

The Influence of Psychological Capital and Entrepreneurial Behavior on Employee Capability to Improve Pivot Business Strategy: Empirical Study of Star Hotels in Makassar City

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Abstract

The aim of this research is to test and analyze (1) the direct influence of psychological capital on improving pivot business strategies in hotels in Makassar City; (2) the direct influence of entrepreneurial behavior on improving pivot business strategies in hotels in Makassar City. This study uses a quantitative approach. The number of samples in the study was 187, so the researchers used a total sampling method by taking the entire population at Swissbel-Hotel Panakkukang, Harper Perintis by Aston, Hotel Dalton, and Hotel Maxone. Data collection was carried out through surveys with data collection instruments in the form of questionnaires. This research uses structural equation modeling (SEM) as an analysis technique. The research results show that (1) psychological capital has a direct influence on improving pivot business strategies in hotels in Makassar City; (2) entrepreneurial behavior has a direct influence on improving pivot business strategies in hotels in Makassar City.

Keywords: *Psychological, Entrepreneurial Behavior, Employee.*

INTRODUCTION

Indonesia, as an archipelagic country with cultural riches and abundant natural resources, has great potential to develop various sectors, including the tourism industry. Business development in the tourism sector is important because it can create jobs, increase state income, and introduce the beauty and wealth of Indonesia to the world. The hospitality industry has been one of the sectors that has undergone a profound transformation in recent years. These changes were driven by a range of factors, including but not limited to the COVID-19 pandemic, rapid technological evolution and significant shifts in consumer preferences.

During the pandemic, to maintain business, a number of hotels changed their function to become isolation locations for residents with the status of people under monitoring (ODP). Isolation at this hotel was named the COVID-19 Tourism or COVID-19 Ambassador Recreation program by the South Sulawesi Provincial Government, as an effort to deal with COVID-19. The locus of this research is the Harper Perintis Hotel with 4 star certification, the Dalton Hotel with 3 star certification, the Maxone Hotel with 4 star certification, and the Swiss-Belinn Panakkukang with 3 star certification which is participating in the COVID-19 Tourism program.

The global pandemic has profoundly changed the business paradigm in the hotel industry. Hotels facing significant pressures such as travel restrictions, uncertainty, and the need for heightened hygiene and safety measures have been at the heart of operational transformation. They have been forced to drastically change their strategies to remain operational and meet guest needs while maintaining safety. Although this step was taken for good purposes to help break the chain of spread of the virus, this change in function also has an impact on the hotel's image and public perception of it. As a hotel that is supposed to be a place to relax and rest, the hotel's image as a location for the COVID-19 tourism program has fallen due to the association with the pandemic and the connection with quarantine. Some people may feel anxious or hesitant about staying overnight in a place that has been used as a quarantine location. It is as if the hotel has lost the peace and luxury usually identified with star hotels in the city of Makassar.

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Business pivots are an important practice for star hotels in facing market changes and the ever-growing dynamics of the hotel industry. In the context of star hotels, business pivots do not just include changes to the business model as a whole, but also strategic adaptations that focus on overcoming external challenges and meeting ever-changing consumer needs. Star hotels always strive to understand and respond to changes in guest needs and preferences quickly and responsively. Hotels have innovated by implementing rapidly developing technology to improve the quality of their services. From using apps for touchless reservations and check-in to leveraging artificial intelligence (AI) to forecast guest requests and needs, technology integration has become a key foundation in their operational strategy. This intense competition is what causes them to compete to offer more value to attract consumers to hotels so that hoteliers have a strategy that strongly positions the company against competitors and that gives the company the strongest possible competitive advantage (Kotler, 2001).

The pivot business approach is often considered superior to SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and the Business Model Canvas in some contexts for several reasons. First, pivots enable businesses to quickly adapt and change strategic direction based on market feedback and changing external conditions. This is especially important in dynamic and fast-changing industries, where speed and the ability to respond to change are key to success. Additionally, pivots involve an iterative process in which businesses continually test assumptions, collect data, and make adjustments based on those results, creating a continuous learning cycle that enables business model optimization. The pivot's focus on understanding and meeting customer needs through experimentation and validating market hypotheses means businesses are more likely to move closer to solutions that customers actually want. This approach also encourages innovation through data-driven experimentation, keeping businesses looking for new and creative ways to serve customers and address business challenges. Lastly, pivots are highly adaptive to changes in the external environment, such as new technologies, shifting customer preferences, and changes in the competitive landscape, allowing businesses to remain relevant and competitive in the long term. While SWOT analysis and the Business Model Canvas remain useful tools in business planning and analysis, the pivot approach offers a more dynamic and responsive approach, which is critical in today's rapidly changing business environment.

