IMPROVING HOTEL'S ORGANIZATIONAL PERFORMANCE BY MAXIMIZING KNOWLEDGE MANAGEMENT AND ENTREPRENEURIAL ORIENTATION THROUGH DYNAMIC CAPABILITY

I Gusti Bagus Nyoman Surya Candra Sasmita[1)], Putu Yudy Wijaya[2)], Ida Ayu Widani Sugianingrat[3)]

[1]Faculty of Economics, Business, and Tourism University of Hindu Indonesia
Email : bagusunhi@gmail.com

[2]Faculty of Economics, Business, and Tourism University of Hindu Indonesia
Email : yudywijaya333@unhi.ac.id

[3]Faculty of Economics, Business, and Tourism University of Hindu Indonesia
Email : widanidayu47@unhi.ac.id

ABSTRACT

This research, conducted in Denpasar City, aimed to determine the influence of knowledge management and entrepreneurial orientation on OP directly and mediated by dynamic capability. The study, which utilized a proportional sampling technique and involved 152 General Managers of 4 and 5-star hotels in Badung Regency, Gianyar Regency, and Denpasar City, collected data using interview techniques at the pra-survey stage and questionnaires measured using a Likert Scale with five answer choices. The analysis results, which demonstrate the positive and insignificant effect of knowledge management on organizational performance. Entrepreneurial orientation affect organizational performance positive and significant, as well it's positive and significant effect on dynamic capability, and the positive and significant effect of dynamic capability on organizational performance, highlight the critical role of dynamic capability in mediating the influence of knowledge management and entrepreneurial orientation on organizational performance.

Keywords: Knowledge Management, Entrepreneurial Orientation, Dynamic Capability, OP

INTRODUCTION

Bali is a famous tourist destination in Indonesia and abroad, so, unsurprisingly, many domestic and international tourists from various countries visit Bali. This condition, of course, presents promising business opportunities, especially in the tourism sector. Tourism activities require central infrastructure, namely accommodation facilities, be it hotels, villas, inns, or other forms of accommodation. As time passes, more and more accommodation facilities, especially hotels, are being built to provide tourist services. The large number of hotels in Bali in various categories, from budget hotels to star hotels, of course, makes the competition even tighter. Four and 5-star hotels that offer complete facilities cannot be separated from the competition with other category hotels that offer lower prices.

Based on data from the Central Provincial Statistics Agency, in 2024, it is known that there will be 167 4-star hotel units and 94 5-star hotel units in Bali. Badung Regency dominates

the location of 4-star hotels with 130 units, Gianyar Regency with 12 units, and Denpasar City with 15 hotel units. A similar condition also occurs in the 5-star hotel category, which Badung Regency also dominates with 69 units, Gianyar Regency with 12 units, and Denpasar City with eight hotel units. This data shows that these three regions are still favorite destinations for traveling and investing. The tourism sector has challenges, namely that it depends on security issues, as was the case when the COVID-19 pandemic occurred from 2020 to 2022. The occurrence of the pandemic, of course, caused hotel room occupancy rates in Bali to drop significantly, so every hotel manager must be able to adapt to changes in the environment. that happened. However, this condition will significantly disrupt the hotel organization's performance, both from a financial and non-financial perspective.

Every business actor in any industry, including hotels, wants excellent organizational performance (OP) so that the business can survive and develop for the better. OP shows a company's ability to achieve predetermined goals and overcome a fluctuating business environment (Cho & Lee, 2018). OP can be shown in financial or non-financial units and compared with predetermined goals (Bature & Hin, 2017). Many factors can influence OP, including knowledge management/KM (Muhammed & Zaim, 2020). KM is the information and knowledge flow between all the organization's people (Kianto et al., 2020), making it a crucial area of study for businesses seeking to improve their performance.Companies building and managing knowledge well will have high OP (Gürlek & Çemberci, 2020). The importance of KM in improving OP is inseparable from the role of KM itself, namely to study, utilize, and exploit company resources (Koohang et al., 2017). Research conducted by Koohang et al. (2017), Shahzad et al. (2020), Rofiaty (2019), and Giampaoli et al. (2017) has proven that improving KM will be followed by a significant increase in OP. Even though KM has been empirically proven to improve OP significantly, other research results show that the influence of KM on OP is different, including a significant adverse effect (Andreeva & Kianto, 2022), as well as positive and insignificant (Turulja & Bajgoric, 2018; Ernawati & Hamid, 2020).To improve OP, it is not enough for every business actor to utilize existing knowledge; instead, they must have an entrepreneurial orientation or EO (Lita et al., 2020). EO encourages organizational rejuvenation, improving OP by obtaining many benefits, such as the ability to innovate and carry out organizational rejuvenation (Jogaratham, 2017). The critical role of EO in improving OP has been proven empirically in research conducted by Mantok et al. (2019), Lita et al. (2020), Al-Dhaafri et al. (2020), Rofiaty (2019), Mahrous and Genedy (2017) Tajeddini et al. (2020). Different research results were shown by Razaei and Orrt (2018), who proved that EO had a

