

Antecedents Of Hotel Performance With Organizational Ambidexterity As Mediation On Employee Of Three Star Hotels In Special Region Of Jakarta

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Abstract.

The research aims to test and analyze the factors that influence Hotel Employee performance among 3 star hotel employees in Jakarta. The unit of analysis is 322 individual employees who work for employees from 10 3-star hotels in Jakarta. Cross-sectional and one-shot data collection was carried out through structured questionnaires distributed via Google Form and also directly. Asymmetric causal research design using quantitative methods. The proposed model includes 123 hypotheses and is tested using Structural Equation Modeling (SEM). The majority of respondents were women aged 20-24 years, with contract employee status, staff positions, working period of less than 5 years with a high school/vocational school/equivalent education level. The results of the test found that Ambidextrous Leadership, Ambidextrous Organizational Culture and Organizational Ambidexterity had a positive influence on Hotel performance while Organizational Ambidexterity had a positive influence from Ambidextrous Leadership and Ambidextrous Organizational Culture. The research results can help deepen understanding of the complexity of the relationship between HR Flexibility, ambidextrous, ambidextrous leadership and High Performance Work Leadership System on Hotel Employee Performance through organizational Ambidexterity.

Keywords: Hotel, Performance, Ambidextrous Leadership, Ambidextrous organizational Culture, High Performance Work System, HR Flexibility and Organizational ambidexterity.

I. INTRODUCTION

The hotel industry in Indonesia is one of the industries that continues to experience good development. This can be seen from how the hotel occupancy rate continues to increase. Based on data from the Central Statistics Agency (BPS) in 2023, the room occupancy rate (TPK) of star hotels in Indonesia continues to increase. In 2020, the occupancy rate of star hotels in Indonesia was 36.13%, in 2021 it increased to 40,985 and increased again to 47.8% in 2022. In 2023, the hotel occupancy rate increased again to 53.02%. The growth rate and potential for development of this hotel certainly fosters increasingly fierce competition from the hotel business in Indonesia. In addition, hotels are currently not only focused on providing rooms where there are many new markets whose potential needs to be explored by hotel entrepreneurs in Indonesia. According to Tang (2014) when hotels face greater competitive pressures from globalization and customization, hotels need to meet their customers' demands for unique and memorable experiences and provide effective and high-quality services to customers to survive in the industry (1,2). Hotels must create new services (exploratory innovation) and improve the quality and price of existing services (exploitative innovation) (3) Organizational performance is important because it will be a picture of how effective an organization is in accordance with its goals (4). Organizations focus on sustainable implementation because improving organizational performance allows organizations to grow (5).

In the context of hotels, performance measurement helps in the implementation of goal-oriented strategies. Performance is an important aspect of value-based management that is used to ensure the value of the hotel for the owner and to meet the interests of other stakeholders. Furthermore, performance measurement is an important component of the human resource management function, as well as an integral part of management rewards and promotions (6). Improving Hotel performance is considered the main goal of Hotel business success, which is driven by internal resource management factors and managerial ability factors to encourage the emergence of a strategic entrepreneurial atmosphere in the company. Companies need to measure company performance that is adjusted to the formulation of the company's strategy. Proper performance measurement is the key to achieving a company's competitive advantage (7). The standard of a

3-Star Hotel is a Hotel with fewer rooms compared to 4 & 5 Star Hotels, the number of employees is not as many as the employees of the above-star hotels. 3-star hotel facilities tend to be minimal, and the building area tends to be narrower than 4 & 5 stars. One of the factors that affect hotel performance is Organization Ambidexterity. Previous studies have shown that the importance of Organization Ambidexterity benefits hotel performance when companies are enabled to effectively adjust exploration and exploitation simultaneously (8). Since ambidexterity is a combination of high levels of exploration and exploitation, it ensures that organizations are competitive in both the short and long term (Rosin9).