Although pivot strategies are often considered an important tool for business adaptation, their use is still rare. One of the main reasons is the risk and uncertainty involved in executing a pivot. The pivot process requires significant changes in existing business models, products, or market strategies, which often come with a high risk of failure if the changes fail to capture new market opportunities or if they do not gain support from key stakeholders such as investors and employees. Additionally, research shows that successful pivoting requires sensitivity to market feedback and the ability to react quickly to change. Many companies may lack sufficient data to support pivot decisions or feel trapped in a rigid organizational structure, which makes implementing change difficult. This is compounded by challenges in communication and change management, which require the involvement of the entire team and stakeholders to reduce uncertainty and dissatisfaction that may arise during the process. Furthermore, several academic studies such as those conducted by Ries (2011) in his book "The Lean Startup" highlight that pivots require a flexible and innovative organizational culture, as well as support from strong leadership to ensure success in the long term. Ries outlined the build-measure-learn concept, which emphasizes the importance of iteratively validating business hypotheses with real feedback from customers, which forms the basis for pivot decisions. The combination of these factors explains why the pivot strategy is still less commonly used despite its enormous potential to drive business sustainability and growth. Difficulty in implementing pivot effectively and the need for valid data and strong organizational support are the main obstacles to its implementation.

While recognizing that a small number of hotel groups, and restaurant groups control a disproportionate share of this market, the majority of venues are owned by small companies. Often, these are micro-enterprises, employing less than 10 staff, and in many cases they employ no one, other than family members who help as needed (Lashley & Rowson, 2003; 2005; 2006; 2007; 2010). Now, as hotel occupancy begins to increase and hotel activities resume, it is important for hotel management to understand the strategies needed to optimize value returns and a positive image. More in-depth research is needed to identify the most effective strategies for hotels in facing changing market dynamics. However, in an effort to optimize revenue, unhealthy price

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competition often occurs between hotels. This price competition can impact not only star hotels, but also non-star and small-scale hotels, which can threaten business continuity and the image of the hotel industry as a whole.

Unfair price competition, especially when hotels offer prices that do not match their star class, can have detrimental impacts. First of all, this can damage the image of the hotel industry. When star hotels offer low prices and do not match the facilities and services provided, this can lower guests' perceptions of the hotel's quality and service standards. This can reduce consumer confidence in star hotels and have a negative impact on the image of the hotel industry as a whole. Apart from that, the impact can also be felt by non-star or small scale hotels. These hotels usually have limited resources and find it difficult to compete on price with star hotels. When star hotels offer very low prices, non-star or small scale hotels will find it difficult to compete in an increasingly competitive market. This can threaten the continuity of their business and may even lead to business closure.

In total, strong psychological capital, entrepreneurial behavior and employee adaptation capabilities are important foundations in ensuring the success of business pivots in a star hotel environment. Through this research, it will be revealed more clearly how star hotels can support their employees in developing optimal psychological capital, supporting entrepreneurial behavior, and employee capabilities in understanding, responding and adapting themselves to change are the main factors influencing the success of implementing business pivots in star hotel. Individuals' ability to learn quickly, collaborate with colleagues, and adapt their skills to new needs is key in ensuring a company's success in facing change. In conclusion, it is hoped that this research can provide valuable insight into the key factors that support the success of a business pivot in a star hotel environment, as well as the importance of the role of employees in achieving success in this business transformation.

