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Improving Hotel Performance Determined by Empowerment and Situational Leadership

Dewi Damayanti Said[1*], Boge Triatmanto[1], Sunardi[1]

[1]University of Merdeka Malang, Jalan Terusan Dieng. 62-64 Klojen, Pisang Candi, Sukun, Malang City, East Java 65146, Indonesia

Abstract: This research aims to describe empowerment, situational leadership, and organizational performance in the hotel industry in South Kalimantan. It analyzes the influence of empowerment and situational leadership on organizational performance. The population in this study were all managers of 3 and 4-star hotels in South Kalimantan, totaling 222 people. The data collection method used is the census. This research shows that the empirical role of empowerment is most determined by hotel employees' sense of responsibility, primarily responsibility towards work. On the other hand, the leader's ability to give orders to hotel employees is the most determining attitude in situational leadership, especially in supervising its members in the resolution process. This research is expected to provide benefits for the development of academic theory and for practitioners, especially hotel management in South Kalimantan. Situational leadership theory can be used in the hotel industry and adds to knowledge regarding human resource science. The hotel industry can implement situational leadership for its hotel managers, which can be a consideration for the hotel industry in improving its organizational performance. For future researchers, the results of this research can be used as further research who wish to conduct research by adding other variables such as commitment, organizational culture, motivation, or research with the same variables with objects other than the hotel industry.
Keywords: Empowerment, Situational Leadership, Organizational Performance.

1. INTRODUCTION

The current era of globalization requires organizations to act quickly and rationally because of increasingly tight competition between organizations. Every organization that wants to develop needs to pay attention to various components such as human resources, technology and legal instruments. Tourism is a globalization phenomenon that requires organizations to continue to develop. One part of tourism is the hotel industry. Hotels have a strategic role so dynamism is needed by using the right strategy to develop the organization so that it can excel in competition.

One of the efforts made is empowering human resources to meet the expectations of the company and all its members (Sutawa, 2012). The influence of globalization, local economic conditions, development of services, tourism and hotel industries, as well as increasing competitive pressures and the COVID-19 pandemic, have caused changes in the hotel operating environment in the world (Jiang & Wen, 2020). This

phenomenon also occurs in Indonesia (Pham & Nugroho, 2022). The increasingly vital spread of the COVID-19 virus has resulted in many policies in various countries restricting citizens from traveling long distances.

Many countries limit the arrival of foreign nationals with increasingly stringent checks and isolation. The spread of the COVID-19 virus has disrupted various business fields, especially the tourism and hospitality industry (Jiang & Wen, 2020). Employee fear of external threats represents negative psychological emotions involving uncertainty or danger due to undesirable events or dangers from outside the organization (Lebel *et al.*, 2020). It is acknowledged that the COVID-19 pandemic, which has begun to spread throughout the world, has caused a decline in profits and bankruptcy among hotels, restaurants and travel agents.

Compared to other industries, lockdowns and social distancing policies directly led to a sharp decline in hospitality and tourism, as these sectors depend on

*Corresponding Author: Dewi Damayanti Said
University of Merdeka Malang, Jalan Terusan Dieng. 62-64 Klojen, Pisang Candi, Sukun, Malang City, East Java 65146, Indonesia

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population mobility and employee personal services (Jiang & Wen, 2020). Hundreds of thousands of employees in hospitality and tourism companies face threats to employee health and job security due to the uncertainty and threat of loss posed by COVID-19, including large hotel chains (Abbri *et al.*, 2021; Lin *et al.*, 2022).

The first aim of this research is to describe empowerment, situational leadership and hotel performance in South Kalimantan. The second objective is to analyze the influence of empowerment and situational leadership on hotel performance in South Kalimantan. The benefits of this research are expected to contribute to understanding organizational performance theory, situational leadership and empowerment in different needs and situations in the hotel industry, and to increase knowledge of human resource management science. The results of this research can contribute to the hotel industry in improving organizational performance by looking at the influence of situational leadership and empowerment. This research can be a reference for other researchers who are interested in researching studies that use variables related to performance, empowerment, situational leadership.

2. LITERATURE REVIEW

Fiedler (1973) created contingency theory, or situational theory, which states that leaders must help the structural ranks below them interact well to improve organizational performance. Contingency theory states that a leader's motivational system and how much control and influence the leader has in a given situation influence group performance. Contingency theory emphasizes how a leader understands a situation and acts appropriately, interpreting the statement. Fiedler (1973) developed a model that considers not only followers but also other aspects of the situation. Although the model is somewhat complex, the basic idea of the model is simple: adapt the leader's style to the situation most favorable to his or her success. The contingency model is designed to enable leaders to determine leadership styles and organizational situations to improve organizational performance. Contingency theory says that leadership depends on the situation. Effective groups depend on how a leader interacts with his subordinates so that the situation controls and influences the leader. Leadership will not occur if there is no social environment (Fiedler, 1973).

