locus of control demonstrated higher EO, comparing to individuals with external locus of control.

Based on this, we can suggest additional hypotheses:

*Hypothesis 2: Internal locus of control will positively affect entrepreneurial orientation in tourism and healthcare services of Serbia*

*Hypothesis 3: Entrepreneurial orientation will be less affected by external locus of control, compared to the internal one.*

### *Entrepreneurship and Achievement Motivation (Task-Orientation or Success-Orientation)*

Achievement motivation refers specifically to the performance of tasks that could objectively succeed or fail in their realization (Magnano/Craparo/Paolillo 2016; Brunstein/Heckhausen 2018). However, motivation caused by achievement could vary in its quality, strength, but also in its type (Wigfield/Eccles/Fredricks/Simpkins/Roeser/Schiefele 2015). In respect to that, it is important to note that there are two important factors that could shape the achievement motivation. The first one is labelled as **task-orientation** and it is characteristic for those individuals whose primary focus is to accomplish their business tasks in a quality manner. The other one is labelled as **success-orientation** and it is characteristic for those individuals who are primary oriented towards being successful (Costello 1967).

Success-orientation is defined on the basis of a wider belief that individual skills and intelligence are fixed and, therefore, uncontrollable. Individuals characterized by this type of orientation are prone to demonstrate their competences and abilities that could be perceived as superior by the others. In respect to that, such persons might be seeking for achieving or even exceeding the general normative standards. However, as they are success-driven they may as well avoid some activities which might lead to their lower performances. On the other hand, individuals that are mainly task-oriented believe that various skills and the overall intelligence, could be developed through learning and gaining new skills, thus oriented towards increasing the level of their performances and competences (Magnano et al. 2016; Brunstein/Heckhausen 2018).

Lotfi, Abbasi, Mahmoodian, Jamali and Rezvani (2016) indicate that there is a positive relation between EO and achievement-motivation. Other authors pointed to similar findings. Thus, Laguía, García-Ael, Wach and Moriano (2019) indicated that EO is often strongly related with task-orientation, while Rina, Murtini and Indriayu (2018) indicated that success-orientation is important aspect of entrepreneurs and their general orientation. Based on these results, we formulate the following hypotheses:

*Hypothesis 4: Task-orientation will positively affect entrepreneurial orientation in tourism and healthcare services of Serbia*

*Hypothesis 5: Success-orientation will positively affect entrepreneurial orientation in tourism and healthcare services of Serbia*

## **Methodology**

According to the literature overview, previous research conducted in the field of tourism and healthcare did not involve EO, locus of control and achievement

motivation in a single study. Considering the other sectors, previous studies related to EO, locus of control and achievement orientation were oriented toward predicting the need for achievement for increasing the entrepreneurial intention by considering the mediating role of locus of control among the employees within small and medium entrepreneurial organizations in Bali (Kusumawijaya 2019). Perry, Macarthur, Meredith and Cunningham (2015) researched the need for achievement and locus of control among the small business entrepreneurs in Australia. Furthermore, the research conducted by Anra et al. (2020) was aimed towards analyzing the entrepreneurial intentions among the students, according to their psychological characteristics. In respect to that, their study was oriented towards determining whether the need for achievement and locus of control shaped EO of students in their sample (Anra et al. 2020). Another study related to the main effects of the locus of control and need for achievement on entrepreneurship interest among the students was conducted by Aulia and Evanita (2020). All of the aforementioned studies were conducted by employment of a questionnaire as a measuring instrument, which was a starting point of our research as well. The survey analysis was used to identify and analyze the influence of achievement motivation and locus of control on EO, together with identifying the differences in EO according to these constructs among the students, on one hand, and those who are already employed in tourism and healthcare service, on the other. We also employed regression analyses as a statistical methodology to determine whether the locus of control and orientation toward achievement affect EO.

