



# Analysis Of The Influence Of Digitality Aspects On Employee Performancein The Field Of Hospitality In Gianyar Regency, Bali

I Made Darsana<sup>1</sup>, Nyoman Surya Wijaya<sup>2</sup>

<sup>1,2</sup> Institut Pariwisata Dan Bisnis Internasional

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## ABSTRACT

The rise of employee layoffs is one of the impacts of the COVID-19 pandemic. This happens in all business fields, including hospitality. Hotel business managers must be able to adapt to this situation, one of which is by applying a relevant HR management model to be applied in the digitalization era. Based on this review, it aims to analyze the influence of digitalization aspects (digital leadership, digital collaboration, digital skills) on employee performance in the hospitality sector in Gianyar Bali Regency. This research is a quantitative study with data collection techniques through questionnaires distributed to 100 hotel employees in Gianyar Bali Regency. The results of the study conclude that employee performance is influenced by aspects of digitalization consisting of digital leadership, digital collaboration, and digital skills. Digital skills are also influenced by digital leadership, but not by digital collaboration. This research can be a recommendation for the government and hotel managers in compiling a relevant human resource management model to be applied in the new normal era.

### E-mail:

[made.darsana@ipb-intl.ac.id](mailto:made.darsana@ipb-intl.ac.id),  
[solar.wijaya@ipb-intl.ac.id](mailto:solar.wijaya@ipb-intl.ac.id)

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## 1. Introduction

The tourism industry in Bali is one of the sectors most affected by the pandemic. However, the situation has started to recover this year. Previously many restaurants and hotels were closed on the island of the Gods. Not a few employees are also affected by layoffs (PHK) for two years of this pandemic. However, according to the Deputy Chair of the Indonesian Hotel and Restaurant Association (PHRI), many hotel employees who have been laid off due to the pandemic have been re-hired. To date, 70 percent of hotel employees have started to be rehired (CNBC Indonesia, 2022). Therefore, these employees must always show good performance in order to minimize the possibility of being laid off again.

Employee performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given (Robbins, 2016). Performance becomes a record of outcomes resulting from certain employee functions or activities carried out over a certain period of time (Bernadin & Russel, 2010). Employee performance can be influenced by various factors, both external and internal. Internal factors come from the employee's self, and external factors that come from outside of the employee himself will directly or indirectly affect the realization of performance (Kholiso & Sudira, 2017).

One of the internal factors that affect employee performance is digital skills (Marguna & Sangiasseri, 2020; Nurjaya et al., 2021). The emergence of the new normal era encourages the growth of a virtual society that carries out all social and economic activities by utilizing digital/internet

platforms. This phenomenon forces tourism industry organizations, especially in the hospitality sector, to be able to align themselves with the competency needs in accordance with the digitalization era (Rohmah, 2020). Digital skills are one of the competencies that must be possessed by employees in this new normal era, especially employees in the hotel sector. Digital skills include all skills related to digital technology ranging from basic skills or literacy, generic skills for all workers, and specific skills for information technology professionals. (Motyl et al., 2017).

Digital skill development can be influenced by the support of superiors or supervisors as well as interactions with other employees (Saputra & Nugroho, 2021). Digital leadership is a form of support from superiors or supervisors to hotel employees. Digital leadership is the ability possessed by superiors or superiors to involve and develop all employees in utilizing digital technology to support companies in achieving business growth (Abidin, 2022). Meanwhile, the form of interaction between employees in the hospitality sector is through digital collaboration. Digital collaboration is defined as collaboration using digital technology between workers and internal or external partners to complete common tasks (Kock, 2009).

Many studies have been carried out on digital leadership, digital collaboration, digital skills, and performance, but these studies are in the context of education (Abidin, 2022; Kholiso & Sudira, 2017), government (Marguna & Sangiasseri, 2020; Nurjaya et al. al., 2021; Saputra & Nugroho, 2021), and manufacturing (Rosenzweig, 2009; Purwanto et al., 2021a; Purwanto et al., 2021b), while the hospitality context is still missing. Based on previous reviews, this study aims to analyze the influence of aspects of digitalization (digital leadership, digital collaboration, digital skills) on employee performance in the hospitality sector in Gianyar Regency, Bali. This research is important, because quality human resources is the most important aspect in the hospitality sector in providing excellent service to its guests. This research is expected to be a recommendation material for hotel industry managers in compiling a human resource management model that is appropriate to be applied in the current digitalization era.

