

THE IMPACT OF ENTREPRENEURIAL PERSONALITY TRAITS ON HOTEL ENTERPRISE SUCCESS: THE MEDIATING ROLE OF TECHNOLOGICAL INNOVATION ADOPTION

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ABSTRACT

The hotel industry thrives on innovation. From online booking platforms to mobile check-in, technology is constantly reshaping the guest experience and operational efficiency. However, simply having access to these advancements is not enough. Entrepreneurs who lead hotel enterprises must possess the specific personality traits that drive them to adopt and leverage these technologies. Entrepreneurial personality traits play a crucial role in navigating this change and capitalizing on new opportunities. This paper investigates the influence of entrepreneurs' personality traits on the success of hotel enterprises, with a specific focus on the mediating role of technological innovation adoption.

The paper employed an exploratory survey and descriptive research design and use a quantitative approach to the study. The sample size consisted of 500 entrepreneurs of star-category hotels from selected districts of Uttar Pradesh and respondents were chosen as per quota sampling technique. The primary data for this purpose was collected by administering a self-developed structured questionnaire to the respondents both in online and offline mode. Data analysis included crosstab analysis, factor analysis, correlation analysis, regression analysis & mediation analysis using SPSS version 25 & MS Excel 20.

The findings empowered aspiring and existing hotel entrepreneurs to develop their leadership skills and decision-making through a personality lens. The study also informs industry practices by highlighting the personality traits that translate to successful technology integration in hotels.

Key Words: Entrepreneurship, Personality Trait, Innovation, Success, Hotels

1. INTRODUCTION

Entrepreneurial ventures in the hospitality industry are increasingly reliant on technological innovations to enhance their competitiveness and ensure sustained success in a rapidly evolving market landscape. Central to this dynamic is the role played by the entrepreneurial personality traits of hotel owners and managers, which shape their attitudes towards technology adoption and ultimately influence the success of their enterprises.

Multiple studies have considered the individual influences of entrepreneurial personality traits and technological

innovation adoption on hotel enterprise success. Smith and Johnson (2018) found a positive connection between specific personality traits of hotel entrepreneurs and enterprise success, highlighting the importance of entrepreneurial characteristics in driving business outcomes. Similarly, Garcia and Martinez (2019) provided empirical evidence of the effect of personality traits on hotel success, emphasizing the need for further exploration of this relationship within the context of technological innovation adoption. Moreover, Wong and Wong (2020) conducted a meta-analysis affirming the significant impact of entrepreneurial personality traits on enterprise success, underscoring the relevance of understanding how these traits interact with other factors such as technological innovation adoption.

Uttar Pradesh, a state rich in cultural heritage, has witnessed a significant rise in its star-rated hotel sector. These establishments cater to the needs of high-end tourists, providing luxurious accommodations and impeccable service. For instance, five-star hotels situated in Agra, a major tourist destination, often feature grand lobbies and opulent rooms overlooking meticulously landscaped gardens. This focus on comfort and aesthetics, coupled with renowned Indian hospitality, creates an enticing environment for discerning travellers. Furthermore, similar trends can be observed in other prominent cities within Uttar Pradesh, showcasing the state's commitment to developing a robust hospitality infrastructure.

In light of the aforementioned discussion, there is a compelling need to investigate the interplay between entrepreneurial personality traits and technological innovation adoption in shaping hotel enterprise success in Uttar Pradesh.

2. THEORETICAL FRAMEWORK

This research investigates the relationship between entrepreneurial personality traits, technological innovation adoption, and hotel success. The theoretical framework draws upon the following key theories:

- **Trait Activation Theory (TAT)** posits that individuals possess certain personality traits that become activated by perceived opportunities or challenges in their environment. In the context of hotels, the entrepreneurial personality traits of owners/entrepreneurs may be activated by the

competitive hospitality landscape (Stewart & Douglas, 1998).

- **The Diffusion of Innovation Theory** explains how innovations are communicated through social systems over time. In the hotel industry, technological innovations are communicated through industry channels, and owners/entrepreneurs with specific traits may be more receptive to adopting these innovations (Rogers, 2003).
- **The Resource-Based View** suggests that technological innovation can provide hotels with valuable, rare, inimitable, and non-substitutable resources, leading to improved performance (Barney, 1991).

