

Transformational Entrepreneurship And Work Engagement Of Employees Among Tourism Establishments In Sulu

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Abstract

The purpose of the study is to assess the transformational entrepreneurship and work engagement among employees of tourism establishments in Sulu is timely and vital. Hence, this study conducted to solicit empirical data as bases to prove or dispute the claims and premises. A descriptive research design method was employed in this study. This study purported to describe, quantify, and infer as well as to discover significant differences and relationships among variables and to allow the prediction of future events from present knowledge or phenomenon of employees of tourism establishments in Sulu.

Index Terms—About four key words or phrases in alphabetical order, separated by commas.

I. INTRODUCTION

Tourism Establishments and Tourist Spots, like any other establishments, need a strong management. The application of management principles and practices towards employees is vital in attaining its goals and objectives. More so, it is a requisite in promoting the culture of sustainable development.

Tourism establishments are expected to immediately cope and adapt with the continuous changing environment to ensure relevance with tourism's goal. This constructive opinion about supervisors may lead towards a positive change in the employees' attitude and behavior, which in turn may enhance the subordinates' work engagement and efficient performance. This assumption signals the transformational capacity of charismatic management and the influence it may have on the subordinates. Hence, there is a strong demand to develop and exercise transformational entrepreneurship characteristics because of the changes, such as the increase in the diversity of employees and more networking and

interdependence of companies due to globalization (Juneja, Prachi, 2015).

Transformational Entrepreneurship relies on charisma. This is a form of social authority and that transformational business owners derive their legitimacy through their behavior and character rather than through a formal position, rules, or tradition. Thus, transformational entrepreneurship is viewed as a positive force to mobilize business establishments (Tower, 2019).

II. METHODOLOGY

A descriptive research design method was employed in this study. This study purported to describe, quantify, and infer as well as to discover significant differences and relationships among variables and to allow the prediction of future events from present knowledge or phenomenon of employees of tourism establishments in Sulu, namely:

- 1) The socio-demographic profile of employees of tourism establishments in Sulu in terms of gender, age, civil status, length of employment and educational attainment;
- 2) The extent of transformational entrepreneurship in terms of Idealized Influence – Behavior, Idealized Influence – Attributed, Inspirational Motivation, Intellectual Stimulation and Individual Consideration;
- 3) The extent of work engagement in terms of vigor, dedication and absorption;
- 4) The significant difference in the extent of transformational entrepreneurship when data are grouped according to gender, age, civil status, length of employment and educational attainment;
- 5) The significant difference in the extent of work engagement when data are grouped according to gender, age, civil status, length of employment and educational attainment;
- 6) The degree of correlation between transformational entrepreneurship and work engagement.

The following rating scales intervals were adopted in the analyses of the results of the computations obtained from the use of both descriptive and inferential statistical tools:

- A) Rating Scales Interval on the extent of Transformational Entrepreneurship based on 5-point Likert's Scale:

III. RESULTS AND DISCUSSION

The following are the presentations, analyses and interpretations of results based on the proper scoring and statistical treatments of data gathered for this study that which correspond to each of the research questions:

1. What is the demographic profile of employees of selected tourism establishments in Sulu in terms of 1.1 Gender, 1.2 Age, 1.3 Civil status, 1.4 Length of service, and 1.5 educational attainment?

1.1 In terms of Gender

Table 1.1 illustrates the demographic profile of employees of selected tourism establishments in Sulu in terms of gender. This table reveals that of the 200 employee-respondents, 127 (63.5%) are female and 73 (36.5%) are male. This means that almost three-fourth more r majority employee-respondents are female. This result implies that female employees at selected tourism establishments in Sulu are dominating in number as compared to their male counterpart.

