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Assignment 1: Critically Evaluate a Range of Traits and Motivations across a Variety of
Different Types of Entrepreneurs
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AI Acknowledgement

I admit that on June 9, 2025, I used Grammarly (<https://www.grammarly.com/>) to check my work for spelling mistakes. Grammarly just offered the document for spelling and grammar checks; I was free to select what I wanted to enter instead of being forced to follow any prompts. Amid the issues it brought to light, to change and what I wished to ignore from change.

"To be clear, I did not use any artificial intelligence (AI) techniques in the study or production of this task. I attest that I haven't claimed ownership of any AI-generated content. I attest that I have copies of the notes, drafts, and other materials I utilised, which I might be required to offer proof."

Entrepreneurship plays a vital role in generating employment opportunities and fostering economic growth in the hospitality sector (Ratten, 2023). In the hospitality industry, successful entrepreneurs most likely have characteristic traits or motivations that push them to achieve successes amidst the difficulties in order to launch influential ventures (Frese and Gielnik, 2025). Four major entrepreneurial character and drive are critically reviewed in this essay. The practical examples of successful hospitality entrepreneurs such as Richard Branson, Robin Hutson, Alex Reilley, and Tim and Kit Kemp will be used in this essay.

Motivation refers to a psychological technique that starts, directs, and sustains behaviour aimed at achieving goals (Ahmad, 2021). In the hospitality sector and entrepreneurship, motivating staff is one of the biggest concerns. Every worker enters their job with different needs which they have to satisfy through their effort. To be a successful entrepreneur, it is essential to comprehend the various psychological processes that drive motivation in each employee's distinct nature (Kuratko et al., 2021).

Different theories have varying definition of needs but they all agree that employees are driven by the desire to satisfy unfulfilled wishes. This theory is related to a psychological concept which stated that an employee is driven and motivated by five different stages of needs. Safety, physiological, self-actualisation, social and esteem are all included in these stages. Entrepreneurs in the hospitality industry use Herzberg's Two-Factor Theory to enhance employee satisfaction by boosting motivators like recognition, responsibility, and opportunities for growth. This results in a dedicated workforce and enhanced service quality (Ibrahim, 2025).

Moreover, internal motivation plays a significant role in the hospitality sector. Employees are likely to deliver exceptional customer service when they are happy with their work. Additionally, it is crucial to acknowledge the hard work of employees and publicly commend their exceptional work to enhance their sense of accomplishment and job satisfaction. Incentivising employees in the hospitality industry can be achieved by establishing a reward system (Younies and Al-Tawil, 2020). You can achieve this by having an employee of the month recognition, giving bonuses for outstanding results and sending individual thank you notes to motivate staff.

In the field of hospitality, individuals can find well-defined career progressions and chances for advancement which starts from initial roles and leading up to management positions. It is important

for entrepreneurs to make investments in mentorship, workshop and training sessions in order to show dedication towards employee (Kuratko et al., 2020). It also helps in improving employee growth and encourage motivation. Along with it, by allowing employees some independence in decision-making enables them to make significant decisions during customer interactions. This independence may result in a more pronounced feeling of possession and drive in their responsibilities in the hospitality sector (Pereyra et al., 2021).

McClelland's theory of needs found two traits of entrepreneurship (Siok et al., 2023). The first thing is to perform tasks by using a fresh and improved approach. Next is making decisions when outcomes are uncertain. This motivation is known as the struggle to seek achievement in circumstances where one's performance is being compared to a standard of quality (Loureiro, 2022). Based on McClelland's Theory of needs, high need for achievement persons are motivated to work hard, aim high and individually, be responsible for success (Baptista et al., 2021). This trait is essentially a part of many entrepreneurs especially in a world of hospitality where innovation and service excellence is key. Robin Hutson, the founder of The Pig Hotels and co-founder of Hotel du Vin is one of them. His attention to developing individual experience-inspired hotels with the high level of service indicates the persistence of excellence. Hutson's desire and pursuit of providing something different to the market are a practical realisation of McClelland's concept of achievement motivation.

The need for connection drives an employee to prioritise positive relationships and collaboration. Entrepreneurs can make sure employees fulfil their affiliation needs by creating a supportive work environment (Scott et al., 2022). It promotes collaboration and offer opportunities for activities related to establishing team and interacting socially. Each company has a group of staff members who are focused on achieving success and motivated to reach specific goals. The best way in which entrepreneurs can motivate their hotel staff is to establish complicated yet achievable objectives (Bush, 2021). These goals offer consistent evaluations of their work as well as help in acknowledging their successes.

This theory stated that employees in the hospitality sector can be motivated by reward systems based on their performance. Vroom's expectancy theory suggests that individuals adjust their effort based on the importance they assign to their rewards and their belief in the connection between their effort and the end result (Amali, 2025). Expectancy is basically an idea that putting in more

effort can result in better performance. It is one of the most important elements in this theory. Furthermore, workers need to have confidence in their skills and resources to achieve a task.

If employees in the hospitality sector believe their hard work won't result in success, then their motivation will decrease (Botelho et al., 2023). Another important element in this theory is valence refers to the importance a person places on the reward. The employee needs a desirable reward to feel motivated. Motivation grows when the reward is perceived as valuable or personally significant. The other important element is instrumentality that will result in receiving rewards. Employees must be able to understand a direct connection between their performance and the rewards or results they want to achieve (Tian et al., 2022).