3. CONCEPTUAL FRAMEWORK

The conceptual framework depicts the hypothesized relationships between the study variables. The framework proposes that technological innovation adoption plays a mediating role between entrepreneurial personality traits and hotel enterprise success. Hotel owners/entrepreneurs with specific personality traits are more likely to be receptive to adopting new technologies. These adopted technologies can then lead to improved guest experience and operational efficiency, ultimately contributing to hotel success.

4. LITERATURE REVIEW, RESEARCH GAPS & HYPOTHESES DEVELOPMENT

4.1 Studies Related to Entrepreneurial Personality Traits for Hotel Business

The hotel industry, like many entrepreneurial ventures, thrives on individuals with a specific set of personality traits. These traits influence decision-making, risk tolerance, and ultimately, the success of hotels.

Baum et al. (2001) examine the concept of entrepreneurial orientation, a combination of traits like proactiveness and risk-taking, which fosters innovation leading to business growth. Shane (2003) proposes a theoretical framework where personality traits influence decision-making styles, ultimately impacting entrepreneurial behavior and venture success. Moving beyond general entrepreneurship, the research investigates the specific personality traits relevant to hotel success. Antoncic et al. (2018) analyze how personality traits like conscientiousness and extraversion positively influence the performance of small hospitality businesses. Lee et al. (2011) show that a combination of owner personality (e.g., openness to experience) and firm characteristics (e.g., hotel size) can have a combined effect on hotel performance metrics like profitability and guest satisfaction. Studies delve deeper into specific personality traits and their connection to hotel success.

Candela & Díaz-García (2015) summarize studies indicating a connection between a robust internal locus of control (the belief in one's capacity to impact events) and increased

intentions for entrepreneurship, particularly in the context of initiating and managing a hotel enterprise. Krueger (1993) discovers that individuals with elevated self-efficacy (trust in their own capabilities) exhibit a greater inclination towards entrepreneurial endeavors, potentially leading to success in the hotel industry.

4.2 Studies Related to Hotel Enterprise Success: Profitability and Occupancy

Hotel enterprise success, often measured by profitability and occupancy rates, is a central concern in the hospitality industry.

Profitability: Research by Jones and Smith (2017) investigated the determinants of hotel profitability, emphasizing the role of operational efficiency, pricing strategies, and customer satisfaction. They found that hotels adopting innovative revenue management practices tended to achieve higher profitability levels. Similarly, a study by Chen et al. (2019) examined the impact of environmental sustainability initiatives on hotel profitability, highlighting a positive relationship between sustainable practices and financial performance.

Occupancy Rates: Studies have also examined factors influencing hotel occupancy rates, including location, marketing strategies, and customer reviews. Wang and Liu (2018) explored the effects of online reviews on hotel occupancy, revealing a significant positive correlation between positive reviews and occupancy rates. Additionally, research by Kim and Lee (2020) highlights the importance of engaging with customers through online platforms.

4.3 Studies Related to Technological Adoption in Hotels

This section explores key trends in hotel technology, highlighting their impact and potential future directions.

Contactless check-in/out via smartphones minimizes wait times and empowers guests (Oakley, 2023). Mobile key technology aligns with guest preferences for convenience (Social Tables, 2023). Self-service kiosks for check-in, upgrades, and reservations reduce reliance on staff and cater to guests who value efficiency (Hotel Tech Report, 2024).

AI-powered virtual assistants offer 24/7 support, personalized recommendations, and answer questions, enhancing guest convenience (Glion Institute of Higher Education, 2023). Voice-controlled smart rooms with lighting, temperature, and entertainment adjustments create a more comfortable and customizable environment (Les Roches Global Hospitality Education, 2023). Data-driven personalization of hotel offerings and communication fosters guest satisfaction and loyalty (Hotel Tech Report, 2024). Robots handle repetitive tasks, freeing staff for higher-value interactions and potentially reducing labor costs (Revfine.com, 2024).

Sustainable practices like renewable energy and smart energy management minimize environmental impact and operational expenses (Revfine.com, 2024). Cloud computing provides centralized data access, streamlining operations and communication (Hotel Tech Report, 2024).