Performance is divided into two categories, namely individual performance and organizational performance. Organizational performance consists of a combination of individual and group performance. Meanwhile, based on predetermined work standards, individual performance results from workers' work in terms of quantity and quality. Organizational performance describes the ability of an organization to achieve its goals through the use of resources effectively and efficiently (Daft, 2000). Organizations are

essentially run by humans, so performance appraisal is actually an assessment of human behavior in fulfilling their role in the organization. Meanwhile, Lee and Lee (2007) say that organizational performance is an activity that predicts solid changes in the behavior of employees and managers. Organizational performance is also defined as effective activities, namely achieving organizational goals, and efficiently looking at the relationship between input (inputs) and output (results between profits and the resources used), as well as the organization's ability to adapt to changes in both the environment and the organization.

Human resource management is related to all aspects of how people work and are managed in organizations (Suwatno *et al.*, 2013). Human resources have an essential role in an organization. Companies can achieve their organizational goals if they have professional human resource management. Challenges and efforts to achieve organizational development are the tasks of present and future managers (Rowley & Jackson, 2012; Kadarisman, 2012) (Sunardi, Widyarini and Tjakraatmadja, 2012). Companies need to manage their human resources effectively and efficiently. Well-managed human resources will help a company win the competition. High human resource potential will be seen in the company's continuous innovation. Companies can innovate supported by the motivation and morale of their human resources (Kadarisman, 2012).

Empowering human resources in the HRM approach emphasizes adapting the organization's goals to its human resources and not only maintaining and preserving organizational culture but also often radical changes related to thinking about the competencies needed to achieve sustainability.

In the empowerment process, management must see the whole person, namely the instinctive nature of humans who have anxieties, hopes and aspirations. Human empowerment does not only mean increasing skills, abilities and knowledge without financial and non-financial rewards, so it has meaning for the internal and external life of the company (Sunarto, 2004).

Management can focus on behavior that can improve employee skills and what employees have done well, so that management can adapt, develop and change the organizational structure to bring about better behavior, including: employees have motivation to learn, leadership is not only at the level above, there is high trust between management, employees and fellow employees, good communication horizontally and vertically, the ability of employees to resolve conflicts with management, and effectiveness and efficiency in decision making.

The concept of business process reengineering (BPR) was first coined by Hammer (1990). This concept requires the empowerment of human resources in its

implementation. BPR is a new way of looking at organizations, the key to which is to fundamentally rethink and redesign business processes such as speed and quality of service and costs, to improve organizational performance.

Business process reengineering begins with several organizational changes. There are changes in organizational principles, and the consequences of these organizational changes require the role of empowering human resources which is a new way of looking at the organization (both from the vision, mission, values, goals, structure, culture, processes, customer base, products and services). The implementation takes the form of increasing the contribution of the workforce to the company, namely in the form of increasing the skills, behavior, abilities and commitment of the workforce to the organization. The organizational culture model, according to Denison (2016), is below:
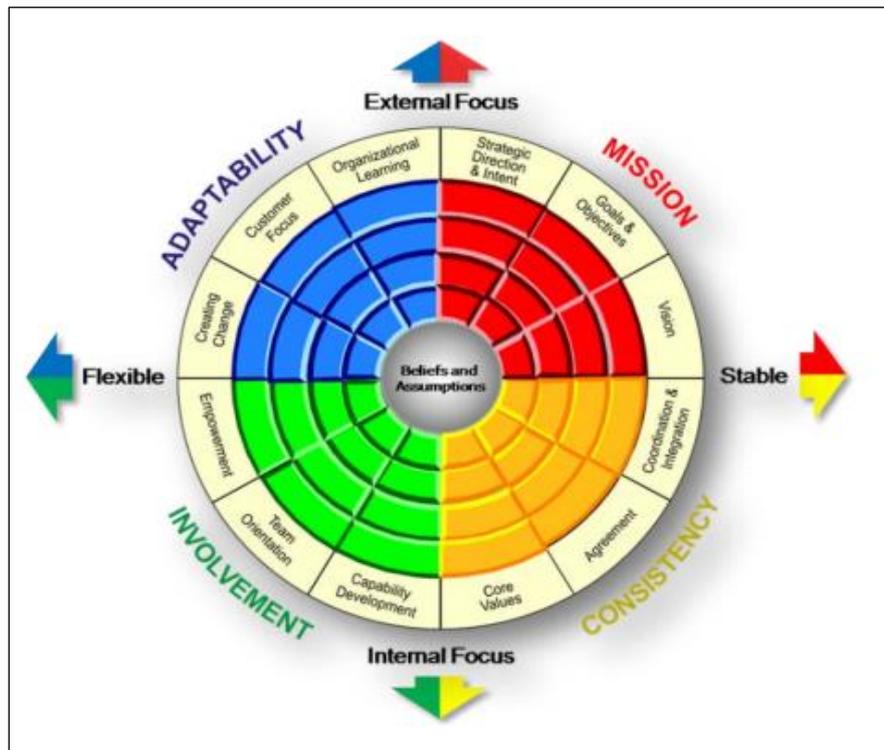
Figure 1: Organizational Culture Model
Source: Denison, (2016)

Denison (2016) states that human empowerment indicates the organizational culture model. Stewart (1998) states that empowering others is carrying out cultural change; empowerment cannot be successful unless the overall organizational culture changes substantially. Empowering human resources is very important because of the increasingly high intensity of change, uncertain environmental changes, and the rapid pace of competitive response.