Through exploration, companies can quickly move towards new opportunities, adapt to volatile markets, and respond to changing customer needs so that organizations can be innovative and proactive. On the other hand, through exploitation capabilities, companies can leverage the value of their assets, quickly launch existing business models, and eliminate unnecessary costs from ongoing operations (10). Previous research shows that companies that master exploitative and explorative capabilities together (organizational ambidexterity) can achieve competitiveness and outperform others (11). Balancing explorative and exploitative practices reduces costs and allows companies to allocate and utilize limited resources optimally and increase efficiency in the company which will have an impact on better performance of organizations including Hotels (12). Human Resource Flexibility is an important factor that can shape organizational ambidexterity. Furthermore, Human Resource Flexibility will allow organizations to pursue the exploration and exploitation sides required by organizational ambidexterity (13). Conceptually, organizational ambidexterity can improve Organizational Performance because it can balance between exploration and exploitation aspects so that it can optimize company performance (14). Therefore, organizational ambidexterity has the potential to be a mediator between Human Resources Flexibility and Organizational performance. Another factor that can affect Hotel performance and organizational ambidexterity is ambidextrous leadership. The leadership style that best encourages exploration and exploitation is ambidextrous leadership.

Ambidextrous leaders use opening leader behaviors to encourage employees to proactively seek new ideas and solutions and then switch to closing leader behaviors to encourage workers to implement these ideas and solutions. Therefore, in a company, ambidextrous leadership has the capacity to encourage proactive, innovative, and risk-taking behaviors by employees. The interaction between opening and closing behaviors predicts employees. Therefore, a greater interaction between the two behaviors means that ambidextrous leadership affects Performance (15) In the context of ambidextrous organizational culture, diverse beliefs, values, principles, and codes of ethics from two conflicting cultures can coexist. This existence equips organizational members with the capacity to make breakthroughs when faced with great difficulty, by adjusting their behavior to certain situations. This breakthrough can produce successful results. Research conducted by Wang & Rafiq (16) found that ambidextrous organizational culture, which is characterized by organizational diversity, has a statistically significant positive effect on new product innovation outcomes. According to (17) ambidextrous organizational culture also has an impact on Hotel Performance and also at the individual level. According to (18) ambidextrous organizational culture also has an impact on ambidextrous organizational which can then affect performance. High performance work system is also a factor that can shape organizational ambidexterity and Hotel performance. High performance work system can give employees and managers the ability to implement various policies and strategies simultaneously by providing them with valuable knowledge, skills, and experience. In fact, it has been revealed in previous studies that various types of High performance work systems strengthen organizational ambidexterity (18).

According to research by Patel et al (19) shows that companies that can combine various complementary HR practices in one High performance work system may have higher organizational ambidexterity. According to Rabl et al (20) High performance work system can also improve Hotel Performance by increasing employee ability, motivation, and opportunities to contribute. The implementation of high performance work system also fosters a healthy organizational environment where employees feel challenged and willing to make extra efforts to achieve organizational goals in order to improve organizational performance (21). Research related to organizational ambidexterity is still relatively

rare, especially in Indonesia. Previous research conducted by Ubeda-Garcia et al (18) has examined the antecedents and consequences of organizational ambidexterity which found how high performance work systems, ambidexterity organizational culture affect organizational ambidexterity and organizational ambidexterity affects hotel performance. Other antecedents were also found in the research of Ubeda-Garcia et al (22) which also found how human resource flexibility affects organizational ambidexterity and performance. Findings from Katou et al (23) also found the effect of ambidextrous leadership on organizational ambidexterity. This study will fill the research gap by including all of these antecedent variables as factors that influence organizational ambidexterity and also its direct influence on hotel performance. Previous studies have also not tested the role of organizational ambidexterity as a mediating variable. To fill this gap, this study also tries to test how the role of organizational ambidexterity as a mediating variable influences the influence of Human Resources Flexibility, ambidextrous leadership, and ambidextrous organizational culture and high performance work system on hotel performance.

II. METHODS

This study aims to test the influence between variables so that a hypothesis testing research design is used. Data were collected in one period only so that the type of data collection is cross-sectional (24). The unit of analysis of this study is 3-Star Hotels in Jakarta. In this study, the population used was employees of 3-star hotels in Jakarta. The sample of this study itself was employees of 44 3-star hotels in Jakarta. The selection of 3 stars in Jakarta is because 3-star hotels have the most occupancy from both tourists and business travelers. The 44 hotels were selected based on the access the researcher had to conduct the study. The method of distributing the questionnaire started from the Whastapp Group HRD of 3-Star Hotels, asking managers and GMs to distribute the google form link to employees at their respective hotels in Jakarta, in addition to private chats with GMs of 3-Star Hotels, but only received some feedback. In conducting data analysis, this study used the Structural Equation Modeling (SEM) method.

