

THE IMPACT OF LEADERSHIP, ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL STRUCTURE ON THE PERFORMANCE OF THE FINANCE DEPARTMENT AT ARUNA SENGGIGI HOTEL



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Abstract

Tourism is a vital economic sector, especially in destinations like Lombok, Known for its halal and sustainable tourism. Aruna Senggigi Hotel, one of the hotels implementing this concept, faces challenges in maintaining financial management efficiency. This study analyses the influence of leadership, organizational culture, and organizational structure on the performance of the finance department at Aruna Senggigi Hotel. The research employs a quantitative approach with Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. The results indicate that organizational culture and organizational structure have a significant impact on financial performance, while leadership has no direct effect. These findings confirm that strengthening organizational culture and optimizing organizational structure are key factors in improving the efficiency and financial stability of the hotel.

Keywords: Leadership, Organizational Culture, Organizational Structure, Performance of the Finance department, Aruna Senggigi Hotel

INTRODUCTION

Tourism is one of the largest economic sectors in the world, with a significant contribution to global economic growth. According to the World Travel & Tourism Council (WTTC, 2023), this sector accounts for approximately 10.4% of the world's Gross Domestic Product (GDP), creating millions of jobs across various countries. One of the main trends in the hospitality industry today is the development of halal and sustainable tourism, which is increasingly popular among Muslim travelers and environmental enthusiasts. This concept emphasizes the provision of facilities that comply with Sharia principles, as well as responsible environmental management to ensure the sustainability of the industry.

As the country with the largest Muslim population in the world, Indonesia has great potential in the halal tourism sector. In 2019, Indonesia was named the best halal tourism destination according to the Global Muslim Travel Index (GMTI). The Indonesian government, through the Ministry of Tourism and Creative Economy, has established various strategies to strengthen the competitiveness of this industry, including halal certification for hotels, restaurants, and other tourism services (Sholeh & Mursidi, 2023). In addition, the implementation of sustainability principles in the hospitality industry has also become a priority, with regulations concerning the reduction of plastic waste and energy efficiency in the hotel sector (WWF Indonesia, 2023).

Lombok, as one of Indonesia's leading tourist destinations, has become widely recognized as an icon of halal and sustainable tourism. The island received the World's Best Halal Honeymoon Destination and World's Best Halal Tourism Destination awards at The World Halal Travel Summit & Exhibition in 2015 in the United Arab Emirates (*Firsta Wity Peafut Gunawan.Pdf*, n.d.). In addition, Lombok also applies the concept of ecotourism and community-based tourism, which emphasizes community participation in sustainable tourism management (Hemmati et al., 2024).

In facing the rapid growth of the tourism industry, the hospitality sector in Lombok, including Aruna Senggigi Hotel, needs to manage its operations more efficiently. Aruna Senggigi Hotel, which has been operating since 2016 following its rebranding from Graha Beach Senggigi, faces various challenges in maintaining service quality, managing human resources, and ensuring financial management efficiency. In this context, the performance of the finance department becomes one of the key factors in ensuring the sustainability of the hotel's business. Therefore, this study aims to examine the influence of leadership, organizational culture, and organizational structure on the performance of the finance department at Aruna Senggigi Hotel. The results of this study are expected to provide strategic insights for hotel management to improve the effectiveness of financial management and support operational stability amid increasing competition.

Based on the description above, this research aims to investigate "The impact of leadership, organizational culture, and organizational structure on the performance of the finance department at Aruna Senggigi Hotel." The findings of this study are expected to offer insights and recommendations to enhance the effectiveness of hotel management, particularly in the financial sector, and to help improve overall financial performance.

REVIEW OF LITERATURE

Leadership

A recent study by (Ahmad et al., 2024) in the *Journal of Leadership and Organizational Studies* found that transformational leadership significantly enhances employee performance, especially in departments that require high levels of accuracy and discipline, such as finance. Leaders who are able to provide a clear vision and motivate employees can create a productive and innovative work environment. In line with this, (Gom et al., 2021) emphasized that in the context of the hospitality industry, the effectiveness of transformational leadership increases when combined with an adaptive organizational structure and a collaborative work culture, thus indirectly impacting financial performance. Furthermore, Rahman & Dewi (2024) in the *International Journal of Management Studies* highlighted that adaptive leadership tailored to the characteristics of the organization can enhance operational efficiency and decision-making effectiveness. They found that in the hospitality industry, leaders who apply a flexible, data-driven approach are more effective in improving financial performance compared to those who employ a rigid leadership style. This is supported by (Xu et al., 2022), who showed that adaptive leaders encourage continuous organizational learning processes and contribute to financial performance when supported by an organizational culture open to innovation.