This is due to the fact that older organizational models of control and command are no longer relevant. Downsizing, cuts, decentralization, and structural are ways organizations experience change. Cooperation is integrated between fields, better integration in processes, organizations are moving towards more cross-functional work. This kind of cooperation can be achieved through empowering human resources. Empowerment allows workers with managerial talent to focus more on external challenges and not on problem-solving. Empowerment can reveal hidden sources of managerial talent by

creating situations and circumstances where talent can thrive. The workforce needs to prepare to accept outdated control and command systems.

Situational leadership is a leadership style centered on followers and used to measure the level of readiness and maturity of employees toward the responsibilities given by the leadership. This leadership model emphasizes the behavior of leaders related to their role as leaders and their relationships with their subordinates (Putra, 2014); (Bawono *et al.*, 2023). Current research cannot conclude that one leadership style is appropriate for each manager under certain conditions. Behavioral and trait approaches need to explain leadership fully. Fiedler (1967) coined the contingency model of leadership effectiveness, which states that the effectiveness of a group or organization depends on the interaction between the leader's attitude and the situation. The situation is formulated using the following characteristics such as the degree to which the leader dominates, influences and controls the situation,

and b. The degree to which a leader is faced with uncertainty (Fiedler, 1967).

The contingency model of leadership effectiveness presented by Fiedler (1967) is presented in the most complete form. However, in the past three decades, there has been an evolution of the model and development of its construction. Ayman (1995) examined the model from theoretical and methodological perspectives. Focus on the levels of analysis used in defining the various components of the model, measuring effective leadership, and determining the sources of information for the central variables. The effectiveness contingency model predicts a leader's effectiveness based on two main factors, namely task or relationship motivational orientation (style) and a leader's situational control (liking). The model predicts that leaders who have a task motivation orientation are more successful than leaders who have a relationship orientation, or that motivation will be successful in high and low control situations.

Fiedler (1967) divided two components of work situations to determine a more effective leadership style, namely the relationship between leaders and subordinates, task structure, and the leader's hierarchy of power which comes from formal authority. However, Fiedler's (1967) research did not include other situational variables, such as subordinate motivation and values, leader and subordinate experience, assessing situations in terms of favorable or unfavorable situations, or even if combined with a task-aimed leadership style it would be effective.

Leadership can be seen in attitudes, actions, and leadership appearance. It is from this leadership style that leaders will have their characteristics. A good leader must communicate smoothly with his subordinates, mobilize his subordinates, provide encouragement, and, most importantly, understand the abilities, needs and expectations of his subordinates. The situational leadership model that is often used is the model from Hersey (1984). The model is depicted in the image below:
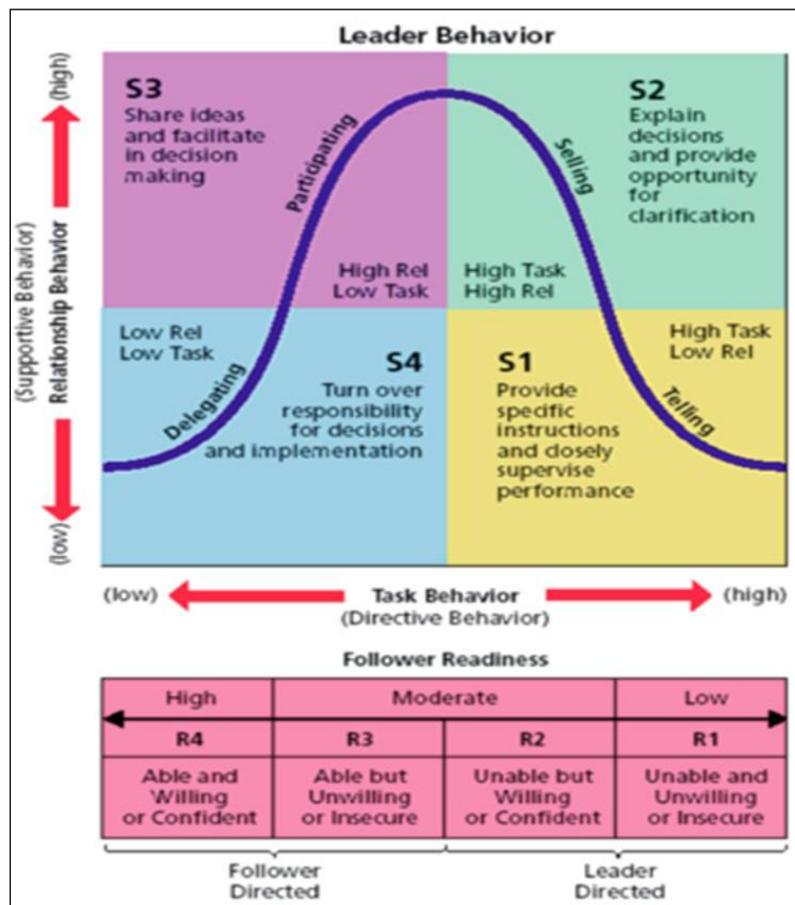