1.2 In terms of Age

Table 1.2 illustrates the demographic profile of employees of selected tourism establishments in Sulu in terms of age. This table reveals that of the 200 employee-respondents, 83 (41.7%) are 30 years old & below, 64 (32.2%) are 31-40 years old, 38 (19.1%) are 41-50 years old, and 14 (7.0%) are 51 years old & above. This means that almost one-half –employee-respondents are within the 20 years old & below age range. This result implies that employees at selected tourism establishments in Sulu are prorated at the lower age ranges.

1.3 In terms of Civil Status

Table 1.3 presents the demographic profile of employees of selected tourism establishments in Sulu in terms of civil status. This table reveals that of the 200 employee-respondents, 233 (66.5%) are married, 62 (31.0%) are single, 3 (1.5%) are separated, and 2 (1.0%) are widowed. This means that almost three-fourth of the employee-respondents are married. This result implies that majority of the employees of selected tourism establishments in Sulu are facing multi-tasks such as office work and responsibilities, family affairs and household chores.

1.4 In terms of Length of Employment

Table 1.4 presents the demographic profile of employees of selected tourism establishments in Sulu in terms of length of employment. This table reveals that out of 200 employee-respondents, 140 (70.0%) have 1 year & below, 35 (17.5%) have 2-3 years, 18 (9.0%) have 4-5 years, and 7 (3.5%) have 6 years & above. This means that almost three-fourth or great majority of the respondents are having 1 year & below of years of work experience. This result implies that employees at selected tourism

establishments in Sulu are concentrated at the lowest range of number of years of work experience.

1.5 In terms of Educational Attainment

Table 1.5 shows the demographic profile of employees of selected tourism establishments in Sulu in terms of educational attainment. This table reveals that out of 200 employee-respondents, 130 (65.0%) finish secondary level, 50 (25.0%) have Bachelor's degree, 14 (7.0%) did not finish tertiary level, 5 (2.5%) finish elementary level, and only 1 (0.5%) did not study. This means that almost three-fourth or majority of the respondents are having only obtained secondary level. This result implies that employees of selected tourism establishments in Sulu are prorated at the lowest range of educational qualification.

2. What is the extent of transformational entrepreneurship style of tourism agencies in Sulu in terms of 2.1 Idealized Influence – Behavior, 2.2 Idealized Influence – Attributed, 2.3 Inspirational Motivation, 2.4 Intellectual Stimulation, and 2.5 Individual Consideration?

2.1 In Terms of Idealize Influence-Behavior

Table 2.1 shows the extent of transformational entrepreneurship style of tourism establishments in Sulu in terms of Idealized Influence–Behavior. Under this category, employee-respondents have total weighted mean score 4.1575 with standard deviation of .58901 which is rated as “Fairly Often”. This result indicates that employee-respondents perceive that there is a high extent of the behavioral characteristics of the leader. Respondents see the importance of having a strong sense of purpose by supervisors of tourism establishments in Sulu.

2.2 In Terms of Idealized Influence – Attributed

Table 2.2 shows the extent of transformational entrepreneurship style of tourism establishments in Sulu in terms of Idealized Influence–Attributed. Under this category, employee-respondents have total weighted mean score 4.0913 with standard deviation of .65795 which is rated as “Fairly Often”. This result indicates that employee-respondents perceive that there is a high extent of the facets which are attributed to the leader by their subordinates. Respondents recognize how supervisors of tourism establishments in Sulu profess of going beyond self-interest for the good of the others.

2.3 In Terms of Inspirational Motivation

Table 2.3 shows the extent of transformational entrepreneurship style of tourism establishments in Sulu in terms of Inspirational Motivation. Under this category, employee-respondents have total weighted mean score 4.2350 with standard deviation of .64565 which is rated as “Fairly Often”. This result indicates that employee-respondents perceive that there is a high extent of the aspect of charismatic management in which business owners inspire the subordinates by means of emotional appeals and charming visions of upcoming circumstances, raising subordinates’ aims, and showing passion and hopefulness. Employees-respondents recognize the extent how supervisors of tourism establishments in Sulu talk optimistically about the future and talks enthusiastically about what needs to be accomplished.

