

## **Service Quality Mediation Effect Of Entrepreneurial Orientation, And Learning Orientation, On The Performance Of Stars Hotels In East Kalimantan**

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### **ABSTRACT**

**This study aims to prove and analyze service quality as a mediating variable of the influence of entrepreneurial orientation, and learning orientation on the performance of star hotels in East Kalimantan. The results of research and testing using PLS with the SmartPLS v.3 program show (1) Entrepreneurial orientation has no significant effect on service quality.(2) Learning orientation has a positive and significant effect on service quality.(3) Entrepreneurial orientation has a positive and significant effect on hotel performance. (4) Learning orientation has no significant effect on hotel performance.(5) Service quality has a positive and significant effect on hotel performance. This study was conducted to test the model of the effect of entrepreneurial orientation, and learning orientation on service quality and hotel performance and the result show that the model developed in this study is acceptable, meaning that the model in this study can be used as a model to improve performance star hotel in East Kalimantan.**

**Keywords :** Entrepreneurial Orientation, Learning Orientation, Service Quality and Hotel Performance

### **INTRODUCTION**

The tourism industry is a service industry that has a labor intensive and capital intensive and technology based technology. As technology advances in the tourism industry continues to develop by involving other tourism support sectors such as lodging, transportation, travel service bureaus, restaurants and others (Law No 10 of 2009 concerning Tourism). The tourism sector is one of the excellent sectors in generating foreign exchange. It is also expected to be a labor-intensive sector that is a sector that absorbs a lot of labor, and is expected to play a role in increasing people's income.

The tourism sector in East Kalimantan is one of the strategic sectors in the East Kalimantan Regional Medium-Term Development Plan (RPJMD) for 2013 - 2018. KSPN (National Strategic Tourism Area) is expected to advance the tourism industry as an alternative to move the economic wheels of the future, after the depletion of natural resources minerals and minerals East Kalimantan's tourism development priorities include the KSPN Derawan and its surroundings, the City of Bangun-Tanjung Isuy and surrounding areas, and the KSPN Long Bagun-Melak and surroundings (LKPJ the Governor of East Kalimantan). Each KSPN has its own advantages, for example the Derawan area has a group of attractive islands, including Sangalaki Island, Maratua,

Derawan, and Kakaban Island, from a total of 31 islands in the region. The tourism sector in East Kalimantan is one of the strategic sectors in the East Kalimantan Regional Medium-Term Development Plan (RPJMD) for 2013 - 2018. (LKPJ) East Kalimantan Governor)

The level of domestic tourist arrivals to East Kalimantan has increased significantly from year to year. In the first semester of 2018, there were 2,084,834 tourists visiting the archipelago. While the number of visits of foreign tourists in the first semester of 2018 amounted to 20,991 people. The region that had the highest level of tourist arrivals in the first semester of 2108 in the archipelago was Balikpapan City of 1,315,139 people or 63.08% visit rate. Furthermore, there are 322,337 people in Kutai Kartanegara Regency or 15.46% and 118,216 people in Bontang City or 5.67%. (LKPJ Governor of East Kalimantan).

Hotel as a component of tourism has an important role in the development of tourism in an area. The existence of a hotel also has a fairly extensive multiplier effect with the number of workers absorbed, the number of other businesses related to the hotel industry, and the taxes and foreign exchange coming into an area. The hotel sector in East Kalimantan showed a decline in performance in the early period of 2017. The Central Statistics Agency (BPS) reported that the occupancy ratio of starred hotels in Benua Etam was at 46.86 percent. That is, less than half of the total occupied rooms.

The percentage of occupancy of the room was recorded down 2.86 percent from the previous month, which is still in the position of 49.72 percent. When compared to the same month in 2016 which was still 55.01 percent, the room occupancy rate also recorded a significant drop of 8.15 percent. In the period of February 2017, the highest occupancy rate was recorded in two-star hotels by 57.44 percent, followed by five-star hotels with 51.71 percent. (BPS Kaltim 2017)) The lowest occupancy rates experienced by hotels with a one-star classification. only 13.71 percent of the rooms were filled (BPS Kaltim 2017).