### *Procedure*

The research was conducted by distributing 120 questionnaires to students of tourism, healthcare and pharmacy and 108 of the returned questionnaires were fully completed and considered for further analyses. The surveys were distributed by professors of Faculty of Sciences (Department of geography, tourism and hotel management) and the Faculty of Medicine at University of Novi Sad, Serbia. The same number of the questionnaires (120) was distributed to employees in tourism (travel agencies) and healthcare service (health centres, clinics and pharmacies). Employees returned 99 fully completed questionnaires that were used in further analyses. Both employees and students were asked to pass the survey to their friends or acquaintances that were either employees or students of the finishing year of tourism and medicine. Respondents answered the questions by using the standard pen and paper procedure. All of the respondents were informed regarding the main objectives of the research and they participated in the survey anonymously and voluntarily.

### *Instrument*

In addition to the questions on the employees' socio-demographic variables, the questionnaire also contained standardized questions related to their achievement motivation (by task or success-orientation) (Ray 1979). Respondents expressed their agreement with the items related to achievement motivation, or more precisely to task-orientation and success-orientation, by grading in the range from 1 (I do not agree at all) to 6 (I completely agree). Besides that, the questionnaire was also used for measuring the respondents' internal and external locus of control within the business environment. Questions related to the respondents' locus of control were taken from the standardized questionnaire, developed by Spector (1988). In this case, the respondents also evaluated their agreement with the items on the scale from 1 (I do not agree at all) to 6 (I completely agree). Finally, the questionnaire contained the items for measuring respondents' EO. Items for measuring the entrepreneurial motivation were adopted from standardized questionnaire developed by Hermansen-Kobulnicky and Moss (2004). Respondents evaluated the level of their agreement on the range between 1 (I completely disagree) to 7 (I completely agree). All of the items were related to the following dimensions of EO: proactivity, business ethics, empathy of service provider, innovativeness, autonomy, willingness for taking the risk.

### *Sample*

The sample consisted of 207 respondents, 108 of the respondents were students of medicine and tourism (approximately one third of total population), while 99 of them were employed in medical (including the pharmacy) and tourism service. To enable the comparison, similar number of employees and students were included in the research. The tourism and healthcare service sectors were chosen due to their similarity in terms of the long process of service delivery and contact with customers, in which strong exchange of emotions takes place. Therefore, we found it especially important to explore Empathy as one of dimensions of EO in the services of tourism and healthcare. Moreover, the students chosen to participate in this research were students of the finishing year, who have attended the course of Entrepreneurship at their faculty. Students were chosen together with employees to participate in the research as the authors found it interesting to explore their EO, as potential entrepreneurs in these services. It was also interesting to investigate the differences in EO in the sample of students and those already employed in these services.

The sample was convenient, as participation of students and employees in the survey was voluntarily, based on their willingness to participate. In addition, snowball technique was also applied: students and employees were asked to pass on the survey to the other students of the finishing year and employees in tourism and medical service who were willing to participate.

Total sample contained 29 % of male and 71 % of female respondents. It also contained 62 % of students and those employed with finished high-school education degree, 4.3 % of the respondents with college education degree, 21.3 % with bachelor education degree and 9.2 % of them gained master or PhD education degree. There were 69.1 % of the respondents in the group aged between 19 and 34 years, 21.7 % of the respondents belongs to the group aged between 35 and 44 years, while there is 6.3 % of the respondents in the group aged between 45 and 54 years and, finally, there is 2.9 % of the respondents aged 55 and above.

## Results

### *Descriptive statistics*

Results of descriptive statistics for all dimensions of the research are represented within the Table 1. In terms of achievement motivation, it could be noticed that respondents showed slightly higher task-orientation ( $M = 3.31$ ), comparing to the level of success-orientation ( $M = 2.19$ ). Besides that, the research results related to the respondents' locus of control, represented within the Table 1, pointed out that internal locus of control is higher among them ( $M = 4.42$ ), comparing to the level of external locus of control ( $M = 3.30$ ). Finally, in terms of EO, the research results indicated the highest level of Empathy ( $M = 5.45$ ) and the lowest level of Innovativeness ( $M = 5.09$ ). Besides that, mean values for Proactivity ( $M = 5.43$ ), Autonomy ( $M = 5.38$ ), Business Ethics ( $M = 5.37$ ) and Risk-Taking ( $M = 5.31$ ) are similar. However, it should be emphasized that mean values for all dimensions of EO, including the Innovativeness as the lowest one, are relatively high, with the mean values above five, which could be considered as encouraging.