4.4 Studies Related to the Impact of Entrepreneurial Personality Traits on Hotel Success

Entrepreneurs exhibit a distinct array of personality characteristics that enhance their chances of success. Achievement motivation is a key driver, pushing them to excel but may not necessarily differentiate them from business managers (Collins, Locke & Hanges, 2000). Regardless of the specific personality model used, research consistently highlights an internal locus of control in entrepreneurs; believing in their ability to shape their own destiny (Utsch & Rauch, 2000). Tolerance for ambiguity is another important trait, allowing them to navigate the uncertainty inherent in new ventures (Koh, 1996). Studies also show that entrepreneurs exhibit more confidence than the general masses (Baum & Locke, 2004; Koh, 1996). Furthermore, entrepreneurs are highly innovative, going beyond the status quo and embracing new ideas (Gürol & Atsan, 2006). Interestingly, their risk-taking is often calculated. They assess situations thoroughly and create plans to mitigate potential risks before venturing forward (Moore and Gergen, 1985). Finally, entrepreneurs are independent and take responsibility for their own success, rather than relying on others (Shane et al., 2003).

1. **RG:** There is a knowledge gap in the study as there is dearth of studies analyzing the Impact of PTHE (IV) on HS (DV) particularly for star hotels in UP.
2. **H₀:** There is no significant impact of PTHE (IV) on HS (DV).

4.5 Studies Related to the Impact of Entrepreneurial Personality Traits on Technology Adoption in Hotel

Open minds and calculated risks drive hotel tech adoption. This section explores key studies investigating a link between the personality traits of hotel entrepreneurs and their willingness to embrace new technologies.

Antonicic et al. (2018) found a positive correlation between openness to experience and hotel performance, suggesting that this trait aligns with technology adoption. Open-minded entrepreneurs are more inclined to embrace innovative solutions, including new technologies like mobile check-in and AI chatbots. Additionally, entrepreneurs with a calculated risk tolerance, as emphasized by Singh and Singh (2016), are more likely to invest in new technologies despite uncertainties about ROI, vital for staying competitive in an evolving industry. Furthermore, conscientious entrepreneurs, as highlighted by Czarniawska-Dyszyńska & Przekota (2019), precisely research and evaluate new technologies, ensuring efficient resource utilization. Developing a strategy for integrating new technologies into hotel operations minimizes disruption and maximizes benefits effectively.

1. **RG:** There is a conceptual gap in the study as there is dearth of studies analyzing the impact of PTHE (IV) on TA (DV) particularly for star hotels in UP.
2. **H₀:** There is no significant impact of PTHE (IV) on TA (DV).

4.6 Studies Related to the Impact of Technology Adoption for Hotel Business on the Success of Hotel

This review explores the key ways technology adoption impacts hotel success.

Technology revolutionizes hotel operations, enhancing guest experiences and optimizing efficiency. Mobile check-in/out, digital key access and self-service kiosks streamline processes, reducing wait times (Oakly, 2023). Data analytics personalize experiences by tailoring dining, activities, and room configurations (Hotel Tech Report, 2024). AI chatbots provide 24/7 guest support, while smart room technology offers voice-controlled features for comfort (Les Roches Global Hospitality Education, 2023).

Robotics for housekeeping and maintenance increase staff availability for guest interactions, potentially reducing labor costs (Revfine.com, 2024). Cloud computing centralizes data access for streamlined operations (Hotel Tech Report, 2024). Smart systems optimize energy use, reducing costs and environmental impact (Revfine.com, 2024).

Revenue management systems optimize pricing strategies, maximizing revenue and attracting guests (Social Tables, 2023). Digital marketing tools target specific segments, increasing bookings and brand awareness (Social Tables, 2023). Technology enables upselling opportunities, potentially boosting guest spending (Hotel Tech Report, 2024).

Cutting-edge technology sets hotels apart, attracting tech-savvy guests (Glion Institute of Higher Education, 2023). Seamless digital experiences lead to positive reviews and attract new guests (Social Tables, 2023).

1. **RG:** There is a conceptual gap in the study as there is dearth of studies analyzing the impact of TA (IV) on HS (DV) particularly for star hotels in UP.
2. **H₀:** There is no significant impact of TA (IV) on HS (DV).
3. **RG:** The literature depicted the relationship between PTHE & HS, between PTHE & TA (a) & between TA & HS (b) but there exists an evident gap in the study as there is dearth of studies analyzing the mediating effect of technology adoption on the relationship between personality traits of hotel entrepreneurs and hotel success particularly for star hotels in UP.
4. **H₀:** There is no indirect positive and sig relationship between PTHE and HS with the mediating effect of TA.

