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Master of Applied Tourism Study Programme (S2), Bali Tourism Polytechnic

# PROCEEDING OF THE 1<sup>st</sup> INTERNATIONAL CONFERENCE ON HOSPITALITY, TOURISM, AND ENTREPRENEURSHIP 2022

Tourism Transformation :  
Opportunities & Challenges in The New Era

Bali, September 30<sup>th</sup> 2022

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3. Even though all papers in this proceeding have gone through the review and editing process, it is possible that there are still errors in writing and

## PREFACE

Om Swastiastu,

It is great pleasure for me to welcome you to the International Conference on Hospitality, Tourism, and Entrepreneurship (INSPIRE) 2022 which organized by Master Applied of Tourism Program Study. My name is I Putu Utama, Master Applied of Tourism Program Study Coordinator.

Before we get started, I would like to express my sincere appreciation to all of the keynote speakers, plenary speaker, invited speakers, co-host from fellow academic institutions, presenters, participants, the management of Bali Tourism Polytechnic, lecturers, all partners, and especially our beloved students who are generously helped us making this international conference comes true.

This international conference is one of the academic activities in our study program which aims to disseminate the results of applied research in the field of tourism and hospitality. By organizing this academic activity, academics and practitioners can develop their managerial knowledge and skills in the tourism and hospitality industry. Based on this phenomenon, this year, the Applied Tourism Masters Study Program is interested in holding an international conference entitled International Conference on Hospitality, Tourism, and Entrepreneurship 2022 (INSPIRE 2022) with the theme "Tourism Transformation: Opportunities & Challenges in the New Era"

Once again thank you very much for your participation and support. Hopefully this international conference gives us the new insight and perspective facing this uncertainty conditions, stay safe.

Om Shanti Shanti Shanti Om

Sincerely,

Dr. I Putu Utama, S.E., MM

Coordinator of Master Applied Tourism Study Programme (S2)

## WELCOME REMARK



Welcome Remark

Dr. H. Sandiaga Salahuddin Uno

Minister of Tourism and Creative  
Economy

*International Conference on Hospitality, Tourism, and Entrepreneurship  
(INSPIRE) 2022*

*"Tourism Transformation: Opportunities & Challenges in A New Era"*

Poltekpar Bali, September 30<sup>th</sup> 2022

The tourism industry has undergone massive changes due to the impact of the COVID-19 pandemic. Various industries, especially in the tourism and hospitality sectors, have experienced a shift in target markets, commodity preferences, distribution preferences and also marketing methods by utilizing developments in technological advances. This is certainly a challenge for all industry players to be able to find, design, as well as realize creative ideas that can be used directly in the implementation of various industrial activities to continue to grow and develop the industry in facing challenges, so that it can become adaptive and sustainable.

In my opinion, the changes that occur in the tourism industry must start from a change in mindset. Various dynamics (changes) must of course be utilized by all generations as a momentum to change our mindset which may now be no longer relevant to the changing times so that it becomes relevant and also visionary who is full of enthusiasm to contribute to the growth and development of the country in the future.

The various uncertainties resulting from the COVID-19 pandemic are certainly not over as a concern for the whole world. Currently, we are in the recovery stage in the tourism industry, which has a higher level of sensitivity compared to other industries. However, what is interesting when one examines it amidst the various pressures facing the tourism industry, there are several industrial sectors that are actually experiencing positive growth, such as the creative economy imbued with an entrepreneurial spirit. Entrepreneurship that focuses on finding solutions to various problems in society seems to be able to survive and adapt to various innovations that are simplistic in nature, which change various methods of carrying out conventional industrial activities to be based on technological advances, one example is the use of VR Box or VR. Cardboard in the implementation of virtual tourism, so that virtual tourists can search for tourist information from their respective homes but as if they were directly at the location. VR can be a solution or alternative media to provide a tourist experience both during a pandemic and in normal conditions. Virtual Reality (VR) based business is currently experiencing enormous development and improvement. This can be seen from the use of VR in the commercial industry (online shopping), education, manufacturing, health training, architectural construction, advertising, and sports. This will certainly get support from the government through government policies in linking tourism with the creative economy which is an extraordinary breakthrough to boost the community's economy and create innovations as well as jobs.

Coinciding with the commemoration of World Tourism Day (27 September 2022), this is a momentum that we can all take advantage of to be able to further revive and develop the tourism industry through various innovations and synergy between stakeholders. Tourism as we know it

has provided a multiplier effect for destinations, both from the rural level to the urban level, needs special attention from all of us.

