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FACTORS AFFECTING THE PERFORMANCE OF TOURISM COMPANIES IN LOMBOK BARAT DISTRICT

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Abstract

West Lombok regency on the island of Lombok, Indonesia, has become an increasingly popular tourist destination, especially for its natural beauty such as stunning beaches and beautiful mountains. According to the data of tourism office, there are 49 (forty nine) tourist objects and attractions with various characteristics. However, the impact experienced of tourism industry during the COVID-19 pandemic period, it is important to examine the pace of development of the performance of tourism companies in West Lombok Regency in innovating after going through a challenging period. How are the recovery efforts, the impact of changes in tourist behavior, the impact on the workforce, technological adaptation, digitalization and the reputation and image of tourist destinations in relation to the company's survival. This study aims to examine and explain the factors that influence the performance of companies in the tourism sector, including trust, innovation and employee empowerment which are indirectly influenced by reputation in West Lombok Regency. This type of research is a verification research with data collection methods through observation and questionnaires on 153 manager respondents from medium and large tourism companies located in the West Lombok Regency area originating from 10 (ten) Districts (Sekotong, Lembar, Gerung, Kuripan , Kediri, Labuapi, Lingsar, Narmada, Gunungsari and Batu Layar). The collected data were analyzed using Statistical Product and Service Solutions (SPSS) software. The results of this study indicate that trust, innovation and employee empowerment significantly affect company performance through company reputation. This shows that trust, innovation and employee empowerment accompanied by a good reputation for tourism companies in West Lombok Regency will indirectly improve work performance which will optimize company performance. Overall, research on tourism companies in West Lombok Regency can provide an in-depth look at how the tourism industry adapts, innovates, and grows after going through this challenging pandemic period.

INTRODUCTION

For decades, the global tourism industry recorded constant growth, and it has become an important component of the global economy. It is estimated that in 2019, the participation of the tourism industry in global GDP is more than 10%, with the anticipation that this figure has the potential to continue to grow (Behsudi, 2020). However, in 2020 this growth was disrupted by the outbreak of the COVID-19 pandemic. Significant decline in demand for tourists and hospitality products and services. To stop the spread of the COVID-19 virus, severe travel restrictions were announced in a number of countries around the world in April 2020. One of the measures governments are using to combat the coronavirus is closing borders to certain types of tourism (Henseler et al., 2022).

Everything that is limited requires the Company to immediately adapt to new conditions (new normal) while still prioritizing competitive Company performance. This is a challenge for tourism companies to survive and continue to innovate as before. According to Hutabarat (2021) achieving company performance over a certain period of time displays the health of the company, which is the company's performance. One measure of increasing tourism competitiveness is the increasing performance of companies in the tourism sector in Indonesia. Assessment of the success of a company that is reflected in the minds of outsiders can be seen from the company's reputation. Companies can indeed judge themselves from the performance achievements seen from financial reports, but external assessments will always be there, whatever the form.

Reputation has a very important role in supporting the company's performance because it has a broad impact on various business aspects and the company's relationship with stakeholders. A good reputation creates trust and confidence among stakeholders such as customers, investors, employees, suppliers and society. Companies with a good reputation tend to have a better ability to deal with and manage crisis situations. Overall, the company's reputation has a significant impact on various aspects of the business and is a valuable asset that can help support the company's performance in the long term. Therefore, this study wants to see the indirect effect of reputation on performance in Indonesia, especially in the West Lombok area.

Meanwhile, employees' trust in their leaders also greatly influences their attitudes in their daily work. Employee trust has a significant impact on company performance because it is the basis for collaboration, motivation, and commitment in the work environment. Strong trust between employees and the company creates a positive atmosphere that can affect various aspects of performance. Trust also increases effectiveness in communication and cooperation between employees and leaders so that new innovations can emerge in running the company. Innovation is a collection of new ideas and their implementation into a product, process or service. Innovation can be the key to creating competitive advantage, increasing efficiency and generating sustainable growth.