In terms of duration of stay, in February 2017 guest rooms stayed an average of 1.68 days. Down from the previous month which was 1.84 days. duration of stay of foreign guests recorded higher for 3.52 days. The archipelago guests averaged 1.64 days. The duration of the longest guest stay occurred in April 2016 for 1.88 days. The shortest in June 2016 with 1.38 days. (BPS Kaltim 2017)

According to data from the Indonesian Hotel and Restaurant Association (PHRI) of East Kalimantan, although many rooms are empty, the condition of star-rated hotel business in East Kalimantan is still healthy. Some hotels with middle and upper segments have long been around income through products other than rooms. Starred hotels, in East Kalimantan almost all of them no longer rely on rooms. Building for seminars and events such as weddings, or meeting rooms for group discussion forums, has become an alternative for the hotel business.

Hotel business opportunities in East Kalimantan, will improve along with the economic recovery in East Kalimantan. Some signs that can begin to be seen are with the stretch of the retail crowd and shopping centers in big cities in East Kalimantan such as Balikpapan and Samarinda Businesses also need to innovate in order to attract the attention of prospective residents and the local community for a short trip in hotel facilities. Some of the facilities offered: swimming pool, free shuttle bus as well as a fitness room or sports center which can only be accessed by hotel

residents. Hotels that are only product oriented, will not get optimal performance, because what is done is no different from other hotels. Hotels must also pay attention to learning orientation, market orientation so as to optimize the performance of the hotel.

Jawad Hussain (2012) revealed that organizational performance and entrepreneurial orientation are positively related to each other. Market orientation and entrepreneurial orientation have a direct relationship with organizational performance. The important role of entrepreneurial orientation has been widely recognized in many studies. Entrepreneurial orientation helps organizations achieve superior organizational performance and sustainable competitive advantage. Researchers have highlighted that the application of entrepreneurial orientation as an internal resource facilitates companies to effectively identify and then take advantage of emerging opportunities and improve their business performance

Empirical research in the fields of strategic marketing and entrepreneurship that supports the proposition that entrepreneurial orientation improves business performance very much (Hakala, 2013). Some of these studies found a positive relationship between entrepreneurial orientation and performance, while others reported a negative relationship between the two (Runyan, Droge, & Swinney, 2008; Slater & Narver, 2000).

Lukas in Farrel (2000: 246) states that organizational learning is considered by researchers as the key to organizational success in the future. Where previous research has not yet examined further about the quality of service as a mediating effect of entrepreneurial orientation, learning orientation, market orientation, on performance. This is more interesting for further research.

Service quality is the level of service based on customer perception. Research in the field of service quality began to grow in the 1970s, and in the first decade of the 21st century, the service sector accounted for around 80 percent of gross domestic product (GDP) (Zeithaml: 2006). The relationship between service quality and company performance has received support from previous studies. A large number of studies related to better quality of products and services for organizational performance are also better. Research conducted by Cho and Pucik (2005), has confirmed that top managers increasingly have a relationship to the quality of company services and are therefore seen as one of the key variables in achieving better competitive advantage.

Service quality appears to be a critical measure of other market orientation especially in service organizations. Influence service quality to create competitive advantage for organizations generally has an impact on customer satisfaction. Ndubisi and Iftikhar, (2012) in their research found that there was a significant direct relationship between entrepreneurship, innovation and service quality. Specifically, the three dimensions of entrepreneurship namely risk taking, proactiveness and autonomy are significantly related to innovation and service quality.

## LITERATUREREVIEW AND HYPOTHESIS

### Service Quality

Many definitions and meanings because different people will interpret it differently such as compliance with requirements or demands. According to Goetsh and Davis, in Fandy Tjiptono, (2008: 51) "Quality is a dynamic condition associated with products, services, people, processes, environments that meet and exceed expectations". According to Freddy Rangkuti (2009: 9), the

level of service quality cannot be assessed from the standpoint of the company but must be viewed from the point of view of customer ratings. Therefore, in formulating service strategies and programs, companies must be oriented to the interests of customers by taking into account the service quality components.

According to Gilbert et al. (2004) Service Quality encourages customers to commit to a company's products and services so that it impacts on increasing the market share of a product. Service quality is crucial in maintaining customers for a long time. Companies that have superior services will be able to maximize the company's financial performance.

