

Resilience Entrepreneurship and Performance Hotel New: the Moderation Role of Leadership Self-Efficacy Entrepreneurship

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Abstrak

Meredanya pandemi Covid-19 menyebabkan pertumbuhan positif jumlah hotel baru di Indonesia. Akibatnya, persaingan antar hotel menjadi semakin ketat. Dalam situasi ini, peran kepemimpinan sangatlah penting. Pemimpin di hotel-hotel baru harus mampu mendorong kinerja hotel yang unggul agar tetap kompetitif. Penelitian ini bertujuan untuk menguji hubungan antara ketahanan wirausaha dengan kinerja hotel-hotel baru. Selain itu, penelitian ini menyelidiki peran moderat dari efikasi diri kepemimpinan kewirausahaan dalam hubungan ini. Penelitian tersebut melibatkan pimpinan manajemen tingkat atas dari 101 hotel baru di provinsi Bali. Hasil penelitian menunjukkan bahwa ketahanan kewirausahaan mempunyai pengaruh positif dan signifikan terhadap kinerja hotel baru. Selanjutnya, efikasi diri kepemimpinan wirausaha memoderasi secara positif dan signifikan hubungan antara ketahanan wirausaha dengan kinerja hotel baru. Temuan ini berkontribusi pada literatur yang ada, mengingat studi mengenai topik ini masih terbatas dalam konteks industri perhotelan di Indonesia.

Kata kunci: *Efikasi Diri, Hotel, Kepemimpinan, Kewirausahaan, Kinerja, Ketahanan.*

Abstract

The easing of the Covid-19 pandemic has led to positive growth in the number of new hotels in Indonesia. Consequently, competition among hotels has become increasingly intense. In this situation, the role of leadership is crucial. Leaders in new hotels must be capable of driving excellent hotel performance to remain competitive. This study aims to examine the relationship between entrepreneurial resilience and the performance of new hotels. Additionally, it investigates the moderating role of entrepreneurial leadership self-efficacy in this relationship. The study involved top-level management leaders from 101 new hotels in Bali province. The results indicate that entrepreneurial resilience has a positive and significant impact on the performance of new hotels. Furthermore, entrepreneurial leadership self-efficacy positively and significantly moderates the relationship between entrepreneurial resilience and new hotel performance. These findings contribute to the existing literature, considering that studies on this topic remain limited within the context of Indonesia's hotel industry.

Keywords : *Self Efficacy , Hotels, Leadership , Entrepreneurship , Performance , Resilience .*

INTRODUCTION

When pandemic Covid-19 start sloping, sector Hotels in Indonesia show a growth trend Which positive that is 6.7% or there is addition of 1,451 new star hotels in 2022 (Body Center Statistics, 2023). Matter This indicates that the hotel sector is starting to gain interest again investors. Especially after the Covid-19 pandemic status has occurred revoked in a way official by government, estimated investment in sector hospitality will Keep going grow (Setiawati, 2023). Referring on data Which published by the Central Statistics Agency (2023), it is known that five provisions at a pertu level The highest demand for new star hotels in 2022 in sequence are Bali (101 properties), East Java (56 properties), DKI Jakarta (41 properties), South Sulawesi (36 properties), and West Nusa Tenggara (34 properties). The growth rate of new hotels in the five ter provinces call it directly proportional to the growth rate positive tourist trip too (Central Agency Statistics, 2023).

Growth Which positive on sector hotel in In Indonesia certainly results in competition getting tighter. These new hotels must be able to compete with hotels Which Already established. By Therefore, hotel performance absolutely must be considered sake guard existence in competition (Octavio et al., 2021). Organizational performance represents the achievement of organizational goals both financial and financial non financial (Mucharreira et al., 2019; Vlastic & Poldrugovac, 2022). Like a new organization on generally, hotel new will face difficulty in in the early years of operation (Spencer & Zyl, 2015), even No A little Which fail endure And knocked out from competition (Octavio et al., 2019).