A good company innovation is a positive impact of employee empowerment. Empowerment encourages employees to take initiative, contribute actively, and feel a sense of responsibility for their work and the success of the company as a whole. Empowerment also has a positive impact from a psychological perspective, including showing that the contribution of each employee is important to the company because employees have the skills and standards required by the company. Empowerment also shows that employees' personal goals are aligned with the ultimate goals of the company, in addition to creating a work environment that makes it easier for employees to innovate.

This research will be conducted on companies in the tourism sector in West Lombok Regency. Based on data from the Office of Social Affairs, Labor and Transmigration of West Lombok Regency, it was found that the number of companies in West Lombok Regency was 485 companies, some of these companies were micro and small companies, namely 237 companies and 248 were medium and large companies. Companies in West Lombok Regency are also dominated by the tourism sector, a small number are supporters in the tourism sector such as craft and culinary businesses. This study uses a population of medium and large companies in West Lombok Regency because most of the small companies in this area are still managed in a traditional or family manner, so the variables in this study will be difficult to observe. West Lombok Regency has now become one of the tourist sites visited by many local and international tourists. The increasing attention given to the West Lombok area requires all companies in that location to improve their performance.

THEORETICAL BASIS

Employee Trust

Bligh (2017) argues that trust is a dynamic interpersonal relationship between people, with unique implications for the workplace. Trust is claimed to be the hope or belief that a person can carry out relying on the actions and words of another and that the person has the good will to carry out their promise. Trust is especially meaningful in situations where one party is at risk or vulnerable to the other party. Confidence of both parties who agree will lead to interactive reciprocal behavior and will help maintain the relationship as well as strengthen the relationship. Good interactive behavior will increase the length of the relationship and the quality of the relationship, it can also survive by strengthening commitment. Trust will be a valuable vehicle for creating a successful agent and client relationship. Trust also reduces the risk of long-term cooperation and increases commitment in a relationship.

In Abdillah's research, et al (2020) Trust in leaders is part of interpersonal trust which is based on interactions between leaders and subordinates. In general, trust in the leader is defined as a psychological state involving positive expectations about the leader's intentions or behavior in relation to oneself in situations that pose a certain risk. Meanwhile, according to Cummings & Worley (2018) organizational trust is the belief of individuals or groups as a whole, that individuals or groups will make every effort in good faith in acting in accordance with their commitments.

Enterprise Innovation

Technically, innovation is a change from habit, and is influenced by the characteristics of the innovation, consumer acceptance of the innovation or change can occur quickly or slowly. Rogers (2003) argues that there are three main factors that influence the speed of acceptance of innovative products into society. The first factor that influences the acceptance of an innovation in society is in terms of the usefulness or benefits of the innovation. The greater the profit gained by applying the innovation, the higher the probability that the innovation will be accepted by consumers. This advantage can be measured in several ways including by looking at price differences, customer satisfaction, or new components that attract attention.

Although changes in a company are expected to provide benefits in the future, it is not uncommon for implemented innovations to fail to achieve the desired goals. Several reasons for the failure of innovation include decisions taken that are not aligned with the ultimate goals of the organization, poor performance of the people involved in the innovation process, the product control process is not carried out properly, and the lack of communication between the divisions concerned and the absence of information exchange.

Zeplin Jiwa Husada Tarigan's research (2018) with the title "The Impact of Organizational Commitment to Process and Product Innovation in Improving Operational Performance" shows that organizational commitment influences planning and control processes, process innovation. The planning and control process affects the innovation process. Process planning and control does not affect product innovation. Process innovation affects product innovation. Process innovation and product innovation affect operational performance.

Employee Empowerment

Empowerment means enabling (to enable), providing opportunities (to allow) or permitting (to permit) through one's own initiative or triggered by others (Rivai and Mulyadi, 2018). Employee empowerment is giving authority to employees to plan, control, and make decisions about the work they are responsible for, without having to get explicit authorization from the manager above them. If in the delegation of authority, power is given by top management to the managers under them (not to employees), in employee empowerment, power is extracted from within each employee through the process of employee empowerment (employee empowerment). The granting of authority by management to employees is based on employee empowerment resulting from the empowerment process carried out by management towards employees.