There are 5 dimensions of service quality according to Parasuraman, Zeithaml, and Berry (2009: 26), namely:

1. Tangibles, physical evidence of the service such as physical facilities appearance of service providers, tools or equipment use to provide the service, physically presentation of the services;
2. Reliability, ability to perform the promised service dependably and accurately;
3. (3) Responsiveness, willingness or readiness of employees to provide service;
4. Assurance, knowledge and courtesy of service employee and their ability to convey trust and confidence;
5. Empathy, caring and individualized attention provide to customers.

### **Entrepreneurship**

The term "entrepreneurship" basically comes from the translation of entrepreneur which in English is known as the meaning between taker or go-between. In the middle of the term "entrepreneur" is used to describe an actor as the person who leads a production project. Entrepreneurship was stated by Joseph Schumpeter cited by Buchari (2011) as a person who breaks through the existing economic system by introducing new goods and services, by creating new forms of organization or processing new raw materials. The person carries out his activities through new or existing business organizations.

Thomas W. Zimmerer and Norman M. Scarborough in Buchari Alma (2005) "Entrepreneurs are people who create new businesses by taking risks and uncertainties to achieve profits and growth by identifying opportunities and combining the resources needed to establish them".

Peter Drucker (2008) said that entrepreneurs are not looking for risk, they are looking for opportunities. Scarborough, Norman M., and Thomas W. Zimmerer in Buchari (2011) put forward the definition of entrepreneur as follows: : "An entrepreneur is one who creates a new business in the face of risk and uncertainty for the purpose of achieving profit and growth by identifying opportunities and assembling the necessary resources to capitalize on those opportunities".

An entrepreneur is a person who creates a new business in the risk and uncertainty of achieving profit and growth success by identifying opportunities and compiling resources used as capital to capture opportunities.

According to Dun Steinhoff and John F. Burgess in Suryana (2003) states that in essence the meaning of entrepreneurship is "a mental attitude, views, insights and patterns of thought and

patterns of action for one's tasks that are his responsibility and always customer-oriented". In essence entrepreneurship is the nature, characteristics, and character of someone who has the will to realize innovative ideas into the real world creatively

### **Learning Orientation**

In learning-oriented organizations there will be educational processes, work skills, attitudes and development, Learning Orientation is carried out continuously to create a better future. Learning is a permanent change in individual knowledge obtained from the results of various exercises and experiences (George and Jones, 2002).

Farrel, (2000: 208) states that organizational learning occurs in organizational skills to create, absorb and spread knowledge and be able to define behaviors that reflect knowledge and insight. Learning orientation is a philosophy adopted by companies that emphasizes learning in organizations. Learning orientation will develop well in an organization that conducts learning. In learning-oriented organizations, there will be a process of developing capabilities that are carried out continuously in order to create a better future.

Learning orientation shows that organizational capability which is based on old assumptions in the market is a company that focuses on environmental events / changes, which will affect the company's ability to provide satisfaction to customers (Hardley and Mavondo, 2000).

The difference between the two concepts, namely learning orientation, not only bases market knowledge but also gives satisfaction to customers. Learning orientation can make it easier for a company to make effective external changes, for example the customer's choice of products and technology. The development of company capabilities will include organizations to absorb and incorporate new ideas. The current situation in the hotel industry is marked by increased competition and consequently demands an effective operational decision making process based on sufficient performance information. As a result, all different services playing an important role in hotel organizations must be analyzed and their performance measured. This applies to front services such as direct customer relationship management, and back end services such as facility management, which take place without direct interaction with customers but have the same level of importance (Gomez et al., 2008).

In each case, there is an increasing need for performance measurement and management tools that facilitate the development of organizational strategies and the assessment of the success of organizational goals (Cruz, 2007, in Zigan and Zeglat, 2010: 598-599).

In general, the concept of organizational performance is based on the idea that organizations are voluntary associations of productive activities, including human, physical, and capital resources, for the purpose of achieving common goals. They provide assets that will only commit them to the organization provided they are satisfied with the value they receive in exchange, relative to the use of alternative assets. As a result, the essence of performance is value creation (Carton, 2004: 3-4)

Company performance refers to the success of the company. company performance as a comparison of the value created by a company with the value expected by the company.