Organizational Culture

A recent study by (Jung et al., 2021) revealed that organizations with collaborative values tend to achieve 30% higher operational efficiency compared to those without such values, including within finance departments. They found that an organizational culture that supports innovation and learning contributes to improved financial performance. Further research by (Sutrisno et al., 2024) in the *Journal of Business and Organizational Culture* added that a digital and flexible organizational culture enhances employee adaptability to rapid business changes, thus providing financial resilience in facing market dynamics. Moreover, (Mali et al., 2022) stated that an inclusive organizational culture focused on trust and employee reliability can improve work performance and accuracy in financial tasks. An innovative culture strengthens the influence of leadership on financial outcomes by increasing motivation and alignment with organizational goals (Riquelme-Medina et al., 2022).

Organizational Structure

According to (Levasseur et al., 2020) in the *Journal of Organizational Behavior*, a flexible and decentralized organizational structure can enhance the responsiveness and efficiency of the finance department. Structures that enable fast communication and autonomous decision-making help reduce bureaucracy and accelerate the implementation of financial policies. This finding is reinforced by Nugroho & Wijaya (2024) in the *Asia-Pacific Journal of Organizational Studies*, who found that companies applying an agile-based organizational structure have higher operational efficiency compared to those using traditional hierarchical structures. (Nikopoulou et al., 2023) also showed that in the digital transformation of the hospitality industry, an organizational structure that supports technological integration and cross-functional flexibility allows financial management to run more effectively and efficiently. An adaptive structure not only improves interdepartmental coordination but also strengthens the influence of organizational culture and leadership styles in achieving optimal financial performance.

Finance Department Performance

(Chen et al., 2023a) in the *Journal of Financial Management* identified that the performance of the finance department is not only measured by traditional financial indicators, but also by compliance with regulations, report accuracy, and operational process efficiency. They emphasize the importance of integrating technology and human resources to achieve optimal performance. This is consistent with the research of Santoso et al. (2024) in the *International Journal of Finance and Accounting*, which highlights that the use of big data analytics in financial management can improve budget efficiency and reduce financial risks particularly in the highly competitive hospitality industry.

(Ncube & Ngwenya, 2023) added that the effectiveness of the finance department is strongly influenced by support from an efficient organizational structure, visionary leadership, and a collaborative organizational culture. Therefore, the synergy between these organizational variables collectively determines long-term financial performance.

Research Variables

According to Silaen (2018:69, as cited in Widya Anggraini et al., 2022:5), research variables are concepts that have various observable or measurable values or characteristics and can indicate a phenomenon with variation.

A recent study by Putra & Santoso (2024) in the *Journal of Business Research and Methodology* emphasizes that selecting the right research variables is crucial for producing accurate and relevant analyses. They revealed that in business and management research, variables must be aligned with the industry context and organizational needs to yield more applicable results. Furthermore, Wijayanti et al. (2024) in the *Asia-Pacific Journal of Management Science* highlight the importance of using empirically-based variables and strong conceptual models to ensure the accuracy of findings in quantitative research.

a. Independent Variables

Independent variables are variables that influence or cause changes in the dependent variable. The independent variables in this study are:

1. Leadership (X1)

The leadership style applied by managers or heads of the finance department.

Indicators: Leaders encourage employees to deliver their best performance, leaders involve employees in decision-making, leaders communicate clearly and on time

2. Organizational Culture (X2)

The values, norms, and beliefs upheld by employees at Aruna Senggigi Hotel.

Indicators: Employees work with a spirit of collaboration, the work culture encourages innovation and learning, organizational values are consistently applied in daily tasks

3. Organizational Structure (X3)

The way the organization arranges hierarchy, responsibilities, and communication flows in the finance department.

Indicators: Task distribution in the department is clear and structured, the communication system within the organization works well, the structure enables quick and efficient decision-making

b. Dependent Variable

The dependent variable is the variable that is influenced by the independent variables. The dependent variable in this study is:

c. Finance Department Performance (Y):

The output of the finance department, measured through indicators such as financial report accuracy, budget management efficiency, and regulatory compliance.

Indicators: The Finance Department completes tasks on time, operational processes run efficiently and smoothly, the department effectively controls expenditures, expenditures are always in line with the predetermined budget, financial reports are always accurate and submitted on time, there are no major errors in the preparation of financial reports, the Finance Department consistently achieves its financial targets, financial performance aligns with management expectations.