Table 1. Number of Tourist Visits to South Sulawesi in 2019 – 2022

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2019	44.52	45.68	45.22	47.43	37.67	43.33	54.85	49.6	56.55	53.35	56.01	56.11
2020	48.14	49.26	43.26	20.9	26.28	18.98	34.42	46.81	38.38	34.27	42.56	54.82
2021	26.43	30.19	36.16	35.55	30.29	41.99	28.68	28.65	41.62	49.13	47.99	51.59
2022	38.9	40.27	51.16	34.84	46.98	53.58	51.81	48.42	53.31	51.75	55.46	54.26

Source: <https://sulsel.bps.go.id>

The Room Occupancy Rate (TPK) of star hotels in South Sulawesi in December 2022 reached an average of 54.26 percent or decreased by 1.21 points compared to the TPK in November 2022 which reached 55.47 percent. Compared to the TPK in December 2021 which was 51.96 percent, there was an increase of 2.30 points. In December 2022, the room occupancy rate (TPK) for 5-star hotels experienced the highest increase of 12.81 points. Meanwhile, the highest decline was in the 2 star hotel class at 8.69 points. Compared to December 2021, all hotel classes experienced an increase with the highest increase in the 5 star hotel class of 11.05 points.

Rategain is a leading provider of cloud-based products and services for intelligent pricing, price optimization, seamless electronic distribution and active engagement with the world's leading hotels and Online Travel Agents (OTA). Founded in 2004 with branches in 10 countries focused on innovation and a customer satisfaction-based approach, RateGain helps more than 12,000 customers worldwide to maximize their earnings every day. Rategain Technologies presents Optima, an intelligent tool for analyzing hotel price competition in real-time that combines hotel software databases with smart data analysis. Optima carries out thorough examination of critical statistical data, especially in terms of rates and room availability, for companies operating in the hotel and travel sectors.

This analysis then provides the hotel with in-depth insight into small or large changes that occur on the exchange, with the aim of maintaining price balance across connected channels. Based on these insights, even users without technical knowledge can seamlessly optimize room rates to maximize their hotel profits. That's why the interface is deliberately kept simple and easy to use.

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Related to the data above, this research study will focus on star hotels in Makassar City which are used as a Covid tourism program by the South Sulawesi regional government, which of course has had an impact on large business opportunities and high intensity of competition. Even though there are concerns related to the post-pandemic period, people still have a strong desire to socialize and travel, so hoteliers are required to have psychological capital (Luthans et al., 2017) where employees must believe in their abilities and have self-resilience in getting income opportunities and always optimistic in carrying out their duties, and hoteliers have entrepreneurial behavior Zimmerman (1996) where workers can come together and dare to convey ideas, carry out marketing together and have the courage to take risks.

Under current social and economic developments, entrepreneurship programs have become very important in various economic sectors. Entrepreneurship and innovation are key factors that drive national economic growth and participation in international competition (Kim & Ryu, 2017; Patel et al., 2018). Employee entrepreneurial behavior is key in increasing the company's innovation capacity (Sorescu, 2017). Current research focuses more on the destructive aspects of entrepreneurial behavior (Shaw et al., 2016), although there is also evidence that entrepreneurial behavior can improve company performance (Shoaib & Baruch, 2019). Psychological capital, which includes self-efficacy, hope, optimism, and resilience, has been proven to play an important role in company success (Malizia, 2018; Luthans et al., 2008; Luthans & Morgan, 2017). Employees with an optimistic attitude tend to have higher self-efficacy and positive work value orientation, which can influence their deviant behavior psychologically (Tharek et al., 2018; Xu & Zhao, 2020). However, there is still little research that introduces the concept of psychological capital in entrepreneurship (Yun & Kang, 2018; Clausen et al., 2019; Verhiel et al., 2019).

In this research, we focus on structural empowerment as a key indicator of the success of empowering employees in increasing their capabilities. Structural empowerment is defined as the technique of sharing power and control among employees. This study clarifies structural empowerment as the level of frontline employees' confidence in their autonomy and authority to act independently, which can be influenced by factors such as training, reward systems, and management style.

Employees are invited to discuss together in every work program that is expected so that all employees can have one vision and mission in carrying out their obligations as workers, marketing techniques training is provided to all workers to increase employee capabilities in obtaining business opportunities, so that it is not only a burden on the division sales and marketing. Employee involvement or participation in work activities is important to pay attention to because employee involvement will cause them to be willing and happy to work together, both with leaders and with fellow colleagues. One way to increase employee participation is to involve them in various opportunities, including in decision making. Employee involvement can provide intrinsic motivation to employees by increasing work opportunities, responsibility and involvement in the work itself.

The focus of the problem in the description of the research background can be identified as the main problem, namely the need to review the strategy by changing the business model to create innovation in order to maximize income. Entrepreneurs are required to reinvent their businesses.