### RESEARCH HYPOTHESIS

Based on the conceptual framework and the description above, the hypotheses of this study are:

1. Entrepreneurial orientation has a positive and significant effect on service quality in 3 star, 4 star and 5 star hotels in East Kalimantan
2. Learning Orientation has a positive and significant effect on the quality of service in 3 star, 4 star and 5 star hotels in East Kalimantan
3. Entrepreneurial orientation has a positive and significant effect on performance in 3-star, 4-star and 5-star hotels in East Kalimantan
4. Learning Orientation has a positive and significant effect on hotel performance in 3-star, 4-star and 5-star hotels in East Kalimantan
5. Service Quality has a positive and significant effect on Hotel Performance in 3 star hotels, 4 star hotels, and 5 star hotels in East Kalimantan

### Research Model

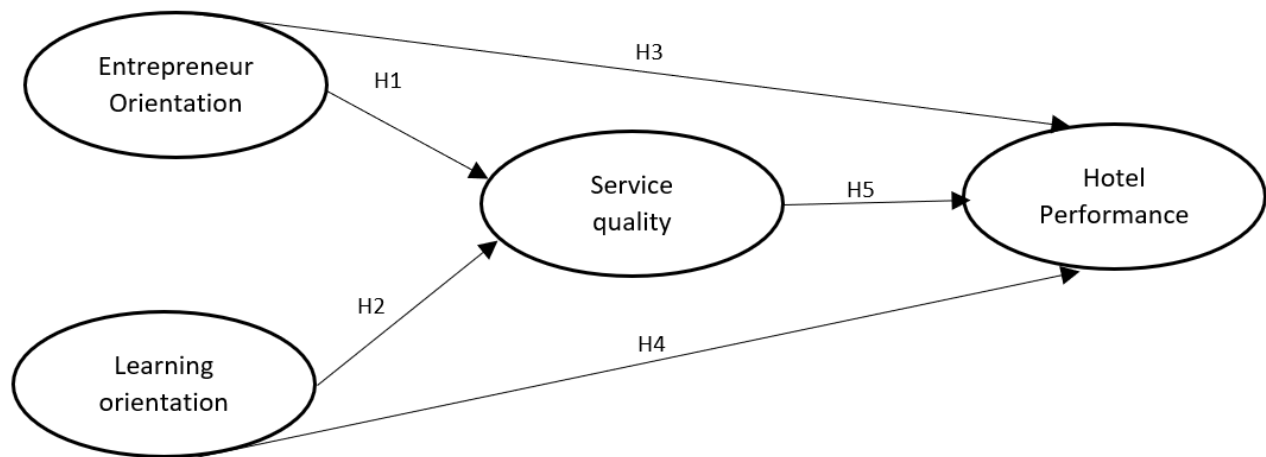


Figure 1. Research Model

### RESEARCH METHOD

This research is categorized as an explanatory research, because the purpose of this research is to explain the causal relationship between the research variables by testing the hypothesis that has been formulated. In this study, the causal relationship between independent or exogenous variables in the form of entrepreneurial orientation will be explained, and learning orientation with bound or endogenous variables in the form of hotel performance and service quality variables as mediating variables.

In this study the population is all star hotels, especially 3 star hotels, 4 star hotels and 5 star hotels in East Kalimantan, as many as 31 hotels. Sampling is done by the saturated / census sample method if the population is less than 100 people, then the total sample is taken, but if the population is greater than 100 people, then it can be taken 10-15% or 20-25% of the total population. Based on this study because the population is less than 100 respondents, the authors take 100% of the population that is as many as 31 hotel managers or policy makers as respondents. In this study inferential statistical data analysis was measured using Smart PLS (Partial Least Square) software

starting from the measurement of the model (outer model), the structure of the model (inner model) and hypothesis testing.

### ANALYSIS AND DISCUSSION

After obtaining the results of the calculation of the value of T-statistics through the evaluation of the inner model, then used to test the hypothesis of the influence between variables, as presented in Table 1 below:

**Tabel 1: Hypothesis test with Inner Weight**

Hip.	Influence Between Variables	Original Sample (O)	Standard Error	T statistics	P value	Inf.
H <sub>1</sub>	Entrepreneur Orientation → Service quality	0,0894	0,1675	0,5336	0,5939	n.s.
H <sub>2</sub>	Learning Orientation → Service quality	0,5356	0,1696	3,1579	0,0017	s
H <sub>3</sub>	Entrepreneur Orientation → Hotel Performance	0,2533	0,1120	2,2623	0,0241	S
H <sub>4</sub>	Learning Orientation → Hotel Performance	0,0811	0,1723	0,4707	0,6381	n.s.
H <sub>5</sub>	Service quality → Hotel Performance	0,5410	0,1677	3,2260	0,0013	S
Infomation: s: <i>significant</i> n.s. : <i>non significant</i>						