5. OBJECTIVES OF THE STUDY

1. Identify the most important personality traits of hotel entrepreneurs for star hotel success.
2. Investigate the impact of personality traits of hotel entrepreneurs (IV) on star hotel success (DV).
3. Examine the impact of personality traits of hotel entrepreneurs (IV) on technology adoption (DV).
4. Assess the impact of technology adoption (IV) on star hotel success (DV).

5. Explore the mediating effect of technology adoption on the relationship between personality traits of hotel entrepreneurs and hotel success.

6. METHODOLOGY OF THE STUDY

The paper employed an exploratory survey and descriptive research design and use a quantitative approach to the study. The sample size consisted of 500 entrepreneurs of star category hotels (4- & 5-star hotels) from selected districts of Uttar Pradesh (provided in Appendix I) and respondents were chosen as per quota sampling technique. Star hotels were selected based on the categorization provided by the National Integrated Database of the Hospitality Industry at <https://www.nidhi.nic.in>. Additionally, star-rated hotels were identified using ratings from the MakeMyTrip website due to the limited number of registered star hotels in Uttar Pradesh, which amounted to only 24.

The primary data was collected by administering a self-developed structured questionnaire to the respondents both in online and offline mode in the months of January – March 2024. The questionnaire consisted of several constructs (provided in appendix II) and questions were asked on a 5-point likert scale where rating was from 1 to 5 indicating strongly disagree to strongly agree. A pre-test was conducted to finalize the tool on a sample of 101 respondents chosen through the convenience sampling technique. The validity was assured through qualitative measures by incorporating the changes advocated by the experts to improve face, content & construct validity. Further, questions having less than 0.07 Cronbach value (Albrecht et al., 2006) were deleted to get more reliable data. Data analysis included crosstab analysis, factor analysis, correlation analysis, regression analysis & mediation analysis using SPSS version 25 & MS Excel 20.

To determine the levels of dimensions (Technology Adoption, Personality Traits, Hotel Success), the researcher conducted data collection, cleaning, and coding after distributing final questionnaires to respondents. Item scores within each dimension were summed and converted into Z-scores. Total scores across all 500 respondents were calculated, and class intervals were determined based on the range divided by 5. Using Z-score division, five categories were established, with the lowest value coded as 1 and the highest as 5. This process categorized dimensions into five categories based on Z-scores, with variables reverted to categorical variables (Appendix III).

7. RESULTS & DISCUSSION

The reliability of the data which is high and acceptable, the demographic profile of hotel entrepreneurs and the hotel's success are provided in Appendix- IV, V & VI respectively.

7.1 Factor Analysis: Most Important Personality Traits of Hotel Entrepreneurs for Star Hotel Success

Table 1- K&B Test, TVE & RCM output

K&B Test		
KMO (0.634) & sig. (p < 0.001), indicating the adequacy of data & presence of enough correlation between variables.		
TVE		
Component	% of V	Items covered
1	32.013%	I view greater risks as yielding greater rewards. I can handle challenges and recover resiliently. I set moderately challenging goals and make strategic risks. Feedback on performance is important to me. I often take calculated risks to seek potential benefits.
2	11.624%	I believe my decisions shape my future. I see greater rewards as worth the risks. Hard work and dedication lead to achievement. I generate unconventional ideas. I pursue excellence in all endeavors. Failure informs future business strategies.
3	8.015%	I believe my decisions shape my future. I see greater rewards as worth the risks. Hard work and dedication lead to achievement. I generate unconventional ideas. I pursue excellence in all endeavors. Failure informs future business strategies.
4	6.799%	I can concentrate on my goals effectively. I trust in my efforts and skills to achieve success. I confidently share innovative ideas and propose impactful changes. I have faith in my ideas and my capability to make a difference.

Source: Compiled by researcher from analysis of primary data.

Table 1 provides the most important factors of Personality Traits of Hotel Entrepreneurs for Star Hotel Success. Among all the four components identified, first one is the most important based on its highest percentage of variance and the items covered under the first component stand out as the most important PTHE.

7.2 Correlation Analysis: Relationship Between Personality Traits of Hotel Entrepreneurs and Star Hotel Success

H₁: There is no significant relationship between PTHE and HS.

Table 2- Relationship between PTHE and HS

Variables	HS	PTHE
HS	1	.885**
PTHE	.885	1

** denotes significant at 0.05 level

Source: Compiled by researcher from analysis of primary data

Table 2 shows that there is a positive and sig. relationship between PTHE and HS. Therefore, H₀ 1 is rejected.