RESEARCH METHODS

This research is research with an explanatory quantitative approach. Data collection was carried out through surveys with data collection instruments in the form of questionnaires. The research is complemented by interviews to deepen understanding of the causal relationships between variables. The selection of employees as samples (respondents) in this study used purposive sampling techniques. The number of samples in this study was 220 people, but there were 33 respondents who were not willing to fill out the questionnaire and did not return it, so the number of respondents in this study was 187 people and met the requirements for data analysis. Data collection techniques use observation, interviews, research questionnaires and literature studies. Data Analysis Techniques use Descriptive Analysis, Analysis Prerequisite Test, Multicollinearity Test, Heteroscedasticity Test. In analyzing the data using SEM Statistical Analysis Techniques.

RESULTS AND DISCUSSION

Best Model Test Simulation Analysis Results

From several rounds of measurement model simulations carried out, it can be seen that the measurement model has an appropriate level of model suitability and meets the criteria as an empirical model with good research results. In accordance with the results of the model simulation in the research, it is known that no variables were removed from the four latent variables studied, however, there was a relationship path between exogenous variables and endogenous variables that was removed because it did not have a significant influence as conceptually. Apart from that, there were also several manifest variables that were deleted because they caused the measurement model to not comply with the predetermined criteria. After carrying out model test simulation analysis, the best model was obtained which describes the relationship between the six latent variables in the research, accompanied by the manifests that construct it, which can be seen in Figure 1 as follows:

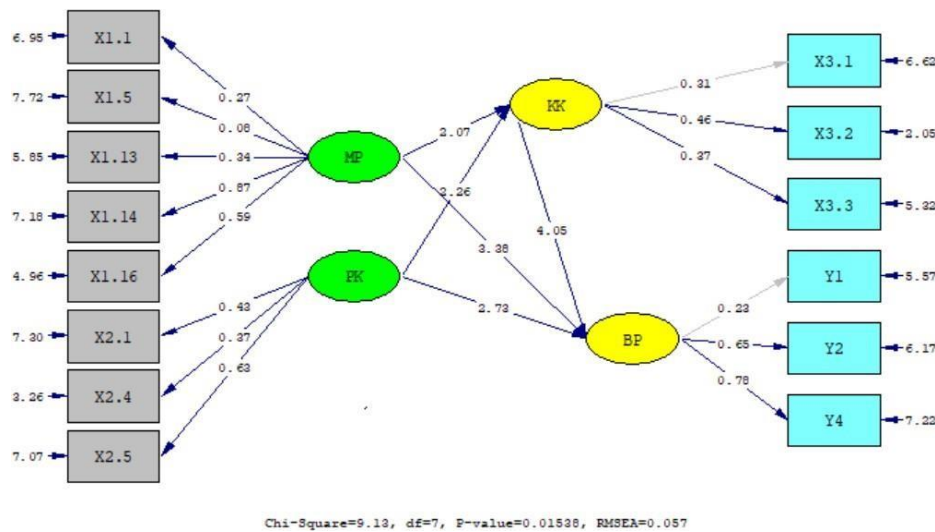


Figure 1. Suitability of the Research Structural Model

From Figure 1 above, it can be seen that the structural model meets the criteria for structural model suitability requirements. This can be seen from the significant influence of exogenous variables on endogenous variables. The suitability of the model can also be seen from the coefficient magnitude values that meet the criteria for structural model analysis. The results of the research structural model suitability test can be seen in table 2 as follows:

Table 2. Best Alternative Model Fit

Model Alignment	Coefficient	Criteria	Information
Chy-square (X^2)	9,13	Small (non significant)	OK, fulfilled
P-Value	0,153	$\geq 0,05$	OK, fulfilled
Df	7	-	
Cmin (X^2/Df)	1,304	$\leq 2,00$	OK, fulfilled
RMR (standardized)	0,00	$\leq 0,08$	OK, fulfilled
RMSEA	0,057	$\leq 0,08$	OK, fulfilled
GFI	0,96	$\geq 0,90$	OK, fulfilled
AGFI	0,97	$\geq 0,90$	OK, fulfilled
CFI	1,00	$\geq 0,94$	OK, fulfilled
IFI	0,99	$\geq 0,94$	OK, fulfilled
NNFI atau TLI	0,99	$\geq 0,94$	OK, fulfilled
AIC (Model)	63,58	Small, relatively	OK, fulfill it