Source: processed data

Table 1 above can be explained the results of testing the hypothesis as follows:

1. The magnitude of the effect of entrepreneurial orientation on service quality is 0.0894 with a T-statistics value of 0.5336 and a P value of 0.5939, where the T-statistics value is smaller than 1.96 and the P value is greater than the real level of 5 %, so it can be concluded that entrepreneurial orientation has no significant effect on service quality, the higher the entrepreneurial orientation is not able to have a real impact on improving service quality. Thus, the first hypothesis stating that entrepreneurial orientation has a significant effect on service quality in starred hotels in East Kalimantan, is unacceptable (H1 rejected).
2. The magnitude of the effect of learning orientation on service quality is 0.5356 (positive) with a T-statistics value of 3.1579 and P value of 0.0017, where the value of T-statistics is greater than 1.96 and P value is smaller than the real level is 5%, so it can be concluded that learning orientation has a significant effect on service quality. The direction of the positive influence shows that the higher the learning orientation, the higher the quality of service. Thus, the second hypothesis which states that learning orientation has a significant effect on the quality of service at five-star hotels in East Kalimantan, can be accepted (H2 accepted).
3. The magnitude of the effect of entrepreneurial orientation on hotel performance is 0.2533 (positive) with a T-statistics value of 2.2623 and a P value of 0.0241, where the value of the T-statistics is greater than 1.96 and the P value is smaller than the real level is 5%, so it can

be concluded that entrepreneurial orientation has a significant effect on hotel performance. The direction of the positive influence shows that the higher the entrepreneurial orientation, the higher the hotel performance will be. Thus, the fourth hypothesis stating that entrepreneurial orientation has a significant effect on hotel performance in star hotels in East Kalimantan, can be accepted (H3 accepted).

4. The magnitude of the effect of learning orientation on hotel performance is 0.0811 with a T-statistics value of 0.4707 and a P value of 0.6381, where the T-statistics value is smaller than 1.96 and the P value is greater than the real level of 5 %, so it can be concluded that learning orientation has no significant effect on hotel performance, the higher of the learning orientation is not able to have a real impact on improving hotel performance. Thus, the fifth hypothesis which states that learning orientation has a significant effect on hotel performance in star hotels in East Kalimantan, is not acceptable (H4 is rejected).
5. The magnitude of the effect of service quality on hotel performance is 0.5410 (positive) with a T-statistics value of 3.2260 and a P value of 0.0013, where the T-statistics value is greater than 1.96 and the P value is smaller than the real level is 5%, so it can be concluded that service quality has a significant effect on hotel performance. The direction of the positive influence shows that the higher the quality of service, the higher the hotel performance. Thus, the seventh hypothesis which states that service quality has a significant effect on hotel performance in star hotels in East Kalimantan, can be accepted (H5 accepted).

Based on Table 1, it also provides information as follows:

1. The quality of hotel services is more dominantly influenced by learning orientation, with an influence coefficient of 0.5356. Next is the market orientation (0.4439) and entrepreneurial orientation (0.0894).
2. Hotel performance is more dominantly influenced by service quality, with an influence coefficient of 0.5410. Next is the market orientation (0.2900), entrepreneurial orientation (0.2533) and learning orientation (0.0811).
3. Entrepreneurial orientation can only directly influence hotel performance, while its indirect effect through mediating service quality is insignificant, this shows that service quality does not mediate the effect of entrepreneurial orientation on hotel performance, so that high entrepreneurial orientation is not closely related to quality improvement service, but more directly related to the improvement of hotel performance. 4. Learning orientation cannot influence directly on hotel performance, but it does affect indirectly through mediating service quality, this shows the quality of service mediates fully (fully mediated) the effect of learning orientation on hotel performance. That is, to improve hotel performance can not only by increasing learning orientation, but if it must be supported by good service quality, so hotel performance will increase. The results of testing the indirect effect are shown in Table 2 as follows:

**Tabel 2: Testing for Indirect Effect**

Influence Between Variables	Koefisien	T Statistics	P value	Ket.
Entrepreneur Orientation → Service quality → Hotel Performance	0,0483	0,4552	0,6492	n.s.
Lerning orientation → Service quality → Hotel Performance	0,2898	2,4529	0,0145	S