2.4 In Terms of Intellectual Stimulation

Table 2.4 shows the extent of transformational entrepreneurship style of tourism establishments in Sulu in terms of Intellectual Simulation. Under this category, employee-respondents have total weighted mean score 4.1329 with standard deviation of .68810 which is rated as “Fairly Often”. This result indicates that employee-respondents perceive that there is a high extent of the extent to which transformational business owners challenge assumptions, take risks, solicit followers’ ideas and recognize followers through stimulation, creativity and innovation. Employee-respondents recognize the extent how supervisors business establishments in Sulu seek differing perspectives when solving problems and get others to look at problems from many different angles.

2.5 In Terms of Individual Consideration

Table 2.4 shows the extent of transformational entrepreneurship style of tourism establishments in Sulu in terms of Individual Consideration. Under this category, employee-respondents have total weighted mean score 4.1975 with standard deviation of .70737 which is rated as “Fairly Often”. This result indicates that employee-respondents perceive that there is a high extent of the business owner’s focus upon subordinates’ success and development to their highest level by means of performing the role of a mentor. Employee-respondents recognize the extent how supervisors of tourism establishments in Sulu spend time mentoring and coaching, monitors the employees to ensure they are performing correctly, and consider others as having different needs, abilities, and aspirations from others.

3. What is the extent of work engagement of employees of tourism establishments in Sulu in terms of 3.1 Vigor, 3.2 Dedication, and 3.3 Absorption?

3.1 In terms of Vigor

Table 3.1 shows the extent of work engagement employees of tourism establishments in Sulu in terms of Vigor. Under this category, employee-respondents have total weighted mean score 4.4937 with standard deviation of .55595 which is rated as “Agree”. This result indicates that employee-respondents perceive that there is a high extent of the employees’ spirit to high energy levels and mental endurance at work. Employee-respondents agree with the extent how employees of tourism establishments in Sulu be resilient, mentally alert and persevere even when things do not go well.

3.2 In terms of Dedication

Table 3.2 shows the extent of work engagement employees of tourism establishments in Sulu in terms of Dedication. Under this category, employee-respondents have total weighted mean score 4.6540 with standard deviation of .52961 which is rated as “Strongly Agree”. This result indicates that employee-respondents perceive that there is a high extent of the strong involvement in work and feels important, enthusiastic and challenged. Employee-respondents strongly agree on the extent how employees of tourism establishments in Sulu find their work with full of meaning and purpose and being enthusiastic about their jobs.

3.3 In terms of Absorption

Table 3.3 shows the extent of work engagement employees of tourism establishments in Sulu in terms of Absorption. Under this category, employee-respondents have total weighted mean score 4.5550 with standard deviation of .62363 which is rated as “Strongly Agree”. This result indicates that employee-respondents perceive that there is a high extent of the work that is characterized by concentrated, excited and engrossed work as time passes. Employee-respondents strongly agree with the extent how employees of tourism establishments in Sulu are immersed or absorbed when working, forget everything else around them, and feel happy when they are working intensely.

4. Is there a significant difference in extent of transformational entrepreneurship style of tourism establishments in Sulu when data are categorized according to respondents’ profile in terms of 4.1 Gender, 4.2 Age, 4.3 Civil status, 4.4 Length of service, and 4.5 Educational attainment?

4.1 According to Gender

Table 4.1 presents the difference in extent of transformational entrepreneurship style of tourism establishments in Sulu when data

are categorized according to respondents' profile in terms of Gender. It can be gleaned from this table that Mean Differences, t-values and probability values of all the sub-categories subsumed under transformational leadership styles are NOT significant at alpha .05. This means that, male and female employee-respondents generally DO NOT differ in their perceptions towards the extent of transformational entrepreneurship style of tourism establishments in Sulu. This result implies that being a male employee-respondent may not probably make him better perceiver towards the extent of the transformational leadership style of line-agencies in Sulu against his female counterpart, or vice versa.