Motivation has a significant impact in the hospitality industry. Because entrepreneurs need to implement multiple theories related to motivation which can improve employee satisfaction. Entrepreneurs in the hospitality sectors have applied various motivation theories in order to motivate employees in the hospitality sector (Ahmed et al., 2021). For example, Robin Huston who is the entrepreneur and founder of The Pig Hotel and Hotel du Vin has implemented Herzberg Two-Factor theory in the hotel. Robin Huston emphasises on motivation and hygiene factors in order to improve workers satisfaction in the hospitality sector. It also helps in enhancing quality standards of the hotel.

Moreover, one more entrepreneur named Richard Branson who is the founder Virgin Hotel implemented Maslow's Theory of Hierarchical Needs that motivates employees in order to perform better (Bushi, 2021). This way of entrepreneurship is essential in promoting a positive environment in the workplace. Innovation is a characteristic trait of successful entrepreneurs explaining Schumpeter's Theory of innovation, labelling entrepreneurs as disruptors who generate new combinations of products or services (Wijngaarden et al., 2021). In the hospitality, Richard Branson who has founded Virgin Hotels does so. Branson risked his neck going into the crowded field of battle, providing a modern hi-tech service for the guest with facilities such as app-controlled rooms and flexible cheque-in. His concept is different from the more traditional type of entrepreneur such as Robin Hutson who prefers heritage and local charm.

In addition, entrepreneurs such as Alex Reilley highlights that staff in the hospitality sector modify their skills depends on the reward and incentives which the company offers them. Based on these bonuses and incentives they have the potential to alter their skills and they start more hard work. Autonomy is a major psychological requirement that underlies internal motivation (Wijngaarden

et al., 2021). There is a huge number of entrepreneurs who find pleasure in being autonomous, independent, making their own decisions and building their own businesses according to their personal vision. Alex Reilley, co-founder of Loungers café-bars, is an example of that desire for autonomy. He departed the corporate setting and set up a more casual, community oriented hospitality establishment with no formal business model to contain it. Reilley's entrepreneurial experience was a consequence of his desire to create something genuine that he can control demonstrating how autonomy inspires motivation and innovation in the hospitality trade.

Aside from this, entrepreneurs like Tim and Kit Kemp highlights the significance of affiliation and achievement in the workplace. Tim and Kit Kemp are the founders of Firmdale Hotel chain who stated that it is important to encourage a positive culture in the hospitality sector and providing more opportunities to employees in order to boost their motivation (Ahmad, 2021). This thing also satisfied the affiliation need. By providing autonomy to staff, hospitality sectors can increase their interaction with customers because workers can openly share their ideas and feel independent. This results in maintaining a supportive workforce in the hotel.

Entrepreneurship is one of the most important elements in economic development. The main component of effective entrepreneurship is to deeply understand the concept of motivational theories that elevate employees as well as their entrepreneurs. It is essential to compare the motivational tactics of multiple entrepreneurs in the hospitality sector. This comparative evaluation of entrepreneurial motivation is important in analysing the role of several entrepreneurs in improving employee satisfaction (Scott et al., 2022). It also helps in improving overall performance and quality standards of the hospitality industry.

In addition, Tim and Kit Kemp highlights the importance of achievement and affiliation in the hospitality industry. They also highlight the importance of positive environment at workplace which is essential in enhancing employee motivation. Along with it, Collaboration among employees can provide various chances for growth for staff because they can easily share their ideas with their team (Bushi, 2021). By giving power to employees in making decision can improve interaction with consumers. It also helps in motivating staff in the hotel and building strong team.

Similarly, Alex Reilley emphasised on the strategy which is performance based. Alex further highlighted that employees are motivated when they are rewarded for their efforts. They have the tendency to improve their skills when they are recognised by evaluating their performance. This

thing can help them in motivating staff in the hotel to better perform. This results in ongoing growth and advancement in the hospitality sectors (Alam et al., 2019).

On the other hand, Richard Branson has adopted Maslow's Theory of Hierarchical Needs in motivating their workforce in the hotel sector. This theory highlights that employee satisfaction is necessary in motivating them. This theory focused on the positive work environment that inspire staff members of hotel to work harder. It is important to make sure that these necessities of employees are satisfied (Ibrahim, 2025). This results in enhancing wellness of staff and increase employee engagement. Additionally, Robin Huston consider Herzberg's Two Factor theory as essential part in motivating employees. Huston viewed motivation and hygiene as important factors particularly in the hotel industry. Because such factors are helpful in increasing worker's satisfaction level.

Satisfied employees has a significant impact on operational procedures which automatically increase quality of services provided in the hotel (Kuratko et al., 2020). Huston also highlights the importance of supportive work culture in assessing employee performance and growth. Several entrepreneurs explain the use of multiple theories for motivating employees in the hospitality sector. However, the primary aim of such theories is same which focused on the positive and supportive environment in the workplace. Because such environment benefit employees in order to openly share their ideas. This positive environment makes them feel independent and valued which improve the employee satisfaction (Ratten, 2023). This satisfaction directly relates to the increment in employee morale and results in overall performance of the workplace.

Entrepreneurial motivation is important in the hospitality sector because this helps in increasing employee satisfaction. Robin Huston, Richard Branson, Alex Reilley, and Tim and Kit Kemp are some of the entrepreneurs who implemented several motivational theories to motivate staff in the hotels. Alex Reilley focused on the reward strategy for employees which is based on their performance in order to motivate them. On the other hand, Huston uses Motivation-Hygiene theory in order to motivate hotel staff. Similarly, Richard Branson has adopted Maslow's Theory of Hierarchical Needs in order to cater the needs of staff in the workplace. Bringing these ideas together, the hospitality sector can boost employee morale. Plus, it improves the satisfaction of customers by raising the quality of services offered.

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