Source: processed data



Table 2 above explains the results of testing the indirect effect of entrepreneurial orientation, and learning orientation on hotel performance through mediating service quality, the results of which can be explained as follows:

1. The indirect effect of entrepreneurial orientation on hotel performance through mediating service quality produces an indirect effect coefficient of 0.0483 with a T-statistics value of 0.4552 and a P value of 0.6492, where the T-statistics value is smaller than 1.96 and P value is greater than the real level of 5%, so it can be concluded that service quality does not significantly mediate the effect of entrepreneurial orientation on hotel performance. Entrepreneurial orientation tends to be able to directly influence hotel performance, even in conditions of constant service quality.
2. The indirect effect of learning orientation on hotel performance through mediating service quality produces an indirect effect coefficient of 0.2898 with a T-statistics value of 2.4529 and a P value of 0.0145, where the T-statistics value is greater than 1.96 and P value is smaller than the real level of 5%, so it can be concluded that the quality of service significantly mediates the effect of learning orientation on hotel performance. Learning orientation cannot directly influence hotel performance, without improvements in service quality.

### SUMMARY

Based on the formulation of the problem, and the results of research and discussion that have been described previously, the conclusions of this study include the following:

1. Entrepreneurial orientation has no significant effect on service quality in 3-star hotels, 4-star hotels, and 5-star hotels in East Kalimantan. The insignificance of the effect of entrepreneurial orientation on service quality is caused by differences in entrepreneurial orientation by hotel category. The results of the data description show that entrepreneurship orientation of 4-star and 5-star hotels is lower than 3-star hotels, because hotels already feel big and have well-known brands. Even so, 4-star and 5-star hotels have a better level of service quality than 3-star hotels, because they already have good service standards and are supported by more competent human resources. This shows that high service quality is not necessarily the result of a strong entrepreneurial orientation. So that in this study found no significant effect between entrepreneurial orientation and service quality.
2. Learning orientation has a positive and significant effect on service quality in 3-star hotels, 4-star hotels, and 5-star hotels in East Kalimantan. Improving the ability to learn continuously is expected that companies can be formed into a learning organization, so they can more quickly anticipate changes that occur around the company through the strategies that are applied. With the capabilities of the learning process, the services provided to customers can be maximized. So that in this study found a significant effect between learning orientation with service quality.
3. Entrepreneurial orientation has a positive and significant effect on performance in 3-star, 4-star and 5-star hotels in East Kalimantan. The significant influence between entrepreneurial orientation on performance is supported by many previous empirical studies, this shows how important entrepreneurial orientation is so that a hotel is able to have good performance. The higher the entrepreneurial orientation the better the performance of 3 star hotels, 4 star hotels and 5 star hotels in East Kalimantan.

4. Learning orientation has no significant effect on hotel performance. This shows that high hotel performance is a result of a strong learning orientation when it is also supported by excellent service quality.
5. Service quality has a positive and significant effect on performance in star hotels in East Kalimantan. Improved service quality will have an impact on improving hotel performance, which is characterized by increased occupancy rates and customer growth.
6. Entrepreneurial orientation directly influences hotel performance, cannot be mediated through service quality. The performance of five-star hotels in East Kalimantan can be improved by strengthening the entrepreneurial orientation, even in conditions of constant (quality) service.
7. Learning orientation does not directly affect hotel performance, it must go through mediation of service quality. The performance of five-star hotels in East Kalimantan can also be improved by strengthening the orientation of learning, only when conditions of service quality also improve.

### **LIMITATION**

Limitations of the results of this study, based on the results of the study after testing and analyzing all existing data. It is realized that it has not been able to answer completely the relationship between the variables of entrepreneurial orientation and learning orientation on service quality and hotel performance. The limitations of this study are due to:

1. The theoretical basis on which relationships are based, especially those involving learning orientation and service quality, is rarely examined.
2. This dissertation analyzes the effect of entrepreneurial orientation and learning orientation on service quality and hotel performance, while many other factors that affect hotel performance have not been revealed in this study.
3. The seriousness of the respondent (manager) when the research is conducted are things that are beyond the reach of the researcher to control them.
4. This study examines the model without separating 3-star hotels, 4-star hotels, or 5-star hotels, so it is not known for certain whether there are differences in the relationships between research variables based on hotel categories.

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