Employee empowerment is carried out by exploring the potential that exists within employees, empowerment means developing power, not just distributing existing power and which has been owned by management. In other words, employee empowerment gives employees the freedom to plan and make decisions about the work they are responsible for. While the delegation of authority gives the power that has been owned by top level management to be distributed to the management below.

Empowerment of employees is referred to as an effort or way to minimize the dependence of employees on their superiors, which further accentuates individual supervision regarding the responsibilities that must be carried out. Employee empowerment is the transfer of knowledge that usually comes from outside sources (usually from immediate superiors) to internal sources (coming from the individual's own desire to do his job well). So the process of empowering employees is related to giving ability and authority to individuals to be able to make their own decisions without depending on their superiors. The goal of employee empowerment is for the organization to contain people who are passionate and committed to their work (Arifudin et al., 2020).

Company Reputation

Reputation is broadly linked to the value and identity of assets. Assets that have a good reputation can attract consumer interest, attract investors to invest, improve company financial performance, attract top management level employees.

Company reputation is a set of social characteristics of a company, determined by the actions that have been taken by the company and future possibilities (Sirvertzen, Nilsen & Olafsen, 2013). In addition, company reputation is defined as an evaluation of a company that can be delivered socially (characteristics, practices, behavior and results, etc.) based on a certain period of time among stakeholders (Smaiziene & Jucevicius, 2009). Company reputation also represents the company's action expectations, and the level of trust, favorability and recognition when compared to other companies (Smaiziene & Jucevicius, 2009).

In 2007 the Reputation Institute (RI) has developed a standard barometer called RepTrack® to measure various reputations owned by various companies, and regularly conducts surveys to the public evaluating some of the world's leading companies. RepTrack® asks people to describe their perceptions of a company on seven dimensions over twenty attributes. Key dimensions are defined as:

1. Performance: perceptions about the company's results and financial prospects.
2. Workplace: perceptions of the work environment in the company with the quality of its employees
3. Product: perception of the price quality of the products and services offered by the company.
4. Leadership (leadership): perceptions of how well the company is led.
5. Citizenship (engagement): perceptions of environmental strengths and corporate social responsibility.
6. Governance (management): perceptions about organizational systems and corporate culture.
7. Innovation (innovation): perceptions of corporate entrepreneurial orientation and innovation (Folley and Kendrik, 2006).

In the marketing environment aspect, Shamma (2012), reputation can be seen from various dimensions such as corporate identity, image, communication, branding, personality, associations, and the reputation of the company itself. Reputation is a common view of the company (Bick, Jacobson, and Abratt, 2003). To clarify the position and substance of reputation, three clusters such as: (1) reputation are seen as a statement of awareness; (2) reputation as an assessment; and (3) reputation as an asset. So, it is clear that reputation is something that is very valuable in the context of the marketing environment.

Meanwhile, Wartick (2002) emphasized that reputation (R) is the same as a function of corporate image and identity. If given the equation then: R = f (image + identity). It is increasingly clear, as shown by Doorley and Garcia (2007) that R is a number of images, the same as performance and behavior and communication. Of the elements that make it up, R consists of organizational ethics, financial performance, value of share ownership, company branding, marketing mix activities, public relations, and relations with stakeholders (Le Roux, 2003).

Company performance

Hurduzeu (2015) states that in general company performance can be defined as changes or transformations from various inputs to outputs to achieve certain goals. Depending on the context, performance can show the relationship between minimal and cost effective, between cost effectiveness and the output produced (efficiency), and between output and objectives achieved (effectiveness).

Prawirasentono (2008) mentions four factors that are considered to hold the main key in the formation of high company performance, including:

1. Effectiveness and efficiency, which refer to work processes within the organization where effectiveness describes success in achieving common goals, while efficiency is the amount of resources spent in achieving these goals.
2. Responsibility, with a sense of responsibility in employees, they will feel motivated to do their best work.
3. Discipline, which refers to the conformity or obedience of employees in following the rules that apply in the company. It is also associated with mutual respect between employees because they are all under the same rules.
4. Initiative, namely the creativity and innovation of employees who are still in line with common goals within the company. By having useful initiatives within the company, it is hoped that it will have a good impact on company performance.