Human Resources Flexibility

Human Resources Flexibility is measured using 3 dimensions consisting of Behavioral flexibility, Skill flexibility and Human resource practices flexibility as well as 22 indicators developed by Úbeda-García et al (18)

Ambidextrous Leadership

Ambidextrous Leadership is measured using 2 dimensions consisting of Opening Leadership Behavior and Closed Leadership Behavior and 16 indicators developed from research (25).

Ambidextrous Organizational Culture

Ambidextrous Organizational Culture is measured using 2 dimensions, namely Organizational Diversity and Shared Vision and 7 indicators by Úbeda-García et al (18)

High Performance Work System

High Performance Work System is measured using 5 dimensions consisting of Selective staffing, Comprehensive training, Developmental performance appraisal, Equitable reward system and Participation and communication system. There are 14 indicators developed by Úbeda-García et al (18)

Organizational Ambidexterity

Organizational Ambidexterity is measured using 2 dimensions, namely Exploitative and exploratory and 8 indicators developed by Úbeda-García et al (18)

Hotel Performance

Hotel performance in this study is measured using two dimensions, namely employee satisfaction and employee work performance measurements which are developments from Pnevmatikoudi & Stavnirodis (26) and consist of 16 indicators.

III. RESULT AND DISCUSSION

After the model testing was carried out, the model settings were declared feasible, then the hypothesis testing was carried out. The results of the hypothesis testing can be seen in the table below.

Table 1. Hypothesis Testing Results

Hipotesis	Coefficient	P-value	Decision
H1: Human Resources flexibility has a positive effect on Hotel Performance	0.055	0.637	Rejected
H2 : Human Resources flexibility has a positive effect on Organizational Ambidexterity	0.009	0.915	Rejected
H3 : <i>Ambidextrous Leadership</i> has a positive effect on <i>Hotel Performance</i>	-0.575	0.000	Rejected
H4: <i>Ambidextrous Leadership</i> has a positive effect on <i>Organizational Ambidexterity</i> .	0.836	0.000	Accepted
H5 : <i>Ambidextrous organizational Culture</i> has a positive effect on <i>Hotel Performance</i>	0.588	0.000	Accepted
H6 : <i>Ambidextrous Organizational Culture</i> has a positive effect on <i>Organizational Ambidexterity</i> .	0.134	0.002	Accepted
H7 : <i>High Performance Work System</i> has a positive effect on <i>Hotel Performance</i>	-0.016	0.889	Rejected
H8 : <i>High performance work system</i> berpengaruh has a positive effect on <i>Organizational Ambidexterity</i>	0.018	0.821	Rejected
H9 : <i>Organizational ambidexterity</i> has a positive effect on <i>Hotel performance</i>	0.693	0.000	Accepted
H10: <i>Human Resources Flexibility</i> has a positive effect on <i>Hotel performance</i> mediated by <i>Organizational Ambidexterity</i>	0.006	0.871	Rejected
H11: <i>Ambidextrous Leadership</i> has a positive effect on <i>Hotel performance</i> mediated by <i>Organizational Ambidexterity</i>	0.579	0.001	Accepted
H12: <i>Ambidextrous organizational</i> has a positive effect on <i>Hotel performance</i> mediated by <i>Organizational Ambidexterity</i>	0.093	0.005	Accepted
H13: <i>High performance work system</i> has a positive effect on <i>Hotel performance</i> mediated by <i>Organizational Ambidexterity</i>	0.015	0.736	Rejected

From the results of the research and observations conducted, it can be explained that Human Resources flexibility does not have a positive effect on Hotel performance because 3-star hotel employees are currently mostly occupied by Staff positions where the age of employees ranges from >20-24 years. The current condition of 3-star hotels requires employees to carry out tasks and responsibilities outside the job desk or additional workload from the employees given. In responding to this situation, hotel employees are flexible in doing their jobs. Based on the results of interviews with a number of 3-star hotel employees, with the demands of skills requested by the hotel, employees choose to resign from their jobs rather than having to learn new things. This is also because 3-star hotels have not optimally provided incentives, bonuses, and rewards for employees who are not yet permanent employees. From the results of the research and observations conducted, it was found that there was no influence of Human Resources flexibility on employees who lacked a combination or combination of flexibility in behavior, skills and HR practices because most of the respondents in this study were still relatively new to their work and young in age. This is also because the Hotel has not yet optimally introduced changes in HR practices to align the HR system in the company due to the length of service of employees and the high number of employee turnover factors working in 3-Star Hotels. The recruitment process is not optimal because personality tests have not been implemented for prospective employees who will work and management policies have not been set regarding the recruitment process that is in accordance with the talents needed.