Figure 2: Situational Leadership
Source: Hersey, (1984)

The leadership style for each maturity level includes an appropriate mix of task (directive) behavior and relationship (supportive) behavior. Telling is for low maturity levels. People who are unable and reluctant

(R1) to do something lack the skills and confidence. Often, the leader's reluctance is due to not being sure about the particular task given. So the directive-telling leadership style (S1), which provides clear and specific

instructions and controls, can be highly effective if implemented with people at this maturity level.

This style has high task behavior and low relationship levels. The selling level is for low to medium maturity levels. People capable but willing (R2) to accept responsibility for carrying out tasks are confident in carrying out tasks but need to gain expertise. So, the "selling" leadership style (S2) has directive behavior due to incompetence and supportive behavior to encourage the desires and enthusiasm of those with this style. In this style, there is a high level of task and relationship behavior.

3. RESEARCH METHODS
3.1 Research design
This research is an explanatory descriptive research that is causal in nature through hypothesis testing to analyze the influence of empowerment, situational leadership as exogenous variables and their influence on endogenous variables, namely hotel performance. The variables that represent each dimension are as follows: the empowerment dimension consists of the level of participation in carrying out work and making decisions, the level of employee initiative in carrying out work and making decisions, the level of commitment to achieving organizational and work goals, and a sense of responsibility for work.

3.2 Population and Research Sample
The population in this study was 222. The samples required for testing (SEM) required a number between 100 - 200 (Sanusi, 2016), so to fulfill this, an appropriate technique for determining and the number of samples was determined, namely using the census method.

3.3 Scope of Research
This research examines the field of management science, especially human resource management, namely hotel performance, which is directly influenced by human resource empowerment and situational leadership.

3.4 Data Analysis Techniques
Descriptive analysis is used to study the characteristics of each variable as measured by a number of research indicators. Descriptive statistics are used to produce mode values and average values (mean) of each variable, research indicator, and respective questionnaire element. The analysis technique used is regression using the SPSS program. This technique is used to answer research questions and assess the model prepared. The main characteristics of SEM are as follows. Estimation of multiple dependence relationships. It is possible to represent previously unobserved concepts in existing relationships as well as to account for measurement error in the estimation process.

4. RESEARCH RESULT
Based on research on participation in decision-making and the results obtained, 148 respondents (67.9%) strongly agreed, followed by 57 respondents (26.1%) who agreed, 13 respondents (6%) said they were neutral, 0 respondents (0%) stated they disagreed and 0 respondents (0%) stated they strongly disagreed. The average score is 4.61, which shows that the majority of respondents strongly agree that participation is needed in decision-making.

The distribution of respondents' answers regarding participation in achieving goals stated that they strongly agreed, amounting to 182 respondents (83.5%), followed by 24 respondents (11%) who agreed, 12 respondents (5.5%) who said they were neutral, 0 respondents (0%) who said they strongly agreed. They did not agree, and 0 respondents (0%) said they did not agree. The average score is 4.77, which shows that most respondents strongly agree that participation is needed to achieve a goal. The average indicator score for the participation statement was 4.69. Most respondents strongly agree that participation is needed in decision-making and achieving organizational goals.

The initiative indicator has two questionnaire items that require employee initiative and the most results obtained were 118 respondents (54.1%) who strongly agreed, followed by 88 respondents (40.4%) who agreed, 12 respondents (5.5%) who said they were neutral, 0 respondents (0%) said they disagreed and 0 respondents (0%) said they strongly disagreed. The average score is 4.48, which shows that most respondents strongly agree that there is a need for employee initiative.

The distribution of respondents' answers regarding the need for appreciation for initiatives stated that they agreed, amounting to 95 respondents (43.6%), followed by 76 respondents (34.9%) who said they strongly agreed, 47 respondents (21.6%) said they were neutral, 0 respondents (0%) stated they disagreed and 0 respondents (0%) stated they strongly disagreed. The average score is 4.13, which shows that most respondents agree there is a need for appreciation for initiatives. The average indicator score for the initiative statement was 4.30. This explains that the majority of respondents agree about the need for employee initiative and the need for appreciation for the initiatives taken.

The indicator of strong commitment has two questionnaire items, namely commitment to achieving goals, 137 respondents (62.8%) strongly agree, followed by 69 respondents (31.7%) who agree, 12 respondents (5.5%) who say they are neutral, 0 respondents (0%) said they disagreed and 0 respondents (0%) said they strongly disagreed. The average score is 4.57; this shows that the majority of respondents strongly agree that participation is needed to achieve a goal.