Source: Data Processing Results, 2024

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From table 2 above, we can see that all levels of alignment have met the standard criteria as required. The lambda coefficient (λ), determination (R^2), and T-Value of each manifest variable that constructs latent, endogenous, and intervening variables can be presented in table 3 below:

Table 3. Manifestations of the Research Structural Model Construct

No.	Variable	Manifest	λ	R^2	T-value
1	MP	X1.1	0,27	0,2	5,27
		X1.5	0,08	0,2	2,35
		X1.13	0,34	0,3	6,96
		X1.14	0,87	0,8	4,68
		X1.16	0,59	0,6	7,76
2	PK	X2.1	0,43	0,4	2,60
		X2.4	0,37	0,3	4,51
		X2.5	0,63	0,6	2,98
3	KK	X3.1	0,31	0,3	6,62
		X3.2	0,46	0,4	5,37
		X3.3	0,37	0,3	5,72
4	BP	Y1	0,23	0,2	5,57
		Y2	0,65	0,6	3,18
		Y4	0,78	0,7	2,52

Source: Data Processing, 2024

From table 3 above, it can be seen that each manifest that constructs the five latent variables meets the validity criteria, as proven by the standard loading value ($\lambda \geq 0.40$) and R^2 value $\leq \lambda$.

Based on the results of research findings, it is evident that the empirical model as a model for research findings is different from the structural research model which is developed based on objectives and problem formulation. Hypothesis testing is based on the structural model of research findings which has been described in the suitability of the structural model in the previous discussion section. So apart from obtaining a structural model of research findings, direct and indirect influence coefficients between variables and other variables were also obtained.

In accordance with the results of the analysis and model findings, the direct influence coefficients between variables can be tabulated as follows:

Table 4. Direct and Indirect Effects between Variables

No.	Testing	Influence Coefficient			T-value	Conclusion
		Direct	Indirect	Total		
1.	MP \rightarrow BP	3,38	-	3,38	5,73	Significant
2.	PK \rightarrow BP	2,73	-	2,73	4,42	Significant

Source: Processing Data, 2024

In the following, according to table 4 above, the hypothesis in this research is shown as follows:

Table 5. Hypothesis Testing Results

No.	Hypothesis	Conclusion
1.	Psychological capital has a direct influence on improving the pivot business strategy for hotels in Makassar City	Significant
2.	Entrepreneurial behavior has a direct influence on improving pivot business strategies in hotels in Makassar City	Significant

The Influence of Psychological Capital on Employee Capabilities

Psychological capital plays an important role in employee performance in an organization. It includes beliefs, attitudes, motivation, and self-confidence, which positively influence worker performance. Research by

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Kappagoda et al. (2014) show that high psychological capital is related to increased performance, as it allows individuals to adapt better to job demands.

The study by Luo et al. (2021) found that employee psychological capital can improve marketing staff performance through work effort, work attractiveness, and quality of work life. Psychological capital also helps reduce burnout caused by changes in roles and responsibilities, with organizational commitment acting as a mediator. Alshebami's (2021) research confirms that fatigue tends to decrease with an increase in psychological capital, because stress acts as a mediating factor that reduces anxiety related to psychological capital. By understanding the positive impact of psychological capital, organizations can develop strategies to improve employee psychological well-being and overall performance.

In addition, hope also plays an important role in individual motivation to achieve goals. Challenging but achievable goals can increase individual motivation. Previous research shows that compelling goals can help individuals achieve their latent potential. Resilience is also important in achieving goals, because it allows individuals to remain positive in the face of adversity. Factors such as assets, risks, and values also influence a person's resilience. Psychological capital is the key to building a productive work environment. Social support, empowering leadership, and recognition of employees' achievements can increase their psychological capital.

Emotional intelligence is also important in employee well-being, enabling them to interact well with co-workers and manage conflict effectively. Psychological well-being is influenced by intrinsic motivation, a supportive work environment, and the individual's ability to manage emotions and stress. Improved psychological well-being in the workplace can be achieved through supportive policies, positive company culture, and motivating leadership. Job insecurity can threaten employees' psychological well-being, therefore it is important for organizations to create a stable and supportive work environment.