## 2. Method

This study was structured using a quantitative approach that explains the causality of the relationship between the variables studied through hypothesis testing. The research population is all employees of the hotel sector in Gianyar Bali as many as 34,346 people. For the number of samples taken, calculated using the Slovin formula, the number of people obtained is 100 people. The sampling technique used is proportional random sampling. Data collection techniques using survey methods through questionnaires. The data that has been collected was analyzed using Partial Least Square (PLS) analysis. The indicators that measure each variable are presented as follows:

**Table 1.**  
Variable Dimension

Variable	Dimension	Source
<i>Digital leadership</i>	<i>Digital mental attitude, leadership skills</i>	(Lee et al., 2019)
<i>Digital collaboration</i>	Characteristics of work teams, quality of collaboration, use of digital technology	(Abidin, 2022)
<i>Digital skills</i>	<i>Digital technical skills, digital communication, digital analysis, digital mindset</i>	(Decuyper et al., 2020)
Employee performance	Quantity of work, quality of work, punctuality, effectiveness, independence	(Hasbi et al., 2020)

## 3. Result and Discussion

PLS analysis is used to examine the effect of digital leadership and digital collaboration on employee performance through digital skills. PLS analysis consists of evaluation of the measurement model and

evaluation of the structural model. Evaluation of the measurement model aims to test the validity and reliability of the indicators on the constructs they measure. Evaluation of the measurement model consists of checking the validity and reliability. The results of the validity test by reviewing the outer loading value. Overall indicators of each variable digital leadership, digital collaboration, digital skills, and employee performance have been more than 0.5, so the indicators that measure each variable are valid. Next on the reliability check by reviewing the value of composite reliability. The composite reliability value for each digital leadership, digital collaboration, digital skill, and employee performance variable is more than 0.7, which means that all variables are reliable. The results are presented in the following table:

**Table 2.**  
Validity and Reliability Test Results

Variable	Indicator	Outer Loading	Composite Reliability
Digital leadership (X1)	X1.1	0.875	0.892
	X1.2	0.919	
Digital collaboration (X2)	X2.1	0.859	0.867
	X2.2	0.833	
	X2.3	0.789	
Digital skills (Z)	Z1	0.900	0.926
	Z2	0.893	
	Z3	0.913	
	Z4	0.768	
Employee performance (Y)	Y1	0.938	0.934
	Y2	0.801	
	Y3	0.854	
	Y4	0.913	
	Y5	0.782	

Source: processed data (2022)

While the evaluation of the structural model aims to test the model as a whole. The evaluation of the structural model is presented in the following figure:

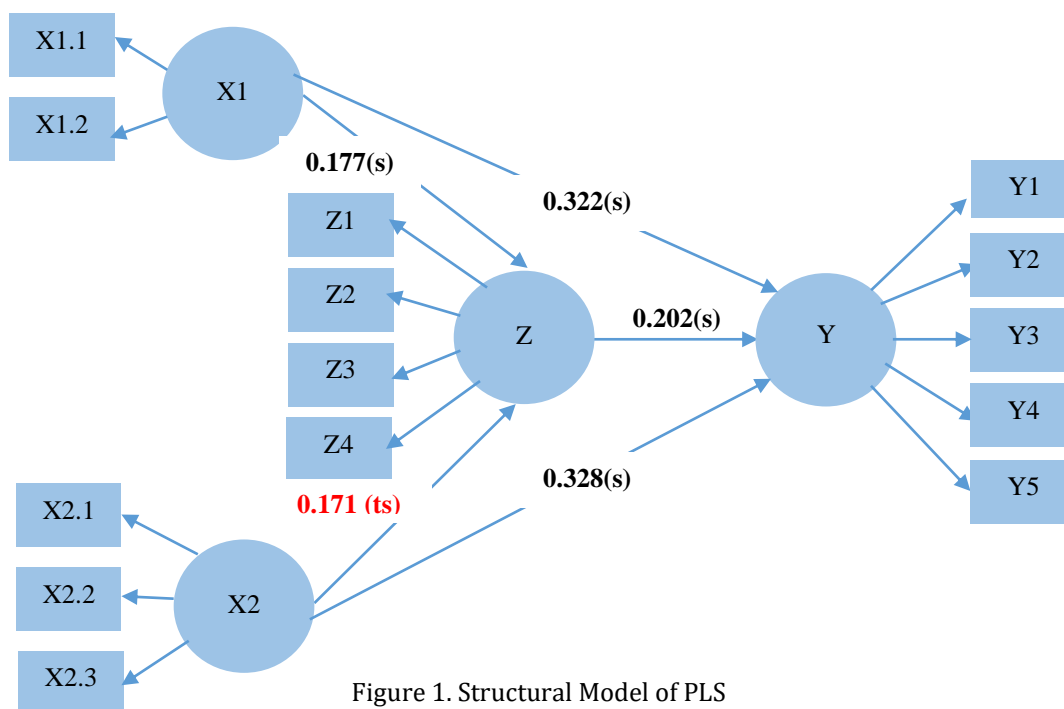


Figure 1. Structural Model of PLS

Description: s (significant); ts (not significant)

The figure above shows the path coefficient values of each influence. The results of hypothesis testing are presented in full based on the following table.