positive but insignificant effect on OP. Shu et al. (2019) also proved that EO positively and insignificantly affected OP.

The relationship between KM and EO RBV; however, various previous research results that examined the influence of KM and EO on OP showed inconsistent results, giving rise to a research gap caused by RBV not being able to help companies utilize the resources they have when they have to face environmental changes—business which is the weak point of the RBV itself (Bingham et al., 2020). To face environmental changes, dynamic capability or dynamic capability/DC is the ability of a company to integrate, build, and reconfigure internal and external resources to develop new capabilities (Tseng & Lee, 2021). The role of DC in improving OP cannot be separated from its functions as competencies, abilities, capabilities, capacities, processes, and routines (Jurksiene & Pundziene, 2019). This statement is supported by previous research conducted by Najmi et al. (2018) and Imaniyah and Umam (2019), Tseng and Lee (2021), and Chien and Tsai (2018) have proven that increasing DC will be followed by a significant increase in OP. This research aims to determine the influence of KM and EO on OP directly and mediated by DC.

RESEARCH HYPOTHESIS

Knowledge management can improve OP by providing solutions to problems and exploration of opportunities in the future (Alenezi, 2020). The better an organization manages knowledge, the higher the organization's performance (Babazeh & Farahani, 2019). This statement has been proven empirically in research conducted by Obeso et al. (2020), Jyoti and Rani (2017), Abbas and Kumari (2021), Gurlek and Cemberci (2020), and Qaswari et al. (2017), which proves that the better knowledge is managed, the OP will increase significantly. Based on this description, a hypothesis is proposed:

H_1: KM has a positive and significant effect on OP

EO can be defined as company procedures, practices, and decision-making activities to increase the value of products and services to respond to customer needs that can improve OP (Masa'deh et al., 2018). EO has been empirically proven to play an important role in significantly improving OP in various sectors, including SMEs (Mantok et al., 2019), SMEs supporting the tourism sector in Indonesia (Lita et al., 2020), police in Dubai (Al- Dhaafri et al., 2020), and Islamic boarding schools in Indonesia (Rofiaty, 2019), and Pharmacy (Masa'deh et al., 2018).

H_2: EO has a positive and significant effect on OP.

Knowledge is valuable for organizations because it can help them improve, update, and combine existing resources to face dynamic markets (Mukherjee et al., 2017). Previous research conducted by Najmi et al. (2018), Farzaneh et al. (2020), Tseng and Lee (2021), and Osoriao-Londono et al. (2021) supports this statement, which proves that increasing knowledge management will result in a significant increase in dynamic capability.

H_3: KM has a positive and significant effect on DC

Based on the DC perspective, company resources are the essential elements of capability, where DC will follow resources by combining existing resources to respond to environmental changes (Bianchi et al., 2017). Research conducted by Aslam et al. (2020), Jin and Cho (2018), and Martin and Javalgi (2016) has proven a significant increase in DC as a consequence of increasing EO.

H_4: EO has a positive and significant effect on DC

Dynamic capability helps companies create, develop, and protect resources that can help them achieve long-term superior performance (Monteiro et al., 2017). Research conducted by Najmi et al. (2018), Imaniyah and Umam (2019), Tseng and Lee (2021), and Chien and Tsai (2018) has empirically proven the critical role of dynamic capability in improving OP.

H_5: DC has a positive and significant effect on OP.