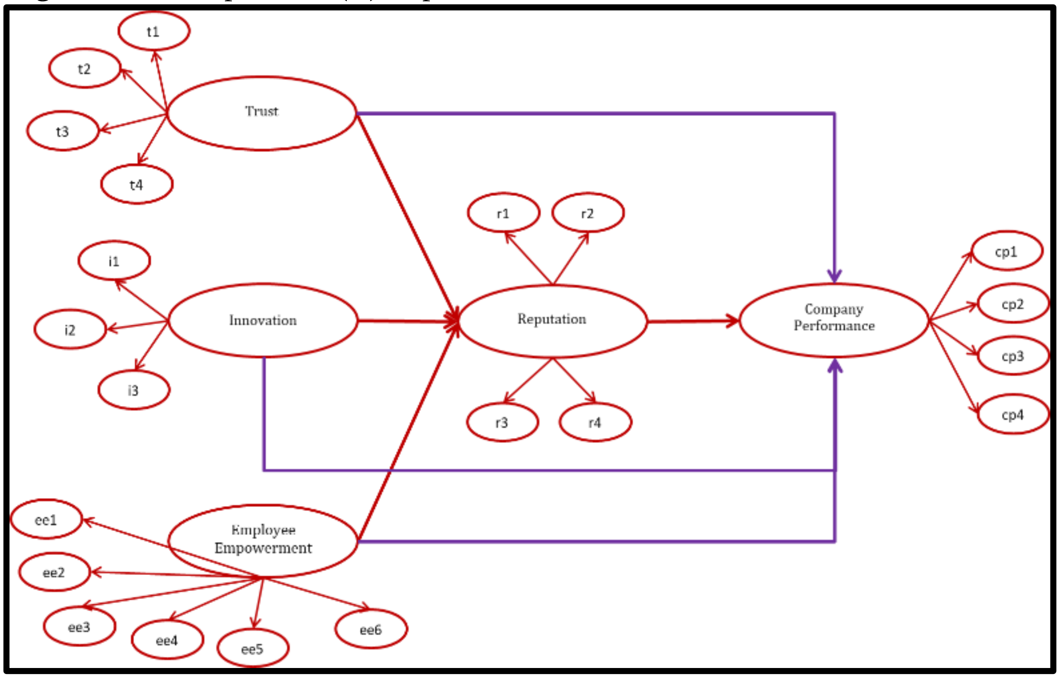
The method of measuring the performance of a company is still controversial. There is no clear agreement on the criteria or factors that can be used as a basis for measuring company performance (Mafini, 2015). Various measurement frameworks have been tried to be developed including Performance Measurement Matrix, Results and Determinants Framework, and Performance Pyramid. However, there is no measurement framework that can be used for all types of companies. Therefore, Mafini (2015) concluded that performance is a complex concept so that the measurement must use an approach that is appropriate for each company.

Although there is no agreement on the methods used to measure and assess company performance, researchers in the literature abound on firm performance. Sethibe and Steyn (2016) divide how to measure company performance into two ways, namely financially and non-financially. Experts agree that company performance is a multidimensional concept that is difficult to measure. However, the measure most used in many studies is the company's financial performance. Because for companies, the main goal is to make a profit. Several ways of measuring from the financial side include looking at profitability, sales growth, return on assets (ROA), or return on sales (ROS).

RESEARCH METHODS

If reviewed based on objectives, this research can be categorized as verification research. Verification research is research that aims to verify or retest the validity of a theory. Meanwhile, if reviewed based on the approaches and methods used, this research includes non-experimental quantitative research with a multivariate correlational type. It is called that, because in this study there are multi-variables, namely independent variables, dependent variables, as well as moderating variables (Purwiyanto, 2014).

The independent variables (X) in this study are: trust (T), innovation (I) and employee empowerment (EE). The dependent variable (Y) is company performance (CP). While the moderating variable is reputation (R) as provide below.