Theoretically, Tourism is a scientific discipline whose scientific studies can be divided into three: ontology, epistemology, and axiology. Ontology itself discusses what one wants to know about the theory of existence. Then epistemology discusses how the process of obtaining knowledge, and axiology discusses the value related to the usefulness or benefits of the knowledge obtained. This knowledge must be a characteristic and a way of life for tourism actors with high integrity so that the development and progress of Indonesian tourism can remain one of the leading in the world.

On this occasion I would like to congratulate this conference with the hope that its activities can generate creative ideas about hospitality innovation, tourism and entrepreneurship. Believe that by joining hands and working hard together we will all become strong and superior.

Let's make 3G a reality: Gercep (Move Fast), Geber (Move Fast), Gaspol (Work on All Potentials)

Together We Have 4 Aces: Hard Work, Smart Work, Complete Work, Sincere Work.



Welcome Remark  
Drs. Ida Bagus Putu Puja, M.Kes.  
Director of Bali Tourism Polytechnic  
Inspire Conference, September 30<sup>th</sup> 2022

Our Excellency Minister of Tourism and Creative Economy Republic of Indonesia who will be our Keynote Speaker in this international seminar.

Honorable speakers, And all conference participants and conference committees

First, I would like to thank to the GOD for giving us his blessing so that we could hold this “International conference on Hospitality, Tourism and Entrepreneurship 2022 “. Because of His mercy, we are sitting in this opening event in good health.

In this occasion, I would like to convey my gratitude to our excellency Minister of Tourism and Creative Economy Republic of Indonesia who helped us in this international conference, all honorable speakers and thank you to all participants who are attending this conference either daring or luring.

In the celebration of the 42<sup>nd</sup> World Tourism Day this year with the tagline “Rethinking Tourism“. Bali Tourism Polytechnic has done some entertainments, social, environmental and academic activities which involved students, lecturers and staff as well as community members which have been starting from the beginning of this month.

Today, one of our main activities is holding “the international seminar on Hospitality, Tourism and Entrepreneurship (INSPIRE) 2022“. The main purpose of this conference to give insights to the tourism stakeholders how to work together hands in hands to attract and promote tourism sectors in Indonesia to help the economies of the communities after the pandemic covid19.

We have invited some credible speakers for this conference from (1) Buckinghamshire New University, England, Professor David Hind, (2), Republic Polytechnic Singapore, Ms. Queenie Lee, (3). Universiti Teknologi MARA Penang, Malaysia Mr. Anderson Ngelambong Ph.D. and (4) Bali Tourism Polytechnic Lecturers.

They will share their knowledge and experiences like Hospitality and tourism Digital Transformation, Hi-tech and Hi-touch in hospitality Future, the future of HR in the Hospitality industry, Event Based Destination Development and the future of international Event Industry Post Covid-19.

We do hope that those conference topics can be valuable in tourism industry.

In this good opportunity I would like Our Excellency Minister Tourism and Creative Economy to give keynote speech and open this conference officially.

Thank you very much for your time with us.



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## THE IMPACT OF LEADERSHIP STYLES TOWRD EMPLOYEE PERFORMANCE IN A GLAMPING ACCOMODATION INDUSTRY AT TABANAN REGENCY

<sup>1</sup>I Wayan Wira Artana, <sup>2</sup>NDM Santi Diwyarthi, <sup>3</sup>Ni Nyoman Sukerti, <sup>4</sup>IDP Hendri Permana  
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### ABSTRACT

Accommodation is a business in tourism industry that requires the involvement of resources. One of the main resources in the accommodation business is human resources. Human resources require maximum planning, management and supervision, especially, by involving leadership. This research raise the topic of impact of leadership styles toward employee performance. Data collection techniques used in this study were questionnaires, study documentation and interviews.

The sample was 32 employees at Pondanu Cabins by The Lake. The analysis techniques were linear regression analysis, coefficient of determinant analysis, and t test analysis. The results showed that average value of respondent's assessment of leadership style was 4.02, which means "Good", and the employee performance showed average value was 3.97, which means "Good". The t test result that leadership style has positive and significant effect on employee performance at PonDanu Cabins by The Lake. The determination test result that leadership style has an effect of 55.8 % on employee performance, and remaining 44.2 % is influenced by other variables that were not examined in this research. Write your abstract here with Italic, Times New Roman font, 12pt. Your abstract should be only written in English, and give a clear statement of the problem, the purpose of the paper, the method of the research, findings, limitation, and the result that shows the solution of the problem. The abstract must be able to stand alone without footnotes, therefore references should be avoided in writing an abstract. Furthermore, you should not put any abbreviations in the abstract section.