**Table 1. Descriptive statistics for achievement motivation (task-oriented and success-oriented), internal and external locus of control and for EO dimensions**

	Abbrev.	N	Minim- um	Maxi- mum.	Mean	St. Dev.
Task-orientation	ACHT	207	1.50	3.31	2.43	.37
Success-orientation	ACHs	207	1.10	3.00	2.19	.35
Internal locus of control	ILC	206	1.00	6.00	4.42	.83
External locus of control	ELC	207	1.00	6.00	3.30	1.17
Entrepreneurial Orientation	EO	207	1.09	7.00	5.33	1.04
Proactivity	PRO	207	1.00	7.00	5.43	1.09
Business Ethics	BET	207	1.00	7.00	5.37	1.33
Empathy	EMP	207	1.25	7.00	5.45	1.09
Innovativeness	INN	207	1.00	7.00	5.09	1.21
Autonomy	AUT	207	1.00	7.00	5.38	1.27
Risk-Taking	RTK	207	1.00	7.00	5.31	1.31

### Regression Models

Regression model with the criteria EO and the predictors ‘internal locus of control’, ‘external locus of control’, ‘success-orientation’ and ‘task-orientation’ was significant at the level of  $p = 0.000$ . The multiple correlation coefficient is  $R = 0.684$ , while the set of predictors explains about 46.8 % of the variance of the criterion variable (Table 3).

**Table 3. Contribution of the predictors in explaining the EO**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.829	.490		-1.693	.092
	ACHT	1.271	.183	.456	6.932	.000
	ACHs	.581	.180	.199	3.223	.001
	ILC	.353	.066	.283	5.385	.000
	ELC	.075	.057	.084	1.301	.195

a. Dependent Variable: EO

Regression model with the criteria ‘proactivity’ and the predictors ‘internal locus of control’, ‘external locus of control’, ‘success-orientation’ and ‘task-orientation’ was significant at the level of  $p = 0.000$  (Table 4). The multiple correlation coefficient is  $R = 0.372$ , while the set of predictors explains about 13.9 % of the variance of the criterion variable.

**Table 4. Contribution of the predictors in explaining the proactivity**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.943	.654		2.971	.003
	ACHt	.321	.245	.110	1.309	.192
	ACHs	.693	.241	.226	2.875	.004
	ILC	.329	.088	.252	3.762	.000
	ELC	-.076	.076	-.081	-.990	.323

a. Dependent Variable: PRO

Based on the research results represented within the Table 4, it could be noticed that the predictor set of variables have a low effect on the criterion ‘proactivity’. There are significant and positive beta coefficients along with internal locus of control and orientation towards success, which means that perception of proactivity increases together with an increase in the value of internal locus of control and orientation to success.

Furthermore, regression model with criteria ‘empathy’ and the predictors ‘internal locus of control’, ‘external locus of control’, ‘success-orientation’ and ‘task-orientation’ was significant at the level of  $p = 0.000$  (Table 5). The multiple correlation coefficient is  $R = 0.603$ , while the set of predictors explains about 36.4 % of the variance of the criterion variable.

**Table 5. Contribution of the predictors in explaining the empathy**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.019	.562		-.033	.974
	ACHt	.349	.075	.267	4.637	.000
	ACHs	.100	.066	.107	1.527	.128
	ILC	1.379	.210	.472	6.553	.000
	ELC	.109	.207	.036	.526	.599

a. Dependent Variable: EMP

Based on the research results represented within the Table 5, it could be concluded that the predictor set of variables have an intermediate effect on the criterion ‘empathy’. There are significant and positive beta coefficients along with the internal locus of control and task-orientation, which means that perception of

empathy increases along with an increase in the value of internal locus of control and task orientation.

Regression model with the ‘business ethics’ criterion and the predictors of ‘internal locus of control’, ‘external locus of control’, ‘success-orientation’ and ‘task-orientation’ was significant at the  $p = 0.000$  level (Table 6). The multiple correlation coefficient is  $R = 0.669$ , while the set of predictors explains about 44.8 % of the variability of the criterion variable.