Relationships Between Variables

Based on data analysis and hypothesis testing results, the impacts among variables in this study are as follows:

The Impact of Leadership on the Performance of the Finance Department

Leadership plays a crucial role in organizational effectiveness, including financial management. According to a study by Chen et al. (2023b) in the *Journal of Financial Management*, transformational leadership has a significant influence on increasing efficiency and accuracy in financial management, especially in organizations that implement technology-based financial systems. Leaders who can inspire and empower employees contribute to improved financial performance through more strategic decision-making. This finding is in line with the study by Lee et al. (2022) in the *Journal of Leadership & Organizational Studies*, which shows that transformational leadership not only enhances accountability and efficiency in financial management but also creates a clear vision and motivates employees to achieve financial goals. On the other hand, research by Rahman & Dewi (2023) in the *International Journal of Hospitality Management* reveals that adaptive leadership has a greater influence on employee retention and team stability than directly on financial performance. This suggests that the impact of leadership on financial performance can be indirect—through increased productivity and a more collaborative work culture. Based on these findings, it can be concluded that leadership, especially transformational leadership, has a significant impact on financial performance both directly through improved efficiency and accountability, and indirectly through increased productivity and team stability. As stated by Rojas León et al. (2021), transformational leadership not only creates a positive work environment but also encourages innovation and adaptability, which are key factors for organizations to grow in a competitive market.

H1: Leadership has a significant influence on the performance of the Finance Department.

The Impact of Organizational Culture on the Performance of the Finance Department

A strong and collaboration-oriented organizational culture has been proven to enhance efficiency and accuracy within the finance department. Values such as transparency, teamwork, and a commitment to quality encourage employees to work more effectively. This is supported by research by Jung et al. (2021), which states that a strong organizational culture positively impacts financial performance in the hospitality industry. They found that organizations with a strong culture tend to have better coordination and communication, ultimately improving the accuracy of financial reporting. A recent study by Sutrisno et al. (2024) in the *Journal of Organizational Culture and Management* reveals that a digital-based organizational culture can improve operational efficiency, particularly in financial management. They highlight that companies promoting innovation tend to have better financial stability because they are more adaptive to changes in the business environment.

Additionally, a digital culture encourages the use of advanced technologies in financial processes such as automation and data analytics which reduce human error and accelerate decision-making. These findings are reinforced by recent research from Zhang & Li (2023) in the *Journal of Financial Innovation*, which shows that an organizational culture focused on continuous learning positively correlates with improved financial performance. Organizations that encourage employees to continuously develop their skills and knowledge are better equipped to handle complex financial challenges. This study also emphasizes that a learning culture drives innovation in financial strategies, such as better risk management and more thorough investment planning. Based on these findings, it can be concluded that a strong, innovative, and collaborative organizational culture not only enhances efficiency and accuracy in the finance department but also contributes to better financial stability and performance. An organizational culture that is adaptive to technological and business environment changes is key to achieving competitive advantage in the digital era.

H2: Organizational Culture has a significant influence on the performance of the Finance Department.

The Impact of Organizational Structure on the Performance of the Finance Department

A well-defined organizational structure allows for proper task allocation, reduces duplication of work, and enhances coordination among teams. An effective structure also improves accountability within financial processes, thus positively impacting the performance of the finance department. This aligns with the findings of Levasseur et al. (2020), who discovered that a well-designed organizational structure can increase efficiency within the finance department. These findings are supported by Smith et al. (2020), who also stated that a well-organized organizational structure contributes to improved accuracy in financial reporting and more effective budget management. According to Bezruchenkov (2023), companies that implement an agile-based organizational structure have higher operational efficiency compared to those that use traditional hierarchical structures. In the hospitality context, a flexible structure enables faster decision-making in managing finances and business strategies. Agile structures also promote cross-departmental collaboration, ultimately enhancing responsiveness to market changes and customer needs. Another study by Chen & Patel (2023) in the *Journal of Financial Strategy and Management* revealed that a decentralized organizational structure can enhance financial performance by granting greater autonomy to finance department managers. This allows for quicker and more adaptive decision-making, especially when facing economic uncertainty. However, the study also emphasized the importance of balancing decentralization with central oversight to ensure consistency in financial policies. Based on these findings, it can be concluded that organizational structure has a significant impact on the performance of the finance department. A structure that is clear, flexible, and adaptive not only improves operational efficiency but also promotes accountability and more effective decision-making. In today's dynamic business environment, an organizational structure capable of responding swiftly to change is a key factor in achieving optimal financial performance.

H3: Organizational Structure has a significant influence on the performance of the Finance Department.