**Table 3.**  
Direct Effect Test Results

Path of Influence	Probability Value	Decision
Digital leadership-> Digital skills	0.047	H1 accepted
Digital collaboration-> Digital skills	0.074	H2 rejected
Digital leadership-> Employee performance	0.006	H3 accepted
Digital collaboration-> Employee performance	0.000	H4 accepted
Digital skills-> Employee performance	0.017	H5 accepted

Source: processed data (2022)

From the results of hypothesis testing, it is found that digital leadership has a significant effect on digital skills and employee performance. Likewise, digital skills and digital collaboration also have a significant effect on employee performance. This is because the probability value < the level of determination is 0.05. However, on the effect of digital collaboration on digital skills, an insignificant effect was found, because the probability value > the level of determination of 0.05.

Then for the indirect influence between digital leadership and digital collaboration on employee performance through digital skills, the results are as follows:

**Table 4.**  
Indirect Effect Test Results

Path of Influence	Path Coefficient	Probability Value	Decision
Digital leadership-> Digital skills -> Employee performance	0.034	0.185	H6 rejected
Digital collaboration-> Digital skills -> Employee performance	0.036	0.149	H7 rejected

Source: processed data (2022)

Hypothesis testing on the indirect effect found that the digital skill variable did not act as a mediator of the influence of digital leadership and digital collaboration on employee performance. This is because the probability value in each indirect influence path exceeds the determination level of 0.05.

Based on the results of the study, it was found that digital leadership had a significant effect on the digital skills of employees in the hospitality sector in Gianyar Regency, Bali. This is because digital leaders are leaders who prioritize the use of technology and have the biggest role in providing support to their employees in using technology. Through digital leadership, corporate leaders develop a clear and meaningful vision and actualize strategies related to the digitalization process (Lai et al., 2020; Lee et al., 2019; Li et al., 2018). Therefore, every employee is definitely required to have good digital competence. The increasingly intense push for the application of digitalization by leaders can improve the digital competence of hotel employees in Gianyar Regency, Bali. These results are supported by several previous studies which also produced a significant influence between digital leadership and digital skills (Abidin, 2022; Singgih et al., 2020; Schreurs et al., 2014; Supriadi et al., 2020). Digital leadership also has a significant effect on employee performance in the hospitality sector in Gianyar Regency, Bali. In this era of digitalization, leaders must be able to adapt, especially in the use of technology in their hospitality business. The application of a digital leadership style that is getting better, can improve employee performance in the hospitality sector in Gianyar Bali Regency.

Different results were found that digital collaboration had no significant effect on the digital skills of employees in the hospitality sector in Gianyar Bali Regency. Here, hotel employees collaborate with other employees using digital media. However, this collaboration does not affect employees' competence in using technology, because after the COVID-19 pandemic there was no work from home (WFH) policy that required employees to interact through digital media. The results of previous research also found the same thing where digital collaboration had no significant effect on digital skills

(Abidin, 2022). Digital collaboration turns out to be able to have a significant influence on employee performance in the hospitality sector in Gianyar Bali Regency. So if digital collaboration between employees is getting better, it can improve employee performance for the better. When someone does work in groups, has a shared commitment and shares shared responsibilities, it will improve performance both in quality, quantity and completion of work on time (Rohmah, 2020). These results are in line with other previous studies which found that collaboration had a significant effect on employee performance (Kholiso & Sudira, 2017).

Then the digital skill variable was found to have a significant effect on employee performance in the hospitality sector in Gianyar Bali Regency. Digital competence includes all skills related to digital technology ranging from basic skills or literacy, general skills for all workers, and specific skills for information technology professionals (Abidin, 2022). Digital competence is getting better, able to improve employee performance in the hospitality sector in Gianyar Bali Regency. These results are in line with several previous studies (Marguna & Sangiasseri, 2020; Nurjaya et al., 2021). This study also investigates the role of digital skills which are suspected as mediators between the influence of digital collaboration and digital leadership on employee performance. From the results of the analysis, it was found that digital skills did not affect the relationship between digital collaboration and digital leadership on employee performance in the hospitality sector in Gianyar Regency, Bali. This shows that employee performance can be improved through digital collaboration and digital leadership alone without having to be supported by good digital skills.

#### 4. Conclusion

Hospitality employees are human resources who are an important aspect in providing services to guests. Employees with good performance quality can certainly provide quality services as well. The COVID-19 pandemic has demanded the entire tourism sector, including the hospitality sector, to adapt to digitalization. In response to this, the measurement of employee performance needs to be reviewed further through aspects of digitalization. The results show that the performance of employees in the hospitality sector in Gianyar Bali Regency is influenced by aspects of digitalization consisting of digital leadership, digital collaboration, and digital skills. Digital skills are also influenced by digital leadership, but not by digital collaboration. Digital skills cannot act as a mediator in digital relationships collaboration and digital leadership on employee performance. Based on these results, hotel managers must adapt aspects of digitalization in improving performance, especially in the current digitalization era. This research can be a recommendation for the government and hotel managers in compiling a relevant human resource management model to be applied in the new normal era.

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