The second questionnaire item was a commitment to completing work. The most significant result obtained was that they strongly agreed, amounting to 177 respondents (81.2%), followed by 41 respondents (18.8%) who agreed, 0 respondents (0%) said they were neutral, 0 respondents (0 %) said they disagreed, and 0 respondents (0%) said they strongly disagreed. The average score is 4.81, which shows that the majority of respondents agree that there is commitment to completing work. The average indicator score for the commitment statement is 4.69. This explains that the majority of respondents strongly agree about commitment to achieving goals and commitment to completing work.

The sense of responsibility indicator has two questionnaire items. The distribution of respondents' answers regarding responsibility for work stated that they strongly agreed, amounting to 177 respondents (81.2%), followed by 41 respondents (18.8%) who agreed, 0 respondents (0%) who disagreed, 0 respondents (0%) who said strongly disagree and 0 respondents (0%) stated they were neutral. The average score is 4.81, showing that most respondents strongly agree they are responsible for their work.

Based on the table above, it can be seen that you must have a responsibility in achieving goals, and the most results obtained were that they strongly agreed, amounting to 161 respondents (73.9%), followed by 57 respondents (26.1%) who agreed, 0 respondents (0%) said they were neutral, 0 respondents (0%) said they disagreed, and 0 respondents (0%) said they strongly disagreed. The average score is 4.73, which shows that most respondents strongly agree that they must be responsible for achieving goals. The average indicator score for the sense of responsibility statement is 4.77. This explains that most respondents agree they must be responsible for their work and achieving their goals.

The average score for the empowerment variable (X1) is 4.62. This shows that the majority of respondents agree that the empowerment of employees in the hotel environment in South Kalimantan has been implemented. This can be seen from the respondents' answers to the questionnaire, where the empowerment variable is reflected in participation, initiative, strong commitment and sense of responsibility. The largest average value of the empowerment variable is a sense of responsibility of 4.77 because the most important thing is being responsible for work and also having responsibility for achieving a goal.

The distribution of respondents' answers regarding superiors providing clear instructions to subordinates in carrying out their duties and work stated that they strongly agreed, totaling 157 respondents (72%), followed by 61 respondents (28%) who agreed, 0 respondents (0%) who disagreed, 0 respondents (0%) stated they strongly disagreed, and 0 respondents (0%)

stated they were neutral. The average score is 4.72, which shows that the majority of respondents strongly agree that superiors have always given clear instructions to subordinates in carrying out tasks and work.

Based on the table above, it can be seen that superiors supervise subordinates in completing tasks and work and the results obtained were that the majority strongly agreed, amounting to 160 respondents (73.4%), followed by 58 respondents (26.6%) who agreed, 0 respondents (0 %) said they were neutral, 0 respondents (0%) said they disagreed and 0 respondents (0%) said they strongly disagreed. The average score is 4.73, which shows that the majority of respondents strongly agree that superiors supervise subordinates in completing tasks and work.

The distribution of respondents' answers about superiors always planning clear and firm steps in carrying out work supervision stated that they strongly agreed, amounting to 136 respondents (62.4%), followed by 82 respondents (37.6%) who agreed, 0 respondents (0%) said disagree, 0 respondents (0%) said they strongly disagree, and 0 respondents (0%) said they were neutral. The average score is 4.62, which shows that most respondents strongly agree that superiors always plan clear and firm steps in carrying out work supervision.

The distribution of respondents' answers about superiors always giving clear and firm instructions so that work is completed on time stated that they strongly agreed, totaling 176 respondents (80.7%), followed by 42 respondents (19.3%) who agreed, 0 respondents (0%) said disagree, 0 respondents (0%) said they strongly disagree and 0 respondents (0%) said they were neutral. The average score is 4.80, which shows that the majority of respondents strongly agree that superiors always give clear and firm instructions so that work is completed on time.

The average indicator score for the Telling statement (the ability to tell members what they need to do) is 4.72. This explains that the majority of respondents strongly agree that superiors give clear instructions to subordinates in carrying out tasks and work, superiors supervise subordinates in completing tasks and work, superiors always plan clear and firm steps in carrying out work supervision, and superiors Provide clear and firm instructions so that work is completed on time.

The distribution of respondents' answers about superiors constantly communicating well with all employees strongly agreeing was 136 respondents (62.4%), followed by 69 respondents (31.7%) agreeing, 13 respondents (6%) disagreeing, 0 respondents (0 %) said they strongly disagreed, and 0 respondents (0%) said they were neutral. The average score is 4.56, which shows that most respondents agree that superiors always communicate well with all employees.

Based on the table above, it can be seen that the leadership is willing to accept and listen to the opinions of subordinates regarding the decisions and policies that will be taken and the majority of results obtained were that they strongly agree with 137 respondents (62.8%), followed by 81 respondents (37.2%) who said agree, 0 respondents (0%) said they were neutral, 0 respondents (0%) said they disagreed and 0 respondents (0%) said they strongly disagree. The average score is 4.62, which shows that most respondents strongly agree that leaders are willing to accept and listen to subordinates' opinions regarding decisions and policies.