The third hypothesis tests the effect of Ambidextrous Leadership on Hotel performance. The test results show that there is a negative effect of Ambidextrous Leadership on Hotel performance, so that the fourth hypothesis in this study is not supported. This shows that increasing Ambidextrous Leadership will actually reduce Hotel performance where employees feel less satisfied and affect performance. Leaders pay less attention to how employees work, resulting in less employee discipline and employees do not work according to SOP. As a result, employees feel that their superiors' requests are not in accordance with the reality that occurs in the hotel so that employees feel uncomfortable working at the Hotel so that employees

are dissatisfied. For example, there is an increase in the workload on employees such as unpaid overtime or inappropriate jobdesks (exploitation). For rigid leaders in 3-Star Hotels, especially the Finance Department, they are very rigid in giving rewards, incentives, and service money to employees, so that employees feel unmotivated and reduce employee performance, especially contract employees. The fourth hypothesis tests the effect of Ambidextrous Leadership on Organizational Ambidexterity. The test results show that there is a positive and significant effect of Ambidextrous Leadership on Organizational Ambidexterity. So the fourth hypothesis in this study is supported. This shows that increasing Ambidextrous Leadership will be able to increase Organizational Ambidexterity. This can happen because ambidextrous leaders can succeed in achieving organizational goals, targets, both in the short and long term, by balancing exploratory and exploitative activities appropriately.

The fifth hypothesis tests the effect of Ambidextrous Organizational Culture on Hotel performance. The test results show that there is a positive and significant effect of Ambidextrous Organizational Culture on Hotel performance so that the sixth hypothesis in this study is supported. This can happen because individuals who work in a strong Ambidextrous organizational Culture, which has the characteristics of a strong exploratory culture and a strong exploitative culture, will work better, using various exploitative and exploratory traits than employees who work in other types of organizational cultures. The sixth hypothesis tests the effect of Ambidextrous Organizational Culture on Organizational Ambidexterity. The test results show that there is a positive effect of Ambidextrous Organizational Culture on Organizational Ambidexterity so that the fifth hypothesis in this study can be supported. This can happen because Ambidextrous Organizational Culture is based on two sets of organizational values and norms, namely Organizational Diversity (OD) and Shared Vision (SV) where this is needed to achieve control and flexibility. Organizational diversity and Share Value must complement each other. A company with strong share values is more likely to connect multiple perspectives with existing knowledge in accordance with organizational goals. Specifically, in the context of exploration, Share Value allows organizations to choose the most useful new ideas, with guidelines in accordance with organizational goals. The seventh hypothesis tests the effect of high performance work system on Hotel performance. The test results show that there is a negative effect of high performance work system on Hotel performance so that the hypothesis in this study failed to be supported. The implementation of a series of specific work practices, namely high performance work system, is beneficial for all types of organizations that encourage higher performance.

The results of this study do not support the effect of high performance work system on Hotel performance because the samples from this company came from various different hotels that have different systems. From the results of the research and observations made, it can be explained that the recruitment process as a whole has been carried out well because the employees recruited are on average people who are close to the leader or superior, but when viewed from the satisfaction and performance of the employees, it has decreased because the rewards and remuneration given are not comparable to the work done. Age range 20-25 years with a work period of <5 years, the average employee is staff and contract employees. Hotel employees are not motivated in making important decisions because of the fear they have. The employee's fear of making the wrong decision can affect the rewards and remuneration (service charge) they receive because it is not in accordance with the hotel's policy. The eighth hypothesis tests the effect of high performance work system on Organizational Ambidexterity. The test results show that there is a positive and insignificant effect of high performance work system on Organizational Ambidexterity so that the hypothesis in this study failed to be supported. The results of the study that showed no effect were due to the lack of time allocation and attention of resources because the majority of employees' work period was relatively low. From the results of the research and observations conducted, it can be explained that this can occur because the respondents in this study have an age range of 20-25 years, also a work period of <5 years, so all forms of actions taken often require superior approval to make important decisions.