RESULTS AND DISCUSSION

Path analysis using SPSS is divided into 2 stages. The first stage is to test the model path coefficients according to the image. The results of linear regression using SPSS show table 1. below.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766[a]	.586	.578	.41145

a. Predictors: (Constant), Employee Empowerment, Trust, Innovation

Table 1. Results of linear regression analysis Stage 1 – Summary Model

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.350	.287		1.220	.225
	Trust	.571	.099	.495	5.773	.000
	Innovation	.305	.116	.290	2.619	.010
	Employee Empowerment	.032	.113	.029	.286	.776

a. Dependent Variable: Reputation

Table 2. Results of linear regression analysis Stage 1 – Coefficients

From the output of the regression model I in the Coefficients shown the significance values of the three variables are T = 0.000, I = 0.010 and EE= 0.776. This leads to the result that in the regression model I, variables T and I have a significant effect on variable R with a significance less than 0.05. Meanwhile, the EE variable has no significant effect on the R variable. The magnitude of the R square value in the Model Summary table is 0.586. it means that the contribution of the T, I and EE variables to R is 58.6% then the remaining 41.4% is the contribution of the variables- other variables not involved in the study. While, the value of e1 can be found using the formula $e1=\sqrt{1-0.586} = 0.643$ so that the path diagram for model I has gained as below.

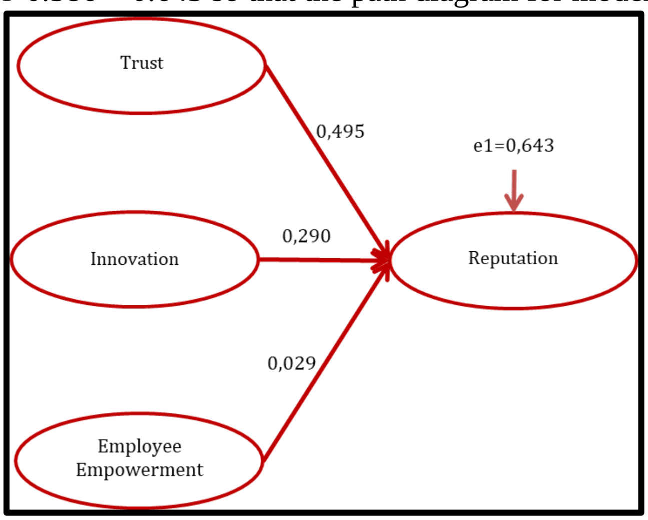


Figure 1. Model I Path Diagram

Model II regression of this study obtained the following table.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541[a]	.293	.273	.56014

a. Predictors: (Constant), Reputation, Employee Empowerment, Trust, Innovation

Table 2. Results of linear regression analysis Stage 2 – Summary Model

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.230	.393		3.131	.002
	Trust	-.165	.150	-.137	-1.100	.273
	Innovation	.286	.162	.262	1.762	.080
	Employee Empowerment	.174	.153	.150	1.136	.258
	Reputation	.319	.114	.307	2.803	.006

a. Dependent Variable: Company Performance

Table 2. Results of linear regression analysis Stage 2 – Coefficients

From these results the significance value of each variable is T=0.273; I=0.080; EE=0.258 and R=0.006. as the summary, in the regression model II, variable R has a significant effect on CP, while the others have an effect but not significant. The value of R square in the Model Summary table is 0.293. This indicates that the contribution of the variables T, I, EE and R to CP is 29.3%, while the remaining 70.7% is contributed by other variables not included in the study. Meanwhile, the value of e2 can be found using the formula $e2=\sqrt{1-0.293}= 0.841$ so that the model II path diagram is as follows.