The distribution of respondents' answers about superiors giving subordinates the opportunity to discuss work-related problems stated that they strongly agreed, totaling 134 respondents (61.5%), followed by 84 respondents (38.5%) who agreed, 0 respondents (0%) who disagreed. , 0 respondents (0%) said they strongly disagreed, and 0 respondents (0%) said they were neutral. The average score is 4.61, which shows that the majority of respondents strongly agree that superiors give subordinates the opportunity to discuss work-related problems.

The distribution of respondents' answers regarding superiors explaining (directing) more than instructing them on how to carry out good work and getting optimal results stated that they strongly agreed with 121 respondents (55.5%), followed by 85 respondents (39%) who agreed, 12 respondents (5.5%) said they disagreed, 0 respondents (0%) said they strongly disagreed and 0 respondents (0%) said they were neutral. The average score is 4.50, which shows that the majority of respondents strongly agree that superiors explain (direct) more than instruct on how to carry out good work and get optimal results.

The average indicator score for the Selling statement (ability to provide ideas to members) is 4.57. This explains that the majority of respondents strongly agree that superiors always communicate well with all employees, leaders are willing to accept and listen to subordinates' opinions regarding decisions and policies to be taken, superiors allow subordinates to discuss problems related to work and superiors more explaining (directing) rather than instructing on how to carry out good work and get optimal results.

Based on the table above, it can be seen that superiors and subordinates share ideas (discuss) in making a decision and the most results obtained were 147 respondents (67.4%) who strongly agreed, followed by 55 respondents (25.2%) who agreed, 16 respondents (7.3%) stated they were neutral, 0 respondents (0%) stated they disagreed and 0 respondents (0%) stated they strongly disagree. The average score is 4.60, which shows that the majority of respondents agree that superiors and subordinates share ideas (discuss) in making decisions.

The distribution of respondents' answers regarding superiors and subordinates being equally responsible for making decisions and carrying out work stated that they strongly agreed, amounting to 134 respondents (61.5%), followed by 84 respondents (38.5%) who agreed, 0 respondents (0%) said disagree, 0 respondents (0%) said they strongly disagree, and 0 respondents (0%) said they were neutral. The average score is 4.61, which shows that most respondents strongly agree that superiors and subordinates are equally responsible for making decisions and implementing work.

The distribution of respondents' answers about superiors always involving subordinates in setting goals stated that they strongly agreed, totaling 118 respondents (54.1%), followed by 84 respondents (38.5%) who agreed, 16 respondents (7.3%) who disagreed, 0 respondents (0%) stated they strongly disagreed and 0 respondents (0%) stated they were neutral. The average score is 4.46, which shows that most respondents strongly agree that superiors always involve subordinates in setting goals.

The distribution of respondents' answers about superiors prioritizing cooperation in efforts to achieve goals stated that they strongly agreed, amounting to 145 respondents (66.5%), followed by 73 respondents (33.5%) who agreed, 0 respondents (0%) said they disagreed, 0 respondents (0%) said they strongly disagreed and 0 respondents (0%) said they were neutral. The average score is 4.66, which shows that most respondents strongly agree that superiors prioritize cooperation in achieving goals.

The average indicator score for the Participating statement (Ability to participate with members) is 4.58. This explains that the majority of respondents strongly agree that superiors and subordinates share ideas (discuss) in making decisions, superiors and subordinates are equally responsible for making decisions and implementing work, superiors always involve subordinates in setting goals, and superiors prioritize cooperation in efforts to achieve goals.

Based on the table above, it can be seen that giving full authority to subordinates in formulating ideas for task concepts and the highest results obtained were 97 respondents (44.5%), followed by 81 respondents (37.2%) who strongly agreed, 40 respondents (18.3%) said they were neutral, 0 respondents (0%) said they disagreed and 0 respondents (0%) said they strongly disagreed. The average score is 4.18, which shows that the majority of respondents agree that giving full authority to subordinates in formulating ideas for task concepts.

The distribution of respondents' answers regarding giving full authority over the implementation of the task process to each subordinate stated that they

agreed, amounting to 105 respondents (48.2%), followed by 102 respondents (46.8%) who said they strongly agreed, 11 respondents (11%) said they were neutral, 0 respondents (0%) said they disagreed and 0 respondents (0%) said they strongly agreed. The average score is 4.41, which shows that the majority of respondents agree that giving full authority over the implementation of task processes to each subordinate.

The distribution of respondents' answers about superiors giving subordinates the freedom to do their work on how to carry out good work techniques stated that they agreed, amounting to 100 respondents (45.9%), followed by 82 respondents (37.6%) who strongly agreed, 36 respondents (16.5%) %) said they were neutral, 0 respondents (0%) said they disagreed, and 0 respondents (0%) said they strongly disagreed. The average score is 4.21, which shows that the majority of respondents agree that superiors give subordinates the freedom to carry out their own techniques regarding good work implementation techniques.