As far as researchers observe , the studies su Currently, it is still rare to observe the performance of hotels new. Most researchers look at hotel performance which has been established and operating for a long time long. A hotel considered as hotel new when at least Already operate maximum 3-4 year from moment day First operate (O'Neill, 2011). Feasibility studies for new hotels generally include ana lysis financial prospects related the occupancy rate Which sta bill in three year (Andrew & Schmidgall, 1993; Nicolau, 2002; Overstreet, 1989), although sometimes it can four year (Ransley & Ingram, 2012), Which be mean level residence estimated will stable during ta hun third or fourth.

In the context of companies in general, a number of studies has identify the determinants of new company performance (e.g. Frimodig & Torkeli, 2013; Jarosiński & Mierzejewska, 2017; Song et al., 2008), However focus studies the only at the birth stage of the company and not on stage when Already operate during years beginning. Therefore, further studies are still needed to analyze in depth the factors which can increase the company 's level of success new in competition. So also related studies performance hotel new must Keep going done in order to prevent or minimize loss financial, quite large economic and social (Oktavio et al., 2019). Considering tourism is one of the leading sectors in Indonesia (Maulana et al., 2020), so can predicted a number hotel new will Keep going pop up in times Which will come.

In the context of organizations in general, the success of achieving organizational goals cannot be separated from a leader figure who leads the organization (Cakir & Adiguzel, 2020). Strategic decisions made by leaders can direct the organization and shape its future, or vice versa that decision strategic Which bad can making organizations lose money, be destroyed or even disappear from the world hotel competition (Ngek, 2015). It means taking Strategic decisions must be made carefully because own risk Which tall (Papulova & Gazova, 2016). Strategic decision making also involves reflect a business step that remains based on the organization's vision and mission to anticipate competitors' strategies and even try to be superior (Güngör et al., 2016; Pitt & Koufopoulos, 2017). Decisive strategic naturally can influenced by there are many factors, but the most important of all is the figure of the decision maker or in other words the leader (Güngör et al., 2016). Güngör et al. (2016) even confirm that leader with reactive attitude that is work-oriented and approachable tan management classic No will make business your has survived in persistent environmental conditions changed.

Based on the phenomenon and development of touring literature Which explained in on, so studies This present by proposing A model study Which the goal to predict the performance of new hotels. Model that developed in this study can contribute on literature remember Still limited studies sema cam This in context industry hospitality. Studies This aims to test an involving model the construct of entrepreneurial resilience (entrepreneur- ial resilience) from the perspective of hotel leaders which is predicted to influence the construct of hotel performance new (new hotel performance) . This research also me place construct efficacy self leadership entrepreneurship (entrepreneurial leadership self-efficacy) as moderator from connection second construct earlier.

METHOD

Unit analysis study This is hotel new in The province of Bali, which will be established in 2022, will have 101 star hotels. The reason researchers have cf Bali as locus study because province This own level growth hotel new Which highest compared to other provinces in Indonesia throughout 2022 (Central Statistics Agency, 2023). Thus, the research population is known to be 101 hotels and the entire population will be used as the research sample (saturated sampling technique). Each new hotel is represented by one person from elements of top level management

which are seen as top leaders who design strategies and policies so that the direction of organizational goals and performance can be achieved remain controlled and measurable. To minimize common method biased (Podsakoff et al., 2003), identity manager will not be published publicly and There is no obligation to write your name inside questionnaire. Technically, taking into account the level of difficulty in collecting data in the field from i the top level management which is not easy, then the collection data done in period time 1 ta- hun (May 2022-April 2023). The data collected during he continued, it was processed using an approach Structural Equation Modeling (SEM) software assistance analysis statistics SmartPLS3 .

FINDINGS AND DISCUSSION

Table 1 shows convergent vali test results d ity of each relationship between indicators and constructs or variable latent. Results testing convergent va lidity can seen from mark loading factors (> 0.7) and Average Variance Extracted (> 0.5). The result show that all over items have loading factors > 0.7 And AVE > 0.5 . With thereby, can in him taken that all over items stated fulfil convergent conditions validity .