Obtaining knowledge from outside and within the organization increases dynamic capability, ultimately significantly improves OP (Farzaneh et al., 2020). Research conducted by Imaniyah and Umam (2019) proves that OP will be higher when knowledge management can increase dynamic capability. Research by Tseng and Lee (2021) proves that dynamic capability mediates the influence of knowledge management on OP in the service, technology, and manufacturing sectors.

H_6: DC mediates the influence of KM on OP.

Relying on resources such as EO is sometimes insufficient for a company to achieve superior performance, so DC assistance is needed to achieve the desired performance (Bianchi et al., 2017). Correia et al. (2020) prove that OP will increase significantly when EO can increase dynamic capability in companies in Portugal. Monteiro et al. (2017) also prove that dynamic capability increases the influence of entrepreneurial orientation on OP in companies that export in Portugal. Based on this description, a hypothesis is proposed:

H_7: DC mediates the influence of EO on OP

The conceptual framework of this research describes the relationship between the variables studied. It was developed based on theoretical and empirical studies of this relationship, which were discussed in the introduction and hypothesis development sections. The conceptual framework of this research can be seen in Figure 1.

METHODOLOGY

The paradigm used in this research is a positivist approach with an associative quantitative research type. This research determines the influence of independent variables (knowledge management and entrepreneurial orientation) on independent variables (dynamic capability and OP) directly and mediated by dynamic capability. This research was conducted in Denpasar City. The population of this study was 246 General Managers (GM) of 4 and 5-star hotels in Badung Regency, Gianyar Regency, and Denpasar City. The sample size was determined using the Yamane Formula, so 152 respondents were determined as the sample using proportional sampling technique. Data collection was carried out by conducting interviews at the pre-survey stage and continued by using a questionnaire. The questionnaire was measured using a Likert scale, with five answer choices starting from strongly disagree with a score of one to agree with a score of five strongly. The distribution of research samples can be seen in Table 1.

The entrepreneurial orientation variable in this research is measured by the innovativeness and proactiveness dimensions adopted by Buli (2017) and the risk-taking dimension adopted by Al-Mamun and Fazal (2018). Knowledge management is measured by the dimensions of knowledge acquisition (Jyoti & Rani, 2017), knowledge sharing (Kmiecak, 2020), and knowledge application, which were adopted from (Ode & Ayavoo, 2019). The dynamic capability variable is measured using the sensing, seizing, and transforming/reconfiguring dimensional approaches (Lopez-Cabrales et al., 2017). OP variables are measured using the financial and non-financial performance dimensions approach adopted by Allowwad et al. (2020). Instrument testing was conducted by testing validity and reliability using SPSS software on 30 respondents outside the determined research sample. The research stages continued with structural equation modeling - partial least squares (SEM-PLS).

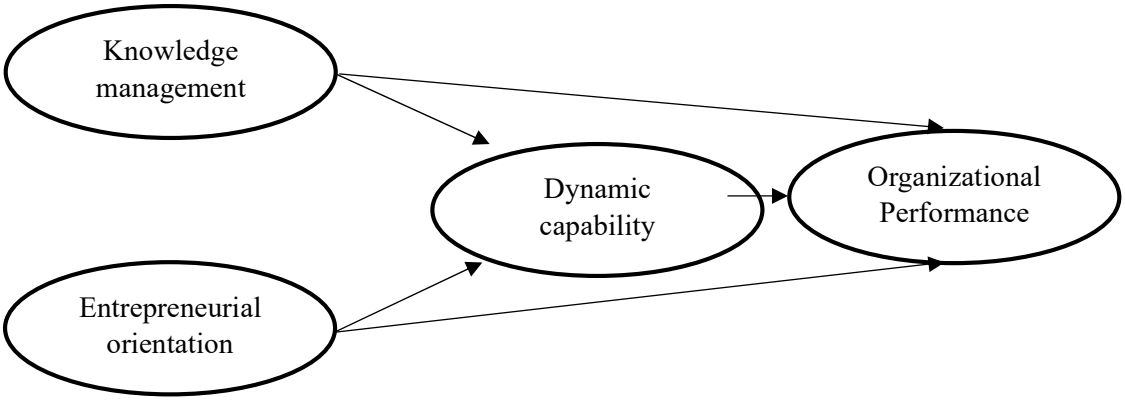

Figure 1 Conceptual Framework

Table 1
Population and Sample Distribution

Location	Population (people)		Sample size (People)	
	4-star	5-star	4-star	5-star
Badung Regency	130	69	81	43
Gianyar Regency	12	12	7	7
Denpasar City	15	8	9	5
Total	246		152	

Source: Central Bureau of Statistics (2024).