The distribution of respondents' answers regarding giving full authority to subordinates to make decisions in completing their work was 98 respondents (45%), followed by 82 respondents (37.6%) who strongly agreed, 25 respondents (11.5%) said they were neutral, 13 respondents (6%) said they disagreed, and 0 respondents (0%) said they strongly disagreed. The average score is 4.14, which shows that the majority of respondents agree that giving full authority to subordinates to make decisions in completing their work.

The average indicator score for the delegating statement (the ability to delegate tasks to members) is 4.23. This explains that the majority of respondents agree about giving full authority to subordinates in formulating ideas for task concepts, giving full authority over the implementation of the task process to each subordinate, superiors giving freedom to subordinates to do their work regarding good work implementation techniques and providing full authority to subordinates to make decisions in completing their work.

Table 17 shows that the average situational leadership indicator score (X2) is 4.53. This shows that the majority of respondents agree that situational leadership is reflected in telling (the ability to tell members what they have to do), selling (the ability to provide ideas to members), participating (the ability to participate with members) and delegating (the ability to delegate tasks to members). The most considerable average value of situational leadership (X2) is Telling (the ability to tell members what they have to do) which is 4.72.

This explains that the majority of respondents agree that superiors must give clear instructions to subordinates in carrying out tasks and work, superiors supervise subordinates in completing tasks and work, superiors always plan clear and firm steps in carrying out work supervision, and superiors always Provide clear and firm instructions so that work is completed on time.

The distribution of respondents' answers regarding sales in the form of a restaurant in the hotel where the respondent works is in line with the target of neutral, amounting to 88 respondents (40.4%), followed by 82 respondents (37.6%) who agree, 28 respondents (12.8%) who disagree. Twenty respondents (9.2%) agreed strongly, and 0 (0%) disagreed. The average score is 3.43, which shows that the majority of respondents agree that sales in the form of restaurants at the hotel where the respondent works are on target.

The distribution of respondents' answers regarding sales growth other than rooms was in line with the target, stating neutral, amounting to 104 respondents (47.7%), followed by 54 respondents (24.8%) who agreed, 45 respondents (20.6%) who strongly agreed, 15 respondents (6.9%) said they disagreed, and 0 respondents (0%) said they agreed. The average score is 3.59, which shows that most respondents agree that sales growth other than rooms aligns with the target.

5. RESEARCH DISCUSSION

This research is perceptional research, namely explaining respondents' perceptions about empowerment, situational leadership and hotel performance in South Kalimantan Province. Respondents in this research were hotel employees at the leadership/manager level. This research analysis shows that sales growth, occupancy rates, customer feedback and profitability reflect hotel performance. This is in accordance with the results of previous research which used the same indicators (Urban, Boris, 2022).

The biggest contribution from indicators that reflect hotel performance is customer feedback based on the results of factor loading. The results of the descriptive analysis also show that customer feedback has the highest average value. This proves empirically that input from hotel guests to improve service to guests can contribute to hotel performance in hotels in South Kalimantan. The lowest contribution to hotel performance indicators in this research is sales growth. This indicates that until now, the hotel management has perceived that sales growth is still not optimal, in this case, in the sales of restaurants, meeting rooms, and other events organized by the hotel.

The empowerment variable, in this case, is employee empowerment carried out by management, reflected by employee participation, awareness (initiative), commitment and employee sense of responsibility. Previous research used the same indicators (Rose & Kumar, 2006; Jarrar & Zairi, 2002; 2002; Mobley *et al.*, 2005). The indicator with the most significant contribution to the empowerment variable is a sense of responsibility. This indicates that employees

who are given responsibility for carrying out and completing work tend to be more empowered. This is also proven empirically based on descriptive analysis, which shows that the sense of responsibility indicator has the highest average value compared to other indicators. Furthermore, the second contribution that reflects empowerment is the high participation of hotel employees in completing work. Next is a commitment to achieving organizational goals, and finally, the contribution of awareness (initiative) of hotel employees in South Kalimantan to fulfill organizational goals.

Situational leadership in this research uses four indicators of telling, namely the ability to tell members what they have to do; selling, namely the ability to provide ideas to members; participating, namely the ability to build participation with members; and delegating, namely the ability and trust to delegate tasks to other employees. The use of four indicators in this research is in accordance with the theory put forward by Hersey (1984). The indicator that has the greatest contribution in reflecting situational leadership is telling. This is demonstrated by the ability of hotel managers in South Kalimantan to provide clear and firm instructions to employees so that work can be completed on time. Apart from that, leaders also supervise employees in completing work. Furthermore, the second contribution to situational leadership is the leader's ability to build employee participation in achieving organizational goals. Furthermore, the third indicator contributing to the situational leadership variable is the leader's ability to provide new ideas to employees when completing work. The final contribution to the situational leadership variable is the leader's ability to delegate tasks to employees.

This research succeeded in proving that empowerment influences hotel performance. This indicates that empowered leadership is characterized by giving authority and responsibility in making decisions and actions in carrying out work without significant interference from the owner. This has an impact on improving the quality of employees and can stimulate hotel performance. Hotel performance improvement must also be maintained to achieve organizational goals effectively and efficiently. These findings support the results of previous research, Moideenkutty *et al*., (2011), (2013); Aldamoe *et al*., (2012); Mobley *et al*., (2005); Lashley (1999, 2000); Rose & Kumar (2006).