4.2 According to Age

Table 4.2 presents the difference in extent of transformational entrepreneurship style of tourism establishments in Sulu when data are categorized according to respondents' profile in terms of Age. It can be gleaned from this table that except Intellectual Stimulation which is significant at alpha .05, the rest of the sub-categories subsumed under transformational leadership style are not significant at alpha .05. This means that, despite of variation in age among employee-respondents, generally they DO NOT differ in their perceptions towards the extent of transformational entrepreneurship style of line-agencies in Sulu when data are categorized according to respondents' demographic profile in terms of age. This result implies that an employee-respondent having 30 years old & below may not probably make him/her better perceiver towards the extent of transformational entrepreneurship style than those with 31-40 years old, 41-50 years old and 51 years old & above male, or vice versa.

4.3 – According to Civil Status

Table 4.3 presents the difference in extent of transformational entrepreneurship style of tourism establishes in Sulu when data are categorized according to respondents' profile in terms of Civil Status. It can be gleaned from this table that all the F-values and probability values of the sub-categories subsumed under transformational leadership style are indeed significant at alpha .05. This means that, despite of variation in civil status among employee-respondents in this study, generally they DIFFER in their perceptions towards the extent of transformational entrepreneurship style of tourism establishments in Sulu when data are categorized according to respondents' demographic profile in terms of civil status. This result implies that an employee-respondent who is married may probably make him/her better perceiver towards the extent of transformational leadership style than those who are single, separated and widowed, or vice versa.

The result of the analysis which is shown in Table 4.3.1 indicates that the difference in the means of the Idealized Influence – Behavior, Idealized Influence – Attributed, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration by way of lower group means minus higher group means.

a) **On Idealized Influence – Behavior Category:** It shows that Married group of respondents obtained the mean difference of 1.21429* with Standard Error of .33258 and p value of .005 which is significant at $\alpha=.05$ over Separated status. So under this sub-category, no other groups of respondents supposed to have better ways of perceiving the transformational entrepreneurship style in terms of Idealized Influence – Behavior among employees of selected tourism establishments in Sulu than those with Married status.

b) **On Idealized Influence – Attributed Category:** It shows that Married group of respondents obtained the mean difference of 1.58584* with Standard Error of .36705 and p value of .000 which is significant at $\alpha=.05$ over Separated status. So under this sub-category, no other groups of respondents supposed to have better ways of perceiving the transformational entrepreneurship style in terms of Idealized Influence–Attributed among employees of selected tourism establishments in Sulu than those with Married status.

c) **On Inspirational Motivation Category:** It shows that Married group of respondents obtained the mean difference of 1.28195* with Standard Error of .36781 and p value of .008 which is significant at $\alpha=.05$ over Separated status. So under this sub-category, no other groups of respondents supposed to have better ways of perceiving the transformational entrepreneurship style in terms of Inspirational Motivation among employees of selected tourism establishments in Sulu than those with Married status.

d) **On Intellectual Stimulation Category:** It shows that Married group of respondents obtained the mean difference of 1.79198* with Standard Error of .38259 and p value of .000 which is significant at $\alpha=.05$ over Separated status. So under this sub-category, no other groups of respondents supposed to have better ways of perceiving the transformational entrepreneurship style in terms of Intellectual Simulation among employees of selected tourism establishments in Sulu than those with Married status.

e) On Individual Consideration Category: It shows that Married group of respondents obtained the mean difference of 1.92607* with Standard Error of .38910 and p value of .000 which is significant at $\alpha=.05$ over Separated status. So under this sub-category, no other groups of respondents supposed to have better ways of perceiving the transformational entrepreneurship style in terms of Individual Consideration among employees of selected tourism establishments in Sulu than those with Married status.