**Table 6. Contribution of predictors in explaining the business ethics**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.021	.639		-3.163	.002
	ACHt	.388	.085	.243	4.544	.000
	ACHs	.160	.075	.141	2.147	.033
	ILC	1.661	.239	.466	6.947	.000
	ELC	.506	.235	.135	2.150	.033

a. Dependent Variable: BET

Based on the research results represented within the Table 6, it could be noticed that the predictor set of variables have an intermediate effect on the criterion ‘business ethics’. There are significant and positive beta coefficients along with the internal and external locus of control and task orientation, which means that perception of business ethic increases along with an increase in the value of internal and external locus of control and task and success orientation.

Furthermore, regression model with the criterion of ‘innovativeness’ and the predictors of ‘internal locus of control’, ‘external locus of control’, ‘success orientation’ and ‘task orientation’ was significant at the level of  $p = 0.000$  (Table 7). The multiple correlation coefficient is  $R = 0.542$ , while the set of predictors explains about 29.3 % of the variability of the criterion variable.

**Table 7. Contribution of the predictors in explaining the innovativeness**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.664	.653		-1.016	.311
	ACHt	.324	.087	.224	3.702	.000
	ACHs	.015	.076	.015	.199	.842
	ILC	1.100	.244	.341	4.500	.000
	ELC	.735	.241	.218	3.057	.003

a. Dependent Variable: INN

Based on the research results represented within the Table 7, it could be noticed that the predictor set of variables have an intermediate effect on the criterion ‘innovativeness’. There are significant and positive beta coefficients with internal locus of control and orientation to the task and success, which means that perception of innovativeness increases along with an increase of the value of internal locus of control and orientation to the task and success.

The regression model with the criterion ‘autonomy’ and the predictors ‘internal locus of control’, ‘external locus of control’, ‘success orientation’ and ‘task orientation’ was significant at the level of  $p = 0.000$  (Table 8). The multiple correlation coefficient is  $R = 0.628$ , while the predictor set explains about 39.4 % of the variability of the criterion variable.

**Table 8. Contribution of the predictors in explaining the autonomy**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.426	.641		-2.226	.027
	ACHt	.319	.086	.209	3.716	.000
	ACHs	.077	.075	.070	1.026	.306
	ILC	1.390	.240	.407	5.799	.000
	ELC	.807	.236	.225	3.418	.001

a. Dependent Variable: AUT

Based on the research results, it could be noticed that the predictor set of variables have an intermediate effect on the criterion ‘autonomy’. There are significant and positive beta coefficients along with the internal locus of control and orientation to the task and success, which means that perception of autonomy in-

creases along with an increase of the value of the internal locus of control and orientation to the task and success.

The regression model with the ‘Risk-Taking’ criteria is significant at the  $p = 0.00$  level (Table 9). The multiple correlation coefficient is  $R = 0.706$ , while the predictor set explains about 50 % of the criterion variable.

**Table 9. Contribution of the predictors in explaining the risk-taking**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.518	.601		-4.194	.000
	ACHt	.420	.080	.267	5.223	.000
	ACHs	.152	.070	.135	2.162	.032
	ILC	1.626	.225	.462	7.233	.000
	ELC	.696	.221	.189	3.146	.002

a. Dependent Variable: RTK

According to the research results represented within the Table 9, there are significant and positive beta coefficients along with the internal and external locus of control and orientation to the task and success, which means that perception of readiness for taking the risk increases with an increase of all these dimensions.

Based on the above results we can conclude that hypotheses 2–5 are confirmed, which will be further analysed in the discussion section.

### *The results of the Independent sample t-test*

An important research question of the study (RQ3) was set to explore whether there is a difference in EO between students and already employed in tourism. In order to compare EO between the two samples – students and employees, an Independent sample t-test was applied. The results are shown in table 10.

**Table 10. The comparison of Entrepreneurial orientation (EO) between students and employed in tourism and healthcare services**

		Levene's Test for Equality of Variances		t-test for Equality of Means				95 % Confidence Interval of the Difference		
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EO	Equal variances assumed	9.830	.002	3.245	205	.001	.45818	.14120	.17979	.73657
	Equal variances not assumed			3.258	204.999	.001	.45818	.14065	.18088	.73549

The test shows significant differences in EO between the two analyzed samples. The analysis points out that the sample of students shows lower EO ( $M = 5.11$ ) compared to the sample of the employed in tourism and healthcare services ( $M = 5.57$ ). This indicates that Hypothesis 1 can be accepted.