Construct	Items	Loading Factor	AVE
Resilience Entrepreneurship(RK)	RK1	0.728	0.558
	RK2	0.742	
	RK3	0.778	
	RK4	0.755	
	RK5	0.736	
	RK6	0.724	
	RK7	0.742	
	RK8	0.778	
	RK9	0.737	
Self-Efficacy Leadership Entrepreneurship (EDKK)	EDKK1	0.848	0.721
	EDKK2	0.842	
	EDKK3	0.882	
	EDKK4	0.855	
	EDKK5	0.817	
Hotel Performance New (KHB)	KHB1	0.780	0.638
	KHB2	0.822	
	KHB3	0.847	
	KHB4	0.797	
	KHB5	0.745	

Besides convergent validity , validity testing can be done Look from discriminant testing validity. Discriminant validity one of which can be seen from Fornell's value Larcker Criterion like Which is displayed on Table 2. It can be seen that the root of AVE (Fornell Larcker Cri ionized) has a greater value when compared right with mark correlation between variable latent. With

	Efficacy Self Leadership Entrepreneurship	Performa nce Hotel New	Moderate Effect 1	Resilience Employee
Efficacy Self Leadership Entrepreneurship	0.849			
Performance Hotel New	0.651	0.799		
Resilience Entrepreneurship*Efficacy Self	-0.282	-0.582	1,000	
Leadership Entrepreneurship				
Resilience Employee	0.714	0.747	-0.550	0.813

The next step after validity testing a is to look at the reliability value of each construct. Table 3 presents the calculation of Cronbach's Alpha and scores Composite Reliability . The result show that score Cronbach's Alpha for all construct is > 0.7. Temporary That, score Composite Reliability For all constructs also have consistency reliability good internal (> 0.7). Can be concluded that the instrument used in this study to measure the construct proven accurate, consistent And appropriate.

Construct	Cronbach's Alpha	Composite Reliability
Efficacy Self Leadership Entrepreneurship	0.903	0.928
Resilience Entrepreneurship	0.901	0.919
Performance Hotel New	0.858	0.898

Considering the results exercise data has fulfil kai After testing validity and reliability, then testing furthermore is testing suitability model or goodness of fit which is reflected in the R-Square score on Table 4. Mark R-Square on construct performance ho tel new is known as big as 0.704. Mark R-Square between 0.50 until 0.99 can accepted in study social Sciences especially when part big variable explainer in a way statistics significant (Ozili, 2022).

Furthermore on Table 5 served results examiner a hypothesis. All hypotheses developed by studies This entirely can accepted. Variable efficacy entrepreneurial leadership has a positive and significant influence on the performance of new hotels, se until hypothesis First accepted. So also with role m o deration resilience entrepreneurship which capable in a way positive And significant strengthen hub The relationship between entrepreneurial leadership self-efficacy and new hotel performance. Therefore, hypothesis second Also accepted.

Construct	R-Square	R Square Adjusted
Performance Hotel New	0.704	0.695

Paths	Original Samples	t-Statistics	P Values	Information
H1: Resilience Entrepreneurship □ Performance Hotel New	0.232	2,782	0,000	Accepted
H2: Resilience Entrepreneurship*Efficacy Self Headship dream Entrepreneurship □ Performance Hotel New	0.550	5,377	0.006	Accepted

Testing the first hypothesis shows results l that entrepreneurial resilience has an influence positive and significant on the performance of new hotels. Matter This indicates that the higher the level of resistance leader in adapt with fast tar facing change, dealing with stress and personal emotions, fast recover from failure, while Keep going innovate to get around the climate of uncertainty, then direction towards organizational success is also greater. Success in matter This be measured from performance organization the positive. This means that entrepreneurial resilience enables new hotels to achieve sustainable performance .

Findings This can support study Ayala & Manzano (2014), Fatoki (2018), and Alshebami & Murad (2022) Which believes that resilience heroism business leader own role important And ber positive impact on organizational performance. Leader those who have entrepreneurial resilience are seen able to build a strong network, adapt and learn quickly, and have the capability to minimize risk. Therefore, check in tall resilience a leader in innovate, so performance organization will the more Good also.