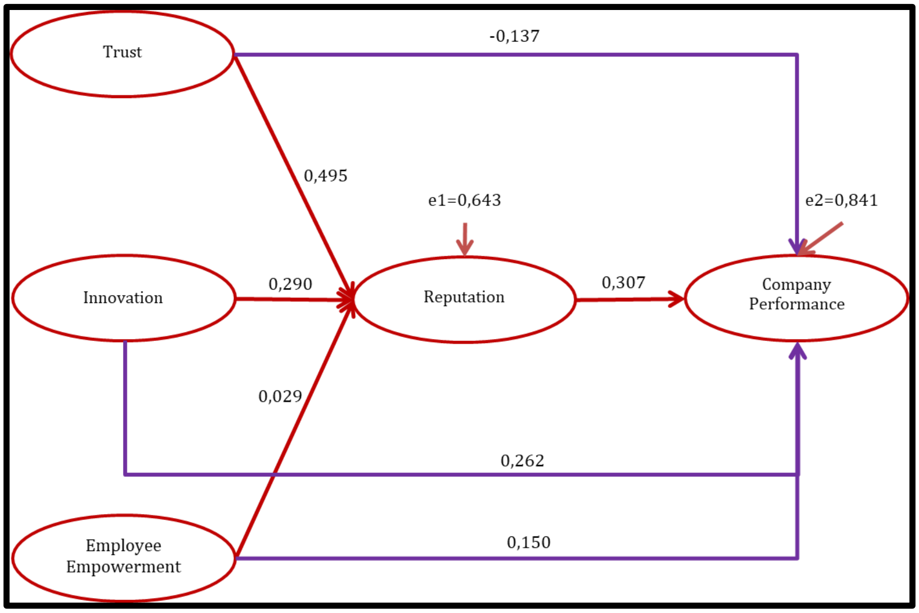


Figure 2. Model II Path Diagram

The effect analysis of T to R on CP, it has known the direct effect from T to CP is -0.137, and the indirect effect of T to R on CP is 0.495 x 0.307 = 0.152. Then the total effect from T to CP is -0.137 + 0.152 = 0.015. It was found that the direct effect has smaller percentage than the indirect effect, the result indicates that indirectly T to R had a significant effect on CP.

The effect analysis of I to R on CP, it has known the direct effect from I to CP is 0.262, and the indirect effect of I to R on CP is 0.290 x 0.307 = 0.089. Then the total effect from I to CP is 0.262 + 0.089 = 0.351. It was found that the value of the direct effect has smaller value than the indirect effect, the result indicates that indirectly I to R had a significant effect on CP.

The influence Analysis of EE through R on CP, it has known the direct effect of EE on CP is 0.150, and the indirect effect of EE through R on CP is 0.029 x 0.307 = 0.009. Then the total effect from EE to CP is 0.150 + 0.009 = 0.159. It was found that the percentage of the direct effect was smaller than the indirect effect, this result indicated that indirectly EE through R had a significant effect on CP.

The Effect of Trust (T) on Company Performance (CP)

The results of the analysis show that there is no significant effect between trust and firm performance. The results of testing the confidence coefficient on company performance of -0.137 states that trust has a negative effect on company performance. This means that the stronger the manager's trust in his employees, the lower the company's performance. This is caused by the old factor of working employees in a company. This study shows that 46.9% of respondents have worked in the company for more than 5 years. The longer employees work, the more trust they can have, so that the company's goals are no longer a priority.

From several previous studies, it was argued that trust in leaders is part of interpersonal trust which is based on interactions between leaders and subordinates. (Abdillah, et al, 2020). In this study, excessive trust from company managers to employees can actually reduce company performance.

The impact of conflict (conflict effect) that cannot be managed properly causes both parties involved in the conflict to become disharmonious in work relations, less motivated at work, and results in decreased work productivity. If conflict can be managed properly, the work atmosphere becomes dynamic, each member is more critical (critical) towards the development of the organization, each group tries to do the best work for the common good. This study reveals that the impact of high manager trust in employees will reduce company performance, but if this situation is managed properly it can be a means to improve company performance so that it is more professional and fair in work relations.

Effect of Innovation (I) on Company Performance (CP)

The results of the analysis show that there is no significant influence between innovation and firm performance with a coefficient of 0.262. Although previous research has indicated a significant effect between innovation and performance, these two variables do not affect each other directly (Sain, 2019). In this study, innovation is clearly strongly supported to increase competitiveness. However, in practice, more workers are asked to work according to company standards so there is very little opportunity to innovate. Therefore, innovation does not directly have a significant impact on company performance. Furthermore, the results of Taylor's research (2003) argue that cultural implications can result in IT systems that are not compatible with the environment and organizational structure. Therefore, innovation in the form of IT sophistication may not necessarily improve company performance, everything returns to employee personnel in utilizing existing IT.