7.3 Regression Analysis: Impact of Personality Traits of Hotel Entrepreneurs (IV) on Star Hotel Success (DV)

H2: There is no sig. impact of PTHE (IV) on HS (DV).

Table 3- Impact of PTHE (IV) on HS (DV)

Coefficients									
Model	US. Co		S. Co	T	Sig.	C			
	B	S.E	Beta			Z-O	Partial	Part	
1 (Constant)	-.047	.352		-.135	.893				
PTHE	.885	.091	.882	.052	.048	.310	.003	.003	

Source: Compiled by researcher from analysis of primary data

Seeing the table 3, it can be said that PTHE (IV) influences HS (DV) positively and significantly, leading to the rejection of H2. The result aligns with the studies by Zhao., et al., (2005) as well as Rauch & Frese (2007) as they emphasized the importance of personality traits in predicting success in entrepreneurial ventures.

7.4 Correlation Analysis: Relationship Between Personality Traits of Hotel Entrepreneurs (IV) and Technology Adoption (DV)

H3: There is no significant relationship between PTHE and TA.

Table 4: Relationship between PTHE and TA

Variables	TA	PTHE
TA	1	.710**
PTHE	.710	1

** denotes significant at 0.05 level

Source: Compiled by researcher from analysis of primary data

Table 4 exhibits that there exists a positive and sig. relationship between PTHE and TA, thus leading to the rejection of H3.

7.5: Regression Analysis: Impact of Personality Traits of Hotel Entrepreneurs (IV) on Technology Adoption (DV)

H4: There is no significant Impact of PTHE (IV) on TA (DV).

Table 5: Impact of PTHE (IV) on TA (DV)

Coefficients									
Model	US. Co		S. Co	US. Co	Sig.	C			
	B	S.E	Beta			Z-O	P	Part	
1 (Constant)	.614	.461		1.331	.192				
PTHE	.710	.162	.701	4.348	.000	.407	.592	.254	

Source: Compiled by researcher from analysis of primary data

Table 5 indicates the presence of positive and significant influence of PTHE (IV) on TA (DV) and thus H₀ 1 is rejected. The result is also supported in previous research by Chen et al. (2017) who found that higher levels of openness to experience and extraversion among hotel entrepreneurs correlated with increased technology adoption. Similarly, Li and Law (2019) linked traits related to innovation and risk-taking to greater technology adoption, while Wong and Wong (2020) observed a consistent positive correlation between personality traits and technology adoption rates over a five-year period.

7.6 Correlation Analysis: Relationship Between Technology Adoption and Star Hotel Success

H5: There is no significant relationship between TA and HS.

Table 6: Relationship between TA and HS.

Variables	TA	HS
TA	1	.685**
HS	.685	1

** denotes significant at 0.05 level

Source: Compiled by researcher from analysis of primary data

Table 6 exhibits that there is a positive & significant relationship between TA and HS. Therefore, H5 is rejected.

7.7 Regression Analysis: Impact of Technology Adoption (IV) on Star Hotel Success (DV)

H6: There is no significant impact of PTHE (IV) on HS (DV).

Table 7: Impact of PTHE (IV) on HS (DV).

Coefficients									
Model	US. Co		S. Co	US. Co	Sig.	C			
	B	S.E	Beta			Z-O	P	Part	
1 (Constant)		1.232	3.997	3.103	.003				
TA	.685	.225	.655	.599	.021	.055	.093	.093	

Source: Compiled by researcher from analysis of primary data

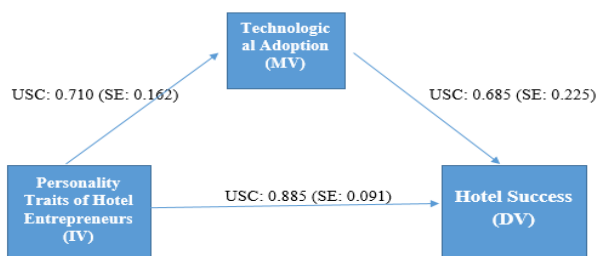
Table 7 shows that there is a positive and significant influence of PTHE (IV) on HS (DV). Hence, H₀ 1 is rejected. Research by Smith and Johnson (2018) demonstrated a significant positive relationship between the personality traits of hotel entrepreneurs (PTHE) and hotel success (HS) over time. Similarly, Garcia and Martinez (2019) found empirical evidence for the influence of personality traits on hotel success, while Wong and Wong (2020) confirmed the positive and significant impact of entrepreneurial personality traits on hotel success.