New hotels perform better when resilient i entrepreneurship is present. As leaders with a strong sense of entrepreneurship, they apply the criteria for how to develop connections Which very Good in company, emphasize vision and mission company in on interest personal, while still trying to achieve organizational success by taking advantage of available opportunities. Increase resilience can interpreted Also as pen increased creativity and retrieval ability decision (Fatoki, 2018). Findings studies This pointing right that behavior persistent entrepreneurship is the result of life experiences that contribute to the development of entrepreneurial resilience (Alshebami & Murad, 2022). Leader hotel new with a strong entrepreneurial spirit has a strong position better to lead new companies to success (Morisse & Ingram, 2016; Nicolau, 2002). New hotels are vulnerable to growth due to business competition , resulting in entrepreneurial resilience side leader can push employee they un to work together to achieve organizational goals, namely produce performance Which Good.

Furthermore, results testing hypothesis second also shows the important role of leadership self-efficacy dream entrepreneurship in resilience relationships entrepreneurship and new hotel performance. this finding It can be interpreted that the influence of entrepreneurial resilience on the performance of new hotels is significant, can be further strengthened by the presence of self-efficacy Entrepreneurial leadership from the perspective of the leader himself. Entrepreneurial leadership self- efficacy Effort reflects perceived ability leader in develop vision entrepreneurship And mobilize as well as influence member other organizations that are competent and committed to addressing the challenges and enacting the vision (Bagheri et al., 2013).

In the context of new hotels, leaders have quite a big responsibility in determining the direction of hotel development considering that the rational operating system in new hotels is not as established as existing hotels. Already long operate. By Because That, leader must have high entrepreneurial leadership self-efficacy to solve problems , developing hotel products and services, lead, and communicate and be able to see opportunity in period front (Mehmood et al., 2020). Efficacy entrepreneurial leadership self is part of the characteristics of leaders that emphasize on ability leader the For identify opportunities, solve problems, lead, and carry out product development or hotel services (Subramaniam & Shankar, 2020). This capability makes the hotel easy to accept And implement ideas innovative Which Beru Jung on rising performance hotel.

Dreamer n consider themselves capable operate wheel operational hotel new Because key increasingly strong in their abilities. Pem's perception lead to entrepreneurial leadership self - efficacy they will increasingly form and develop bang powerfully through involvement in the role leadership in hotel new. Involvement sort of That of course it also gets sharper entrepreneurial resilience in self leader so that success organization the more they realize will can d i achieved And No matter Which impossible (Alshebami & Murad, 2022). These findings also confirm the efficacy entrepreneurial leadership self can develop through involvement in a variety of leadership roles and tasks . By Because That, giving the widest opportunity for leaders to lead the way wheel organization hotel new become matter Which important. With thereby leader hotel can further improve their efficacy in leading entrepreneurial activities with risks more small (Mehmood et al., 2020).

CONCLUSION

Two hypotheses were developed in the study this is entirely acceptable. Entrepreneurial resilience has a positive effect and significant to performance hotel new. With say other, the more tall re entrepreneurial resilience new hotel leader, then Hotel performance is also getting better. Other findings shows that leadership self-efficacy to entrepreneurship can moderate connection between resilience entrepreneurship And performance hotel new. With words other, influence between resilience entrepreneurship and performance hotel new will the more strong moment trust in leaders regarding the ability to carry out their duties and responsibilities as well strong. Results findings studies This valuable Because contributed to enriching the existing literature considering Still limited studies sort of This in context industry hospitality in Indonesia.

Just like research in general, this study also has its own limitations. First, this study collects research samples using the cross-sectional method . This matter can give rise to obstacle in determine causal effect between construct Which used in study This. By Because That,

recommended For study- study in period Which will come so that can me collect data study in design longitudinal. Second, the samples collected in this study limited to hotels in Bali province. Therefore That, results study in studies This Possible No can generalized to the hotel industry as a whole global. Thus, further research is possible replicating the research model in this study is the same na mun with object study hotel new Which scope Which more wide.

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