Effect of Employee Empowerment (EE) on Company Performance (CP)

The results of the analysis show that there is no significant effect between employee empowerment and company performance with a coefficient of 0.150. Bustamam, et al. (2014) explained that in the hotel sector employees sometimes have to work seven days a week, with long working hours, low job status, and many job demands. Therefore a reward or appreciation system for employees will be very good in increasing employee satisfaction and motivation at work which will ultimately improve company performance. However, sometimes companies focus too much on rewards in the form of money, where for some people non-financial rewards are more needed, such as recognition from leaders or prospects for promotion (Bustamam, et al. 2014). The lack of rewards given by companies in West Lombok Regency to their employees, both financially and non-financially, has indirectly caused the company's goals to not be achieved. So even though employees have been empowered but not appreciated, this does not improve company performance.

The Effect of Trust (T) on Company Reputation (CR)

Based on the results of the analysis, it was found that employee trust has a significant effect on company reputation with a coefficient of 0.495. The results of this study confirm and expand Hasan's opinion (2021), namely increasing the quality of the relationship between supervision and employees will be able to improve the work of both so that it will improve the company's reputation. Overall, trust in the company serves as the basis for a strong corporate reputation. Trust that is built from consistent interactions, good business ethics, and social responsibility will help create a positive image that benefits the company in the long term.

Effect of Innovation (I) on Company Reputation (R)

Based on the results of the analysis, it was found that company innovation has a significant effect on company innovation with a coefficient of 0.495. The purpose of the company's innovation is essentially to increase the reputation and profits of the organization in the long term (Handoko: 4). This means that if a company implements innovation to improve the performance of its employees, in essence the increase in performance will be in line with the increase in profits to be obtained by the organization.

Effect of Employee Empowerment (EE) on Company Reputation (CR)

The results of testing this hypothesis indicate that there is no significant effect of the employee empowerment variable on company reputation with a coefficient of 0.029. Although many experts have demonstrated the benefits of employee empowerment, many have questioned its effectiveness in practice. Many studies have shown that in reality the implementation of employee empowerment is not as much as expected. This is also shown from several initiatives resulting from employee empowerment practices that have not succeeded in achieving the desired achievements from this process. There are also those who say that empowerment is not implemented as a whole, only on the surface as a formality while the leadership still has full control (Kele, et al. 2017).

The results of the examination show that through company reputation, employee trust, company innovation and employee empowerment are able to improve company performance. This gives the meaning that the performance of companies in West Lombok Regency which is shown through high trust among employees, continuous improvement of company innovation and sustainable employee empowerment can produce high company performance as well. It is also influenced by the mediating effect of the company's reputation variable. Indirectly, the company's reputation has an impact on increasing company performance in supporting trust, company innovation and employee empowerment.

Conclusions and recommendations

The results of statistical analysis and discussion have been carried out so that several conclusions can be drawn according to the research objectives. The stronger the manager's trust in his employees, the lower the company's performance. Furthermore, innovation does not directly have a significant impact on company performance, this is in line with employee empowerment which has no significant effect on company performance.

Furthermore, employee trust and company innovation have a significant effect on company reputation, while employee empowerment has no significant effect on company reputation.

The results of mediation calculations from the company's reputation variable show that reputation mediates the relationship between trust, innovation and employee empowerment on company performance. These findings show that the important role of a company's reputation can be a driving force for the success and excellence of company performance in the tourism sector in West Lombok Regency, supported by employee trust, corporate innovation and sustainable employee empowerment.

This study reveals that several factors affect company performance which is supported by the company's reputation itself. Companies with a good reputation can improve their performance supported by factors of trust in employees in an accountable stage, company innovation and employee empowerment

COMPETING INTERESTS

The author has no competing interests to declare.

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