Empowerment as a process of improving the quality of hotel employees in South Kalimantan can increase sales growth, increase occupancy rates, provide customer feedback and stimulate profitability, the hotel's ability to generate and increase profits. The participation of hotel employees in both decision making and achieving goals can optimize hotel performance as measured by sales growth that meets targets, room occupancy and occupancy levels that meet owner targets,

customer feedback that is responded to quickly and openness in accepting suggestions from customers.

Employees who take initiative and are rewarded for this initiative can improve hotel performance. Another indicator is the room occupancy rate. Employee initiatives can also improve hotel performance if the hotel responds quickly to customer feedback and is open to receiving criticism and suggestions from customers related to employees so that they can be followed up immediately. Regarding profitability, employee initiative is directly proportional to hotel performance. If awards for these initiatives follow, it is if the company's profit targets are achieved and profits are relatively the same as those of other hotels.

Indicators of employee commitment to achieving organizational goals and completing work can improve hotel performance if employees commit to increasing sales because they have a strong drive to achieve organizational goals as measured by sales in restaurants and sales other than room sales. The sense of responsibility indicator is the dominant indicator that reflects empowerment. This means that the employee's sense of responsibility for carrying out and completing tasks can influence hotel performance as measured by sales volume growth from year to year or from time to time, room occupancy rates, positive feedback from hotel guests regarding their experience with the products or services used and also able to increase profitability.

This research succeeded in proving that situational leadership influences hotel performance. This means that the increasing quality of situational leadership as a leadership model with a style that focuses on followers to measure the readiness and maturity of hotel employees in South Kalimantan can stimulate hotel performance to achieve organizational goals effectively and efficiently by using their abilities professionally. These findings support the research results. Wuryani *et al*., (2021); Zhao *et al*., (2020); Cahyono *et al*., (2020); Blayney *et al*., (2020); Kara *et al*., (2013). Apart from that, it also influences sustainable sales volume growth.

The leader's ability to give clear instructions to subordinates so that subordinates can participate, take the initiative, commit and have responsibility. Apart from that, leaders also supervise the implementation of their employees' duties so that the instructions given by the leadership can be clearly implemented by employees on time. Leaders also plan clear and firm steps in supervising employee work. These things can improve hotel performance according to what has been targeted, both in terms of restaurant sales and other sales, occupancy rates, success in evaluating and improving customer feedback and increasing organizational profits.

The leadership's ability to provide employee input in the form of ideas will improve hotel performance. This can be done by communicating well

with all employees and being willing to accept and listen to subordinates' opinions regarding the policies taken. Besides that, leaders can also provide opportunities for employees to discuss work issues. The behavior of leaders who prefer to direct rather than order employees about how to carry out good work with optimal results will be able to improve hotel performance. Improvements in hotel performance include achieving sales growth, increasing hotel occupancy, responsiveness to feedback and increasing profits, not only meeting targets but exceeding them.

6. CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis of the research discussion, in examining the influence of empowerment, situational leadership, and their implications on hotel performance, this study was conducted at a star hotel in South Kalimantan to improve hotel performance. It can be concluded that perceptions about empowerment, situational leadership, and organizational performance. Empowerment in star hotels in South Kalimantan is empirically shaped by participation, initiative, firm commitment and a sense of responsibility. Hotel employees' sense of responsibility has the highest contribution value, especially in terms of responsibility for work. Situational leadership in star hotels in South Kalimantan is empirically formed by the ability to give orders, provide ideas, participate actively, and delegate to employees. The leader's ability to give orders to hotel employees has the highest contribution value, especially in supervising its members in completing tasks.

Readiness for change as a belief and attitude that must be implemented has the highest contribution value, especially in terms of readiness to adapt to organizational strategy and readiness for a mature change plan. Hotel performance in star hotels in South Kalimantan is empirically shaped by sales growth, occupancy rates, customer feedback, profitability. Positive feedback from hotel guests regarding their experience with the product or service used has the highest contribution value, especially regarding the hotel's accuracy in responding to guest complaints.

Empowerment influences hotel performance in South Kalimantan, meaning that the higher the quality of empowerment as a process of improving the quality of hotel employees in South Kalimantan, it can stimulate hotel performance to achieve goals effectively and efficiently. Situational leadership influences hotel performance in South Kalimantan, meaning that more quality situational leadership that focuses on providing direction to employees and maturity in South Kalimantan hotels can create hotel performance to achieve effectiveness and efficiency in sales growth.

Suggestions that future researchers can give to scientists/academics as material for developing knowledge, this study can provide a deeper understanding of situational leadership theory in different needs and situations, in the hotel industry, and to increase knowledge of human resource management science. For the hotel industry, the research results show that situational leadership has a more substantial influence on hotel performance and can be used as a consideration for the hotel industry to improve hotel performance

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