The ninth hypothesis tests the effect of Organizational ambidexterity on Hotel performance where the test results show that there is a positive effect of Organizational ambidexterity on Hotel performance. This shows that high Organizational ambidexterity will increase Hotel performance. Conceptually, organizational ambidexterity can improve organizational performance, because ambidextrous organizations

will be more creative, more innovative and more flexible without losing the benefits associated with exploitation such as efficiency and continuity (Simsek, 2009). The tenth hypothesis tests the effect of Human Resources Flexibility on Hotel performance with Organizational Ambidexterity as the mediation. The results of the study indicate that there is no effect of Human Resources Flexibility on Hotel performance with Organizational Ambidexterity as the mediation, so this hypothesis is not supported. This can happen because basically Human Resources Flexibility does not have a significant effect on the path to Hotel performance and Organizational Ambidexterity, so it does not meet the requirements of a variable to mediate. From the results of the research and observations carried out, it can be explained that there is no effect of Human Resources Flexibility on Hotel performance with Organizational Ambidexterity as the mediation, so this hypothesis is not supported. This is because the hotel where the respondent works has not yet optimally introduced changes in HR practices to align the HR system with changing work requirements. The eleventh hypothesis tests the effect of Ambidextrous Leadership on Hotel performance with organizational ambidexterity as the mediation. The results of the study indicate that organizational ambidexterity can mediate the effect of Ambidextrous Leadership on Hotel performance, so the eleventh hypothesis can be supported. This shows that Ambidextrous Leadership is a factor that will increase organizational ambidexterity which will then improve performance.

Hotel leaders make employees or subordinates feel motivated and comfortable because they can create a culture of tolerance when mistakes occur and think out of the box. Ambidextrous leaders can improve excellent service by prioritizing empathy for customers. Efficiency policies towards good products and services will mediate a leadership style that can improve excellent service full of empathy from Hotel employees. Hypothesis twelve tests the effect of Ambidextrous organizational culture on Hotel performance with organizational ambidexterity as the mediation. The results of the study indicate that organizational ambidexterity can mediate the effect of Ambidextrous organizational culture on Hotel performance so that the twelfth hypothesis is supported. This shows that Ambidextrous organizational culture is a factor that will increase organizational ambidexterity which will then improve performance. The results of the study and observations show that without Organizational Ambidexterity, the Hotel's vision and mission instilled in all employees can provide an impact of excellent service full of empathy that can be given to customers. The thirteenth hypothesis (13) tests the effect of High performance work system on Hotel performance with organizational ambidexterity as the mediation. The results of the study indicate that organizational ambidexterity cannot mediate the effect of High performance work system on Hotel performance so that the third and twelfth hypothesis fails to be supported. This can happen because High performance work system has no effect on either organizational ambidexterity.

IV. CONCLUSION

The results of the test found that Ambidextrous Leadership, Ambidextrous Organizational Culture and Organizational Ambidexterity had a positive influence on Hotel performance while Organizational Ambidexterity had a positive influence from Ambidextrous Leadership and Ambidextrous Organizational Culture. The research results can help deepen understanding of the complexity of the relationship between HR Flexibility, ambidextrous, ambidextrous leadership and High Performance Work Leadership System on Hotel Employee Performance through organizational Ambidexterity. Future research should try to conduct similar research by trying to conduct research. Organizational ambidexterity is important and must be considered by providing opportunities for all employees to do work outside their job description so that it can increase employee trust in hotel management. Hotel management also needs to provide training for employees to improve employee potential so that employees are ready to be rotated between divisions.

Ambidextrous Organizational Culture is also an important factor and can be improved by making employees more involved in employee activities and decision-making. This is like giving more authority to employees and also often inviting employee discussions in company decision-making. Hotel management should hold coaching and mentoring programs for employees so that employees are more open and have confidence in decision-making. A 3-star hotel that needs a leader who dares to take risks, creates a culture of tolerance in the organization, obeys rules and procedures, controls and monitors target achievement, takes

corrective action, completes integrated tasks, has an open nature, motivates to innovate and is indifferent to the past. High Performance Work System can update policies related to the work system in the Hotel. This is like better training and a fairer reward system so that employee welfare is guaranteed. So that it can improve the performance of employees working in 3-star hotels.

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