**Keywords:** employee, impact, leadership, performance, styles.

### INTRODUCTION

Accommodation is the provision of services for tourism activities, both in the provision of buildings for the guests, as well as providing other supporting facilities such as restaurants, entertainment, and other commercially managed facilities. According to Ismayanti (2021, 72), accommodation is a means to provide services, lodging, and equipped with food and beverage services. Accommodation as a means of supporting tourism. The types of accommodation consist of several types, namely: hotel, motel, villa, guest house, mess, homestay, inn, and camping. The development of tourism industry in the world has successfully increase accommodation facilities. Accommodation develop its form and function in order to reach the tourists satisfaction (Ismayanti, 2021, Adi Pratama, 2022).

The management of hotel and motel realise that the competition in accommodation industry is growing rapidly, the competitors are also emerging to compete and win the competition. In order to be able to survive, the management team does not only depend on its operational supporting facilities and infrastructure, but also relies on human resources in their team. Human resources management has a big role in managing accommodation business, to regulate the planning, recruitment, development learning and training, compensation, performance appraisal, and maintenance the employees.

PonDanu Cabins by The Lake is a villa located in Kembang Merta District, Candi Kuning Village, Tabanan Regency, Bali Province. PonDanu Cabins by The Lake has 32 employees and 1 Cabins Manager / General Manager. Employee performance at PonDanu Cabins by The Lake is important for villa sustainability. Employee performance also determines the satisfaction of staying guests. The management of PonDanu Cabins by The Lake has designed a parameter in measuring employee performance which consist of several components, namely: assessment of attitudes, responsibilities, competencies and grooming. In assessing the employee performance, PonDanu Cabins by The Lake uses 5 scoring intervals as follows: Very good (81 – 100), Good (61 – 80), Fair (41 – 60), Less good (21 – 40), and Poor (1 – 21). Based on these 5 assessment intervals, the standard value set by PonDanu Cabins by The Lake is 81 – 100, with the “Very good” category. In fact, the result of performance evaluations that have been carried out in the year of 2020 – 2021 periods have different result. The employee performance had decreased.

In 2020, the result of employee performance evaluation at PonDanu Cabins by The Lake showed an average value of 82.2 point. In 2021, the result of employee performance evaluation at PonDanu Cabins by The Lake showed an average value of 78.2 point. This indicate the average value of employee performance evaluation in 2021 is below average point. The management team at PonDanu Cabins by The Lake set the average value of employee performance evaluation at 80 – 100 point, that means “Very good category”.

Based on interviews that have been conducted, the decrease in employee performance is not due to the work ability of the employees. In order to maintain the work ability of its employees, management team conducts training every month, the salary given to employees is also in accordance with the standard given by government. The decreased of employee performance evaluation was predicted due to a change in management, resulting in changes to the system, policies and leadership style of the new leader. Leaders are also expected to improve employee performance in order to maximize opportunities to achieve company goals.

This makes effort to understand the employee performance evaluation in PonDanu Cabins by The Lake, and limit it to leadership style. The Purpose of the research is to explore the impact of leadership styles toward employee performance at PonDanu Cabins by The Lake, as glamping accommodation industry, at Tabanan Regency.

### LITERATURE REVIEW

The fundamental problem in every company is how to improve employees performance. Work performance is the result of work in quality and quantity achieved by an employee. This proved their ability to do the job properly accordance with the responsibility given by company (Mangkunegara & Insan, 2015, Adi Pratama, 2022). Performance is the embodiment of work carried out by the employees. This result used for evaluate employees competency. Therefore, it can be concluded that employee performance is related to the suitability of employee work quantity and quality (Hasibuan, 2015, Santi Diwyarthi, 2022). Leadership style is the way a leader influences employee’s behavior, which aims to encourage work passion, satisfaction and employee productivity. There are several leadership styles proposed by Hasibuan (2016: 172), such as authoritarian leadership style, participatory leadership style, and delegative leadership style.