## Discussion

The principal aim of the study was to answer several important research questions concerning the influence of internal and external locus of control, as well as achievement motivation (task-orientation and success orientation), on EO and its individual dimensions in tourism and healthcare services. Furthermore, differences between two subsamples, students and already employed in tourism and healthcare services, regarding their EO were established.

Findings of descriptive statistics provided important insights into the level of measured constructs within respondents in Serbia. Firstly, it could be noticed that mean values of all dimensions of EO are very high, which could indicate that there are favourable conditions for the development of entrepreneurship within the study sample. Internal locus of control (ILC), perceived by the respondents is also quite high, which is also favourable, as ILC is a predictor of success in entrepreneurial activity ('ILC is also a predictor of propensity to act, which is important for starting the new business'). These research results are in line with the previous findings, having in mind that there are different studies which also indicated the fact that individuals with high ILC usually show intensive EO (Smith-Hunter et al. 2003; Baluku et al. 2018; Cuesta et al. 2018). Besides entrepreneurs themselves, previous findings also indicated that higher level of ILC, comparing to the external one, is characteristic of EO even among the students (Kovach 2018), which is also supported by the research results of this study.

The research results showed that overall EO was positively influenced by achievement motivation towards task (ACHt) and success (ACHs) and ILC, while there is no significant influence of external locus of control (ELC). These findings are in line with the results of different studies, oriented towards the influence of achievement motivation and locus of control on EO in the service sector (Perry et al. 2015; Kusumawijaya 2019). The same findings are also identified within the studies with the sample that included students as potential entrepreneurs (Anra et al. 2020; Aulia/Evanita 2020). People with high ILC are successful in tasks that require independence and initiative. Previous findings also indicated that individuals with ILC are actively looking for a way to improve conditions in their environment from multiple perspectives, including the business one (Asante/Affum-Osei 2019). In tourism and medical services, business tasks are often characterized by independence for making quick decisions and by initiatives for formation of stakeholder's networks (Hadžić 2005). Indi-

viduals feeling capable of controlling the environment (high level of ILC) are more willing to help other people, which is of particular importance for health and tourism service, which is in line with the findings of House et al. (2004).

The research result indicating that perception of ILC increases with the employees' perception of proactivity, could be explained through the high level of individualization of services within these two services. Namely, in tourism service, it is necessary to adapt tourism product to the needs of service customers: their age, family status, financial possibilities, as well as preferences in using the leisure time. In the medical service, treatment methods are also adapted to specificities of the customers. According to the previous findings, one of the important characteristics of the modern society is related to necessity of adapting the services to individual needs of the customers (Bujosa/Riera/Torres 2015; Peng/Song/Crouch/Witt 2015; Lages et al. 2017). Chen, Li and Leung (2016) consider that individuals with high level of internal locus of control believe that their actions have a decisive effect on the results of the activity and are hence prone to contribute in achieving these goals. Individuals with high ILC might feel that success of their activities depends on their personal choices, rather than on the environmental circumstances. In respect to that, they are ready to adjust their actions in order to achieve prescribed goals (Baluku et al. 2018; Rapp-Ricciardi et al. 2018). According to the questionnaire used within this research, high degree of proactivity also refers to service provider's efforts to deliver a high quality service (one of the items for measuring the respondents' degree of proactivity is: 'As a pharmacist (tourism employee), I will try to do everything to provide a high quality of service'). Individuals believing that they could control the environment and own behaviour (high level of ILC) are more willing to help their co-workers because of their reliance on finding different solutions for their needs and preferences (Buddelmeyer/Powdthavee 2016), which effects in the high level of proactive behaviour within the healthcare and tourism services. This also means that individuals with expressed ILC will often strive towards finding the appropriate and the best solution of problems on their own initiative (Asante/Affum-Osei 2019). In case of healthcare service, proactivity is extremely important, especially when rapid decision on the patients' treatment needs to be made in emergency situations (Rahman/Li/Moskowitz 2019).