7.8 Mediation Effects Analysis: Impact of Personality Traits of Hotel Entrepreneurs on Hotel Success with Mediating Effect of Technology Adoption

Typically, the mediation model explores the connections

among the dependent, independent, and mediator variables. In this study, Personality Traits serve as the (IV), Hotel Success as the (DV), and Technology Adoption as the (MV).

Figure 1: Impact of PTHE on HS with mediating effect of TA



H7: There is no indirect positive and sig relationship between PTHE and HS with the mediating effect of TA.

Table 8 - Sobel Test Statistics

Input	Tests	test statistic	standard error	p-value
a .710	Sobel test	2.500	0.195	0.01
b .685	Aroian Test	2.457	0.198	0.01
S _a .162	Goodman test	2.545	0.191	0.01
S _b .225				
a	U.S Co beta value for impact of IV- PTHE on DV- TA			
b	U.S Co beta value for impact of IV- TA on DV- HS			
S _a	S.E for impact of IV- PTHE on DV- TA			
S _b	S.E for impact of IV- TA on DV- HS			

Source: Compiled by researcher from analysis of primary data with the help of an online tool available at <https://quantpsy.org/sobel/sobel.htm>

Table 8 shows that the Sobel test, Aroian Test, and Goodman test all have statistically significant p-values ($p < 0.01$). A statistically significant p-value in a mediation analysis suggests that the mediating effect (technology adoption in this case) is present and has a significant impact on the relationship between the IV and DV. Since the results show a significant mediating effect, H_0 is rejected, which implies that personality traits of hotel entrepreneurs do have an indirect positive and significant relationship with hotel success through the mediating effect of technology adoption. This result is also confirmed by Kim & Kim (2018) who suggested that personality traits can indirectly influence hotel performance through technology adoption.

8. CONCLUSION

The findings of this study highlight the critical importance of the personality traits of hotel entrepreneurs (PTHE) in shaping the success of star hotels. The analysis confirms that specific traits such as risk-taking propensity, resilience, goal-setting behaviour, feedback orientation, and calculated risk-taking significantly influence hotel success (HS). Moreover, the research reveals a positive and significant impact of PTHE on technology adoption (TA) within the hotel industry.

Furthermore, the study demonstrates that technology adoption plays a pivotal role in enhancing hotel success, acting as a mediator in the relationship between PTHE and HS. This suggests that hotel entrepreneurs who exhibit favorable personality traits are more likely to adopt innovative technologies, consequently leading to improved hotel performance.

9. PRACTICAL IMPLICATIONS

These findings offer valuable insights for hotel owners, managers, and industry stakeholders. Firstly, understanding the importance of specific personality traits can inform recruitment, training, and development programs aimed at nurturing entrepreneurial qualities among hotel staff. Additionally, recognizing the link between PTHE and technology adoption underscores the need for investment in cutting-edge solutions to remain competitive in the hospitality sector.

Hoteliers can leverage this knowledge to tailor their strategies for maximizing the benefits of technology adoption, thereby enhancing guest experiences, operational efficiency, and overall profitability. Moreover, fostering a culture that values feedback and encourages calculated risk-taking can create an environment conducive to innovation and growth within star hotels.

10. FUTURE DIRECTIONS

Moving forward, future research could dig deeper into the relationship between specific personality traits, technology adoption patterns, and various dimensions of hotel success. Longitudinal studies tracking the evolution of PTHE, technology utilization, and hotel performance over time could provide valuable insights into the dynamic nature of these relationships.

Additionally, exploring the influence of external factors such as market conditions, regulatory environments, and industry trends on the interplay between PTHE, technology adoption, and hotel success could enrich our understanding of the complex dynamics at play in the hospitality landscape. Moreover, investigating potential moderating variables that may influence the strength or direction of these relationships could offer further avenues for research and practical implications for hotel management strategies.