However, several studies show that psychological capital (PsyCap) is not always effective in increasing employee capabilities in the service industry, especially due to differences in cultural context. A study by Tehseen and colleagues (2017) entitled "The Role of Cultural Intelligence and Psychological Capital on Service Quality" found that understanding and adapting to local culture was more influential than psychological capital in improving employee service quality in hotels in Sabah, Malaysia. Employees in highly structured and rigid cultures may be less motivated to take initiative and use their creativity because they feel that new ideas will not be accepted or appreciated, hindering the development of the psychological capital necessary to innovate and adapt. This shows that in certain cultural contexts, cultural aspects can be more dominant.

Another study by Lew et al. (2021) entitled "The Role of Transformational Leadership and Psychological Capital in the Hotel Industry: A Sustainable Approach to Reducing Turnover Intention" shows that transformational leadership does increase cross-cultural psychological capital, but this capital does not have a significant effect on employee turnover intention. This highlights that the benefits of psychological capital may vary depending on cultural context (MDPI). In conclusion, the effectiveness of psychological capital is highly dependent on cultural context, requiring a tailored approach for each culture in the service industry.

The Influence of Entrepreneurial Behavior on Employee Capabilities

Entrepreneurial behavior, which includes attitudes, motivation, characteristics and individual actions in managing a business, has a major impact on employee capabilities. Studies show that important aspects of entrepreneurial behavior include achievement motive, task orientation, high creativity, quick and correct decision making, discipline, innovation, and responsibility.

According to research by Niode (2022), entrepreneurial behavior has a significant effect on employee capabilities in facing business challenges, creating new opportunities and achieving business success. Vidal et al. (2013) found a direct relationship between entrepreneurial behavior and employee capability, which is also influenced by attitude, motivation, creativity, innovation, decision making, cooperation, and evaluation.

Entrepreneurial behavior not only contributes to employee capabilities, but also reduces the effects of fatigue caused by changes in roles and responsibilities, as mentioned by Hernandez (2019). Quick and correct decisions and efficient use of time in entrepreneurial behavior can also help reduce fatigue caused by changing employee

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roles and responsibilities. In addition, factors such as family environment and entrepreneurial education also play an important role in shaping entrepreneurial behavior. According to Mawer Dean (2014), the family environment provides encouragement and support for children's entrepreneurship, and forms an interest in entrepreneurship. Neessen et al. (2019) found that entrepreneurship education can shape the attitudes and skills needed for entrepreneurship in the future.

Employee capabilities to adapt and be innovative are also greatly influenced by emotional intelligence factors. Employees with high levels of emotional intelligence tend to be more flexible and able to adapt to changes in the work environment, which is an especially valuable quality in a rapidly changing business environment.

In conclusion, entrepreneurial behavior plays a crucial role in developing employee capabilities and overall company performance. Therefore, companies must pay attention to developing employee entrepreneurial behavior through education, training and career development, as well as utilizing technology effectively to achieve better performance in a competitive and dynamic business environment.

However, the results of research conducted by Johnstone and Lionais (2004) entitled "The Impact of Entrepreneurial Behavior on Employees in the Hospitality Industry" reveal that less structured and less considered entrepreneurial behavior from employees in the hotel industry can have a significant negative impact. These factors include role uncertainty, where employees experience confusion about what is expected of them and what responsibilities they should undertake. This can lead to job dissatisfaction, as employees feel frustrated because they don't know how they can succeed in a disorganized environment. Additionally, less structured entrepreneurial behavior can also contribute to high turnover, with employees likely to leave a company if they feel unclear about their roles and responsibilities. Overall, poorly managed entrepreneurial behavior can result in low performance and instability in service organizations such as the hotel industry. Therefore, managers need to pay attention to how their entrepreneurial behavior affects employees and take steps to ensure that employees have clear direction and feel organized in their work environment.

CONCLUSION

Based on the research results and discussion presented in the previous section, the conclusions of the research are as follows; (1) Psychological capital has a direct influence on improving the pivot business strategy at hotels in Makassar City. All employees understand the goals of the hotel in terms of revenue targets agreed upon by management and owners, know their own abilities in the process of achieving targets and are able to survive in post covid situation; (2) Entrepreneurial behavior has a direct influence on improving pivot business strategies in hotels in Makassar City. where as an employee you must have entrepreneurial behavior in the world of services by having the courage to approach guests in improving relationships so that guests feel happy to consume the products offered and become loyal guests.

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