4.4 – According to Length of Employment

Table 4.4 presents the difference in the extent of transformational entrepreneurship style of tourism establishments in Sulu when data are categorized according to respondents' demographic profile in terms of length of service. It can be gleaned from this table none of the sub-categories subsumed under transformational leadership style of line-agencies are significant at $\alpha .05$. This means that, despite of variation in length of service, employee-respondents in this study, generally they DO NOT differ in their perceptions towards the extent of transformational leadership style of line-agencies in Sulu when data are categorized according to respondents' demographic profile in terms of length of service. This result implies that an employee-respondent having 10 years & below of service may not probably make him/her better perceiver towards the extent of transformational entrepreneurship style of tourism establishments that those with 11-20 years, 21-30 years and 31 years & above of length of, or vice versa.

4.5 – According to Educational Attainment

Table 4.5 presents the difference in the extent of transformational entrepreneurship style of tourism establishments in Sulu when data are categorized according to respondents' demographic profile in terms of educational attainment. It can be gleaned from this table that none of the sub-categories subsumed under transformational entrepreneurship style are significant at $\alpha .05$. This means that, despite of variation in educational attainment, employee-respondents in this study generally DO NOT differ in their perceptions towards the extent of transformational entrepreneurship style of tourism establishments in Sulu when data are categorized according to respondents' demographic profile in terms of educational attainment. This result implies that an employee-respondent having finish secondary level may not probably make him better perceiver towards the extent of transformational entrepreneurship style of tourism establishments than those with Bachelor's degree.

5. Is there a significant difference in extent of work engagement of employees of tourism establishments in Sulu when data are categorized according to respondents' profile in terms of 5.1 Gender, 5.2 Age, 5.3 Civil status, 5.4 Length of employment, and 5.5 Educational attainment?

5.1 According to Gender

Table 5.1 presents the difference in extent of work engagement of tourism establishments in Sulu when data are categorized according to respondents' profile in terms of Gender. It can be gleaned from this table that Mean Differences, t-values and probability values of all the sub-categories subsumed under work engagement are NOT significant at alpha .05. This means that, male and female employee-respondents in this study generally DO NOT differ in their perceptions towards the extent of work engagement of tourism establishments in Sulu. This result implies that being a male employee-respondent may not probably make him better perceiver towards the extent of the work engagement of line-agencies in Sulu against his female counterpart, or vice versa.

5.2 According to Age

Table 5.2 presents the difference in extent of work engagement of tourism establishments in Sulu when data are categorized according to respondents' profile in terms of Age. It can be gleaned from this table that all of the sub-categories subsumed under work engagement are not significant at alpha .05. This means that, despite of variation in age among employee-respondents in this study, they generally DO NOT differ in their perceptions towards the extent of work engagement of tourism establishments in Sulu when data are categorized according to respondents' demographic profile in terms of age. This result implies that an employee-respondent having 30 years old & below may not probably make him/her better perceiver towards the extent of work engagement than those with 31-40 years old, 41-50 years old and 51 years old & above male, or vice versa.

5.3 – According to Civil Status

Table 5.3 presents the difference in extent of work engagement of tourism establishments in Sulu when data are categorized according to respondents' profile in terms of Civil Status. It can be gleaned from this table that all the F-values and probability values of the sub-categories subsumed under work engagement are NOT significant at alpha .05. This means that, despite of variation in civil status among employee-respondents in this study, they generally DO NOT differ in their perceptions towards the extent of work engagement tourism establishments in Sulu when data are

categorized according to respondents' demographic profile in terms of civil status. This result implies that an employee-respondent who is married may not probably make him/her better perceiver towards the extent of work engagement than those who are single, separated and widowed, or vice versa.

5.4 – According to Length of Employment

Table 5.4 presents the difference in the extent of work engagement of tourism establishments in Sulu when data are categorized according to respondents' demographic profile in terms of length of service. It can be gleaned from this table none of the sub-categories subsumed under work engagement of tourism establishments are significant at alpha .05. This means that, despite of variation in length of service, employee-respondents in this study generally they DO NOT differ in their perceptions towards the extent of work engagement of tourism establishments in Sulu when data are categorized according to respondents' demographic profile in terms of length of service.