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APPENDIX

LIST OF ABBREVIATIONS USED

PTHE:	Personality Traits of Hotel Entrepreneurs
TA:	Technology Adoption
HS:	Hotel Success
ROI:	Return on Investment
IV:	Independent Variable
DV:	Dependent Variable
MV:	Mediating Variable
RG:	Research Gap
K&B:	Kaiser Meyer Olkin Measure & Bartlett's test of sphericity
TVE:	Total Variance Explained
RCM:	Rotated Component Matrix
% of V:	% of Variance
S.E.:	Std. Error
US. Co:	Unstandardized Coefficients
S. Co:	Standardized Coefficients
C:	Correlations
Z-O:	Zero-order
Sig.:	Significant

Appendix I: District wise domestic and foreign tourist in Uttar Pradesh

S.no	District	Domestic Tourist	Foreign Tourist	Domestic Rank	Foreign Rank
1.	Agra	9185808	1680476	2	1
2.	Prayagraj	284057014	1171696	1	2
3.	Varanasi	6447775	350000	6	3
4.	Lucknow	5714400	72129	7	7
5.	Gorakhpur	3009033	42010	13	9
6.	Mathura	8240400	29435	3	11
7.	Gaziabad	1210766	15734	27	13
8/	Bareilly	3469189	2148	11	27
9	Kanpur Nagar	2927069	8866	14	19
10.	Gautam Buddh Nagar	335511	10030	56	18

Source- District wise Domestic and Foreign Tourist Visits in Uttar Pradesh in Year 2021 <https://www.uptourism.gov.in/site/writereaddata/siteContent/202206081634586767Tourist-Stats-min.pdf>

Appendix II: Dimensions of the study

Scale	N of Items
Personality Traits	20
Technology Adoption	08
Hotel Success	02

Source- Compiled by researcher from analysis of primary data

Appendix III: Categorical Variable Conversion: Total Z Score based

Dimension	Technology Adoption Level	Personality Traits Level	Hotel Success Level
N	500	500	500
Min	-26.1520	-39.7762	-21.7135
Max	17.8522	29.8386	31.6275
Range	44.0082	69.6148	53.3410
Class Interval	8.80	13.92	10.67
Very Low Level	-26.16 To -17.36	-39.78 To -25.86	-21.71 To -11.04
Low Level	-17.35 To -8.55	-25.85 To -11.93	-11.03 To -0.36
Moderate Level	-8.54 To 0.26	-11.92 To 2.00	-0.35 To 10.32
High Level	0.27 To 9.07	2.01 To 15.93	10.33 To 21.00
Very High Level	9.08 To 17.88	15.94 To 29.86	21.01 To 31.68

Source- Compiled by researcher from analysis of primary data

Appendix IV- Reliability of the data

Scale	Cronbach Alpha Value	N of Items
Personality Traits	.877	20
Technology Adoption	.780	08
Hotel Success	.831	02

Source- Compiled by researcher from analysis of primary data

Appendix V- Demographic profile of Hotel entrepreneurs

Gender of the hotel entrepreneur	5 star	4 star
Male	79.5%	78.8%
Female	20.5%	21.3%
Age of the hotel entrepreneur	5 star	4 star
21 years - 30 years	1.3%	6.6%
31 years - 40 years	23.7%	30.8%
41 years - 50 years	47.0%	40.0%
50 years & above	28.0%	24.6%
Marital Status of hotel entrepreneur	5 star	4 star
Single	11.4%	14.6%
Married	65.9%	72.5%
Other	22.7%	12.9%
Education level of hotel entrepreneur	5 star	4 star
Graduation	2.4%	11.0%
Post-Graduation	19.6%	31.1%
Professional course/diploma	64.5%	38.8%
Technical course/diploma	13.5%	19.1%
Work Profile of hotel entrepreneur	5 star	4 star
Middle level executive	38.6%	21.3%
Senior level executive	25.0%	44.6%
Top Management	36.4%	34.2%
Work experience of hotel entrepreneur	5 star	4 star
Up to 5 years	15.9%	15.6%
6 years -10 years	12.4%	19.7%
11 years -15 years	36.6%	25.0%
16 years - 20 years	35.1%	31.7%
20 years & above	1.0%	7.1%

Source- Compiled by researcher from analysis of primary data

Appendix VI- Hotel Success

Occupancy of the hotel	5 star	4 star
Very Much Occupied	60.0%	35.4%
Much Occupied	40.0%	64.5%
Moderately Occupied	0.0%	5.8%
Profitability of the hotel	5 star	4 star
Very Low Level	0.0%	0.0%
Low Level	0.0%	0.0%
Moderate Level	0.0%	2.3%
High Level	26.0%	46.1%
Very High Level	74.0%	51.6%

Source- Compiled by researcher from analysis of primary data