FINDINGS AND DISCUSSION

Instrument validity and reliability test

The first stage is to test the instrument's validity and reliability with SPSS software. The instrument test was conducted on thirty respondents outside the predetermined target sample. The correlation coefficient value for each statement item shows a value of more than 0.30, so the instrument is declared valid. The results of the reliability test show that Cronbach's alpha value for each variable is more than 0.60, so the instrument is declared reliable. The instrument test results can be seen in Table 2.

Table 2.
Validity and Reliabilty Test Result

Variables	Statement It	Correlatic Coefficie	Stati	*Cronbach's a*		Status
Knowledge management	No. 1 -12	>0,30	Vali	>0,60	———	Reliab
Entrepreneurial orienatatic	No. 13 - 24					

Dynamic capability	No. 25 - 33
Organizational Performan	No. 34 - 40

Source: processed data, 2024

Measurement Model

The first stage model measurement used convergent validity (outer loading and average variance extracted/AVE) and discriminant validity (Fornell-larcker Criterion and Hetrotrait-Monotrait Ratio). Model measurements were also done by testing model reliability using composite reliability and Cronbach's alpha. According to Hair et al. (2018), convergent validity with outer loading is considered valid if the factor loading value exceeds 0.7. It is also recommended that the AVE value exceed 0.5 to meet validity requirements (Sarstedt et al., 2017). Based on the results in Table 3, it can be seen that the factor loading value of each statement item has exceeded 0.7, and the AVE is more significant than 0.5, so the convergent validity requirements are met. The reliability test also proves that Cronbach's alpha value is greater than the composite reliability value, so the reliability requirements are met.

Table 3.
Convergent Validity and Composite Reliability

Item	Factor Loadi	Composite Reliabili	Cronbach's Alpl	AVE
KM		0,975	0,972	
Knowledge acquisitic				
KA1	0,981			
KA2	923	0,951	0,93	
KA3	0,944			
KA4	0,978			
Knowledge sharing				
KS1	0,96			0,767
KS2	0,858	0,913	0,873	
KS3	0,74			
KS4	0,811			
Knowledge applicatic				
KAp1	0,806			
KAp2	0,81	0,969	0,956	
KAp3	3798			
KAp4	0,859			

EO		0,977	0,975	
Innovativeness				
In1	0,979			
In2	0,849	0,962	0,947	
In3	0,93			
In4	0,962			
Proactiveness				
Pr1	0,902			0,784
Pr2	0,897	0,935	0,908	
Pr3	0,835			
Pr4	0,893			
Risk-taking				
RT1	0,879			
RT2	0,853	0,955	0,937	
RT3	0,8611			
RT4	0,816			
DC		0,935	0,922	
Seizing				
Se1	0,848	0,876	0,788	
Se2	0,757			
Se3	0,736			
Sensing				
Sen1	0,809	0,87	0,775	0,615
Sen2	0,767			
Sen3	0,763			
Reconfiguring				
Re1	0,803	0,833	0,8	
Re2	0,757			
Re3	0,815			
OP		0,966	0,959	
Non-financial				
NF1	0,91	0,947	0,915	0,803
NF2	0,904			
NF3	0,89			

Financial			
Fi1	0,908		
Fi2	0,874	0,948	0,927
Fi3	0,853		
Fi4	0,932		

Source: processed data, 2024

The discriminant validity measurement model shows that each set criterion has met the requirements. The Fornell-Larcker Criterion test proves that the AVE value is higher than the correlation coefficient between constructs, so the discriminant validity requirements have been met; in other words, the correlation coefficient between constructs is lower than the AVE value.