An explanation for the research result that both regression coefficients, with predictors – internal and external locus of control and criterion variable – business ethic, are positive and significant might be found by analyzing the specificities of business ethics within the service sector. Namely, according to the questionnaire used for this research, a high level of business ethics means a high level of motivation for work and persistence in performing the business tasks. In tourism and medical services, the balance between ILC and ELC is very important as our research indicates that both, ILC and ELC, affect the level of business ethics. The provision of these services in the studied sample is not of short duration, so

it is possible that ILC is more important throughout initial stage of service delivery, while ELC might influence the later stage, through perception that external factors (and stakeholders) also contribute to the delivery of high quality services. In respect to the above results, it could be concluded that Hypothesis 2 is accepted. Consideration that ECL does not affect overall EO but influences some of the individual EO dimensions, leads to a conclusion that Hypothesis 3 can be accepted as well. Although entrepreneurs typically express higher ILC (Cuesta et al. 2018; Charoensukmongkol 2019), findings of this research also showed that ELC might positively affect dimensions of EO, such as in the case of business ethics. These findings are also in line with some of the research studies which reveal that individuals with ELC can also positively influence EO (Ishak et al. 2015). Thus, the positive effect of ELC on business ethics within this study, might be explained by intensive orientation towards the welfare of the human beings, highly expressed in tourism and healthcare services, which was also noted by Rendtorff (2009).

The same goes with the regression coefficients in the models with the criterion variable Risk-Taking, where both types of locus of control are positive and significant, but the coefficient for ILC has higher value. This agrees with findings of Hsiao et al. (2016) who showed that person with a high degree of ILC has higher degree of risk orientation than persons with high degree of ELC. Previous studies showed that person with high level of ILC gives lower estimate for the probability of failure of an entrepreneurial venture and such a person makes easier decisions when facing a risk (Huyghebaert/Gillet/Becker/Kerhardy/Fouquereau 2017).

In the medical service, despite the presence of high degree of independence during the provision of service, complexity of the medical service typically requires the consultation with other medical professionals. Thus, a medical service provider with high degree of ELC leads to lower willingness to perform riskier medical treatments without consulting coworkers. Situation in tourism service is similar, since formation of complex tourism product requires involvement of large number of participants in this process in order to achieve a greater degree of tourist satisfaction. In respect to that, identified relation between ELC and EO dimension Risk-Taking might be ascribed to tourism and healthcare business tasks specificities, which is often characterized by risky situations (Hsiao et al. 2016; Huyghebaert et al. 2017).

The identified important relationship between ACHt and EO is understandable given that an individual with high task-orientation gives well-tailored responses in challenging situations, while insisting on efforts to find the best solution (Lotfi et al. 2016). Findings of this research are in line with results of the study conducted by Laguía et al. (2019), who also emphasized strong positive relationship

between ACHt and EO, which leads to the conclusion that Hypothesis 4 is confirmed.

The research results also pointed to the fact that ACHs has a positive influence on proactivity. These findings could be explained by the entrepreneurs' orientation to follow development trends in the service sector and their need to be successful in career development. This kind of entrepreneurial behavior fits well with the result that motivation to succeed positively affects EO, thus confirming Hypothesis 5.

Furthermore, one of the possible explanations for the demonstrated impact of ACHt on empathy is that empathy contributes significantly to the customer's satisfaction with the service, which is one of the important tasks of the employees in these two service sectors. It is also important to note that satisfaction with the customer service, according to the previous findings (Kaura/Durga Prasad/ Sharma 2015; Meesala/Paul 2018), also raises the level of commitment to the service provider (medical and tourism employee, or organization in which he/she is employed). Repeated usage of services of the same provider ultimately results in high profits, which could be considered as financial success of the organization. Thus, a service provider with a high level of achievement-orientation motive could be expected to develop high empathy for the service customer (Perry/Vandenabeele 2015; Rahman 2017). The study (Ramez 2012), in which the author deals with the perception of quality of service by patients, is indicating that safety and empathy should be considered as the most important dimensions in the healthcare service. Trainings of the employees are organized in order to raise the level of their empathy towards the service customers, precisely because of numerous studies showing a high level of predictive value of empathy for increasing the satisfaction of the customer service.