Based on the research conducted by Lotje et al (2017: 6), Leadership style has a positive effect on employee performance. The research at PT Buminda Bumiputera Easy Insurance Amando Branch proved that leadership style has influence employee performance. The company or organization evaluate employee performance in order to maintain and develop

employees performance. Assessment or evaluation of employee performance is an assessment carried out systematically to determine employee work result and organizational performance. There are several indicators that can be used in evaluating employee performance, namely, work quality, work quantity, implementation of duties, responsibilities for work (Mangkunegara, 2015, Santi Diwyarthi, 2022).

Aurilia stated that smarter the leader in carrying out his roel, the faster the goals of the company will be achieved, therefore, we need a leader who is able to provide direction to achieve the company's goals that have been set. If the leadership given to employees is good, then employee performance will also be good (Aurilia, 2013, Santi Diwyarthi, 2022). Based on that statements, it can be assumed that the applied leadership style will be able to affect the performance of employees at PonDanu Cabins by The Lake.

### RESEARCH METHODOLOGY

The object of this research is focused on the influence of leadership style on employee performance at PonDanu Cabins by The Lake. The location of this research was conducted on Candi Kuning Village, Tabanan Regency, Bali Province. The data collection techniques used in this study were questionnaires, study documentations, and interviews.

The type of quantitative data used in this study is the number of employees, the data from the leadership style questionnaire on employee performance and employee performance evaluation. The type of qualitative data used in this study is information and description of Pondanu Cabins by The Lake, the facilities provided, the tourists, and the community.

Primary data sources were data results from interview and questionnaires regarding leadership styles and employee performance. Secondary data are employees performance evaluation results. The respondents are 32 employees of PonDanu Cabins by The Lake, from Desember 2021 to July 2022. The data collection techniques used are questionnaires, documentation studies and interviews.

### RESULT AND DISCUSSIONS

The data shows 34 respondents, 18 are women (56,3 %). Based on age, respondent were dominated by 21-25 years old (16 people or 50 %). Based on education, respondent were dominated by the latest education, had finished their diploma 3, 13 people (40,6 %).

Based on respondent's leadership style assessment, the data showed Good value. The highest value is found in the statement "Leaders are able to build confidence in making the right decision on a problem at work", which gets an average value of 4.20. The lowest score is found in statement "Leaders always remind to be calm in making decision, which get an average score of 3.75. The average respondent's leadership style assessment is 4.02, which means Good. Based on respondent's employee performance assessment, had a Good score. The highest value was found in the statement "I can complete the job well and thoroughly", which get 4.19. The lowest score was found in the statement that "I was able to meet the targets set by the leadership", which obtained an average score of 3.66. The respondent's employee performance assessment had average score 3.97, which means Good.

The validity test that has been carried out shows that the leadership style (X) and employee performance (Y) assessment instruments are all valid and based on the reliability test shows that the leadership style variable (X) and employee performance are all reliable. It is said to be reliable because all research instruments have Cronbach's Alpha values greater than 0.60. This means that all research instruments are reliable or reliable.

The simple linear regression equation obtained is  $Y = 18.229 + 0.458 X$  about the influence of leadership style variables on employee performance at PonDanu Cabins by The Lake. The



influence of leadership style on employee performance is obtained  $t_{count}(3.401) > t_{table}(1.69913)$  with a significance level of  $0.001 <= 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted, which means that the leadership style variable has a positive and significant effect on employee performance. The value of  $R^2 = 55.8\%$ , which means that 55.8% of employee performance at Cabins By The Lake is influenced by transactional leadership style variables and the remaining 44.2% is influenced by other variables not examined in this study.

This is in accordance with Bakara and Sukiswo's research (2019), that the right leadership for accommodation business employees can make employees loyal and work better. Leadership has a positive and significant effect on employee performance. This study is also in accordance with the results found by Purnama et al (2020), which proves that leadership style has a positive and significant influence on employee performance. The democratic leadership style variable has a dominant effect on employee performance.

### CONCLUSIONS

Based on the results of the analysis that has been described, it can be concluded that the simple linear regression equation stated is  $Y=18,220 + 0,458$  which indicates that leadership style has a positive effect on employee performance. This shows that if there is an increase in terms of leadership style, it will increase employee performance. Based on the analysis of determination shows that 55.8% leadership style affects employee performance and 44.2% is influenced by other variables not examined in the study and the t-test is  $(3.401) > t_{table}(1.69913)$  with a significance level of  $0.001 <= 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted, which means that the leadership style variable has a positive and significant effect on employee performance at PonDanu Cabins By The Lake.

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