Table 4.
Discriminant Validity - *Fornell-Larcker Criterion*

Variable	KM	EO	DC	OP
KM	**0,876**			
EO	0,019	**0,885**		
DC	0,424	0,605	**0,785**	
OP	0,306	0,663	0,698	**0,896**

Source: processed data, 2024

The condition for discriminant validity with the Hteterotrait-Monotrait Ratio is that each construct must correlate lower than 0.9 (Henseler et al., 2015). Referring to Table 5, the correlation value between the constructs of this research is below 0.9, so the discriminant validity requirements have been met.

Table 5.
Discriminant Validity - Heterotrait-Monotrait Ratio

Variable	KM	EO	DC	OP
KM				
EO	0,646			
DC	0,445	0,636		
OP	0,314	0,655	0,742	

Source: processed data, 2024

Analysis of Direct Effect

Table 5 shows the results of the direct effect hypothesis test. The analysis results prove that there is a rejection of H_1 with O = 0.122 and p-values 0.061 > 0.05, so KM influences OP

positively and not significantly. Other hypothesis test results show support for H_2 (O=0.379; p-values 0.000), H_3 (O=0.413; p-values 0.000); H_4 (O=597; p-values 0.000), and H_5 (O=0.417; p-values 0.000). These results prove that the influence of each variable, as formulated in the hypothesis, is positive and significant, except H_1.

Table 6
Result of Direct Effect Hypothesis Test

Variables	Original Sample	Standar Deviatio (STDEV	T Statistic (|O/STDEV	P Valu	Result
KM → OP (H_1)	**0,122**	**0,065**	**1,880**	**0,06**	**Not supported**
EO → OP (H_2)	0,379	0,070	5,404	0,00(	Supported
KM → DC (H_3)	0,413	0,053	7,723	0,00(	Supported
EO → DC (H_4)	0,597	0,042	14,088	0,00(	Supported
DC → OP (H_5)	0,417	0,067	6,199	0,00(	Supported

Source: processed data, 2024

Analysis of Indirect Effect

The indirect influence test was carried out to determine the role of DC in mediating the influence of each KM and EO on OP. Table 7 proves that KM has a positive and significant effect on OP (O=0.172; p-values = 0.000) mediated by DC so that H6 is accepted. EO also has a positive and significant effect on OP, mediated by DC (O=0.249; p-values = 0.000) so that H_7 is accepted.

Table 7
Result of Indirect Effect Hypothesis Test

Variables	Original Sa (O)	Standard Deviat (STDEV)	T Statistic (|O/STDEV	P Valu	Result
KM → DC → OP	0,172	0,034	5,103	0,00(	Supporte
EO → DC → OP	0,249	0,044	5,654	0,00(	Supporte

Source: processed data, 2024

DISCUSSION

Theoretical Implications

This research was conducted to cover the gap in the inconsistency of the influence of KM and EO on OP by focusing on DC as a mediating variable. The leading theory used in this

research is the resource-based view (RBV), which explains the relationship between EO, KM, and OP. This study is also supported by a knowledge-based view (KBV), which explains KM as the most strategic company asset among other resources. DC as a mediating variable is explained under the premise of the dynamic capability view (DCV), which explains that resources must be reconfigured when a company faces changes in the business environment. These results provide valuable insight, namely that KM does not significantly influence OP, but when mediated by DC, the effect becomes significant.

These results also show that the leading theory used, namely RBV, and its supporting theories, namely KBV and DCV, are still relevant to us today to explain the relationship between resources and OP, as well as how dynamic capabilities improve OP when changes in the business environment occur. DCV has been proven to cover the weakness of RBV, namely that it cannot fully help companies achieve optimal performance when faced with environmental changes (Monteiro et al., 2017). The model developed in this research also proves that DCV covers the weaknesses of RBV by acting as a mediator between resources and performance (Burvill et al., 2018).

Practical implications

Delshab et al. (2022) stated that KM is essential in increasing OP. However, the results of the insignificant influence of KM on OP show that even though KM is a valuable company asset, if knowledge is not updated, it will be useless because the business environment continues to change. One of the changes in the business environment is marked by a shift in the foreign tourist market in Bali, which is now starting to attract people from Eastern Europe and South Asia. A lack of understanding or knowledge about market behavior can undoubtedly hinder the achievement of company or hotel targets. This research shows the importance of KM in improving DC to face changes in the business environment (Mukherjee et al., 2017).