The results also showed that task and success orientation have an impact on business ethics, innovativeness, autonomy and risk-taking. These dimensions of EO are among the most important characteristics of a successful entrepreneur, which is also confirmed in the previous studies (Edmond/Wiklund 2010; Miller 2011). Hence, without a high level of innovativeness, autonomy and willingness for taking the risk in the two researched branches of the service sector, it would not be possible to realize a competitive advantage in the market and, thus, to achieve business success. Research studies have also shown that healthcare professionals with pronounced autonomy dimension are also more likely to start independent healthcare activity (Rodon/Silva 2015; Green/Oeppen/Smith/Brennan 2017). With that in mind, service provider with high level of both types of goal orientation seeks to be innovative and autonomous in their business and is willing to take risks in order to achieve success and accomplish the business tasks.

When it comes to testing the differences in EO between students and employees, results indicate that, although both groups score relatively high in this dimen-

sion, already employed in tourism and health services show higher level of EO, which also confirms the Hypothesis 1. This is in line with the similar study of Elenurm (2012) who found that students show lower EO compared to entrepreneurs. Although employees in our sample were not entrepreneurs, we assumed that people already employed in the service sector within tourism and healthcare, with higher job experience, will show higher EO compared to students who are potential entrepreneurs. Given the conditions of the risky business opportunities in transit economies such as Serbia, it is understandable that students are less ready to risk and start their own business. This indicates the necessity of focusing their education and trainings towards the encouragement of their entrepreneurship potentials and ideas to start their own business. As Krabel (2013) emphasises, EO of universities is of great importance for turning students into future entrepreneurs.

## Conclusion

The main aim of this research was to determine whether psychological determinants: internal and external locus of control, achievement orientation towards task and success, have good predictive value for entrepreneurial orientation and its dimensions as criterion variables.

Obtained results showed that internal locus of control, task and success orientation have a positive influence on entrepreneurial orientation, while no effect of external locus of control was noted on the overall entrepreneurial orientation. When considering individual dimensions of entrepreneurial orientation, the following results were obtained: internal locus of control and success-orientation are significant predictors of proactivity; Internal locus of control and task-orientation are common significant predictors of empathy; Internal and external locus of control, as well as task and success orientation are significant predictors of business ethics; Internal and external locus of control and task orientation are significant predictors of innovation; Internal and external locus of control, as well as task orientation are significant predictors of autonomy; Finally, internal and external locus of control and task and success orientations are significant predictors of risk-taking.

Based on these results, it could be concluded that internal locus of control significantly influences the overall entrepreneurial orientation and all its dimensions. In addition, task and success orientation has shown an influence on the entrepreneurial orientation, but also on several of its dimensions.

## Practical Implications

The research results indicated that it is important to increase internal locus of control of entrepreneurs through organization of training programs, but also to

help future entrepreneurs, e.g. through including development of internal locus of control in the study programs of students in tourism, medicine and pharmacy. In addition to developing an internal locus of control, trainings and workshops for entrepreneurs and the future ones should be oriented towards developing achievement motivation, especially oriented towards tasks, given that this motivational orientation implies an individual's willingness to cope with difficult tasks, together with perseverance in their realization, which is of particular importance for current and potential entrepreneurs in the medical and tourism service.

Our research can be considered unique for Serbia, but it may also be useful for other transitional economies as guidance for conducting similar research but also to potentially directly implement our recommendations for developing entrepreneurial orientation.

#### *Limitations of the study and proposals for future research*

Even though this research provided better understanding of entrepreneurial orientation in tourism and healthcare services in transitional economy of Serbia, this study contains several limitations, that could be considered as proposals for future research, at the same time. The first one is related to the fact that the research was conducted only within Serbia. The research results are significant, due to the fact that it was conducted within specific transitional environment, by connecting the entrepreneurial orientation, achievement orientation and locus of control within the single study, for the first time in the tourism and healthcare branches of the service sector. However, it would be useful to conduct similar research within other countries in order to provide a basis of information for comparison of results between the countries (transitional and developed ones, as well as within the groups themselves). Besides that, further researches might be conducted within other sectors, in order to provide more comprehensive understanding of entrepreneurial orientation.

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