On the one hand, EO is also recognized as a valuable, rare, difficult to imitate, and manageable resource. EO enables general managers of 4 and 5-star hotels in Bali to run their businesses innovatively, proactively seize market opportunities, and dare to take risks (Luiz et al., 2018). Innovativeness encourages GMs to offer tourists new products, services, or processes that have not been offered before. Proactive behavior shows the ability to recognize potential market demand in the future, and risk-taking shows the courage to take risks at a moderate level and seize existing market opportunities. The combination of these three dimensions has been proven to increase OP significantly.

The role of DC is clear and significant in this research, especially regarding the relationship between KM and OP. These results indicate that GMs should manage existing knowledge, starting from searching for knowledge, then sharing knowledge in two directions with staff, and finally applying that knowledge. Well-managed knowledge will encourage increased capabilities, especially the ability to adapt to environmental changes. The direct influence of KM on OP based on analysis is 0.122 units, while with DC mediation, it increases to 0.172.

GMs of 4-star and star hotels in Bali should start improving dynamic capabilities by focusing on three main aspects: sensing, seizing, and reconfiguring (Brink, 2019). Sensing encourages GM to see and discover new market opportunities that have not been exploited optimally. Seizing encourages GM to have the courage to decide on the best market opportunities to exploit. Lastly, reconfiguring encourages the ability to utilize the company's capabilities to exploit existing opportunities by flexibly using existing assets. The importance of dynamic capabilities is also supported by DCV, which emphasizes the reconfiguration of company resources and their role in improving OP (Cacciolatti & Lee, 2020).

CONCLUSION AND SUGGESTION

Conclusion

The results of the data analysis that has been carried out show that there is a rejection of H1, which means that KM has a positive and insignificant effect on OP. The analysis results also prove the acceptance of H2, H3, H4, and H5 so that it is concluded that EO influences OP positively and significantly, as well as KM and EO each influence DC positively and significantly, DC has a positive and significant influence on OP. The mediation test results also support H6 and H7, meaning that DC mediates the influence of KM and EO on OP, respectively. The type of mediation that occurred was complete mediation on the influence of KM and OP, while partial mediation occurred on the influence of EO and OP.

Suggestion

It is hoped that the results of this research will provide various benefits to stakeholders, especially GMs of 4-star and 5-star hotels. Firstly, it is related to KM, so it is recommended to regularly update your knowledge, starting from seeking knowledge from various sources such as tourists themselves, vendors, especially travel agents, and employees who deal directly with tourists. The knowledge obtained should be shared with other management members so that

knowledge is distributed equally. GM can start by holding a sharing session, including with employees. The next step is to apply this knowledge to a new product or service that customers can accept.

The second is to utilize EO in strategic decision-making. GM should start innovating with existing products and services, such as utilizing information technology to simplify customer service. It is also recommended to be proactive in looking for new market opportunities by working on potential market segments, whether based on demographics, geography, behavior, or psychographics. It is also recommended that people be braver in taking moderate risks, meaning risks with a tolerable level of failure. The courage to take risks can be achieved by investing money in creating a new product to reach other market segments.

Regarding DC, it is recommended that GM be able to be more dynamic when facing changes in the business environment. Regarding sensing, it is recommended to always look for potential new market opportunities that competitors have not exploited. This suggestion is given so that GM can continuously act dynamically following market dynamics. The next step is to decide on new market segments that can be worked on by conducting market analysis to reduce failure. Third, operational activities should be carried out dynamically and not stick to routine methods to ensure all hotel staff can adapt to new markets.

Research Limitation

Despite the results obtained, this study also has limitations from the sample size. This research only involved GMs of 4-star and 5-star hotels in Bali, predominantly in Badung Regency, Gianyar Regency, and Denpasar City. Changes in the business environment in the tourism sector are also experienced by every hotel category, both star and budget hotels. Future research is expected to examine other hotels, mainly 3-star hotels, which can be said to be evenly distributed in Bali. Second, OP measurement only focuses on financial and non-financial performance, so it cannot provide a comprehensive picture of the performance of 4-star and 5-star hotels. Future research is expected to measure OP using more comprehensive measurements, such as a balanced scorecard. Third, this research uses DC as part of DCV to mediate the influence of resources on OP. Future research can use other, more specific forms of DCV, such as dynamic marketing capability.

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