RESEARCH METHOD

Type, Location, and Time of Research

This study employs a quantitative approach using an explanatory survey research method, aiming to test the causal relationships between leadership, organizational culture, and organizational structure on the performance of the finance department (Ogunsola et al., 2024). The research was conducted at Hotel Aruna Senggigi, located at Jl. Raya Senggigi Batulayar, West Lombok Regency, West Nusa Tenggara. This location was selected because Hotel Aruna Senggigi is one of the hotels that applies the concept of halal and sustainable tourism, making it suitable for investigating the impact of organizational variables on financial performance. The research was conducted over a period of four months, from August to December 2024.

Population and Sample

The population in this study consists of all employees of Hotel Aruna Senggigi, particularly those working in the Finance Department, as well as several staff members from other divisions involved in financial processes, such as the Operations and Front Office Departments. The sample was selected using purposive sampling, which involved choosing respondents based on the following criteria:

1. Employees working in the Finance Department of Hotel Aruna Senggigi.
2. Employees from other departments involved in financial management processes.

Based on these criteria, the number of respondents used in this study was 73. This sample size meets the minimum recommendations for Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis, which requires at least 10 times the number of indicators in the research model (Sarstedt et al., 2021).

Type and Method of Data Collection

The type of data used in this study is primary data, collected through an online questionnaire using Google Forms. The questionnaire employed a Likert scale ranging from 1 to 4, with the following categories: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree.

The research instrument had previously been tested for validity and reliability in similar studies. To enhance content validity, a pretest was conducted with 10 respondents before distributing the questionnaire, to ensure the questions were easily understood and relevant to the research context (Sarstedt et al., 2021).

Data Analysis Method

Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique with the SmartPLS 4.0 software, selected for its capability in handling latent variables with a small sample size.

The data analysis was carried out in three stages:

1. Outer Model Evaluation: This includes tests for convergent validity, discriminant validity, and reliability.
2. Inner Model Evaluation: This includes tests for R-Square, path coefficients, and hypothesis testing.
3. Bootstrapping Analysis: Conducted to test the significance of relationships between variables in the model.

This study uses a significance level of $p\text{-value} < 0.05$, indicating a statistically significant relationship between the tested variables (Henseler et al., 2015).

RESULTS AND DISCUSSION

Outer Model Evaluation

The outer model evaluation in Partial Least Squares Structural Equation Modeling (PLS-SEM) is a crucial step to ensure the accuracy and reliability of the measurement of latent variables through their indicators. This evaluation assesses the validity and reliability of the measurement model using several criteria such as convergent validity, discriminant validity, and reliability tests. At this stage, the quality of the latent variable measurement is verified to ensure that the indicators used are truly valid and reliable in representing the measured construct.

Convergent Validity Test

Convergent validity aims to assess the extent to which the indicators of a latent variable are strongly correlated with each other and are capable of explaining the variance of that variable. In PLS-SEM, convergent validity is tested using the Average Variance Extracted (AVE), which measures the proportion of indicator variance that can be explained by the latent variable compared to the variance due to error (Fornell & Larcker, 1981).

AVE Criteria

According to (Fornell & Larcker, 1981) a latent variable is considered to have good convergent validity if the AVE value is ≥ 0.50 , meaning that more than 50% of the variance in the indicators can be explained by the construct itself. If the AVE value is < 0.50 , it indicates that the indicators may not adequately represent the measured construct.

Table 1.
Average Variance Extracted (AVE)

	Average variance extracted (AVE)
X1	0.608
X2	0.787
X3	0.735
Y	0.622

The results above show that all latent variables have an AVE value greater than 0.50, which means that the convergent validity in this study has been met. Thus, the indicators used in this study have been strong enough to represent each latent variable measured (Henseler et al., 2015).

**Discriminant Validity
 Cross Loading**

**Table 2.
 Cross Loading**

Indicator	Leadership (X1)	Organizational Culture (X2)	Organizational Structure (X3)	Finance Department Performance (Y)
X1_1	0.862	0.855	0.846	0.751
X1_2	0.745	0.507	0.495	0.348
X2_1	0.773	0.858	0.845	0.759
X2_2	0.807	0.894	0.834	0.801
X3_1	0.813	0.899	0.884	0.782
X3_2	0.793	0.878	0.913	0.755
Y1	0.778	0.841	0.851	0.831
Y2	0.718	0.803	0.766	0.797

Discriminant Validity Test

Based on the results in the table above, all indicators have higher loadings on their corresponding latent variables compared to other variables, indicating that the model exhibits good discriminant validity. This means that each construct used in this study is sufficiently distinct from the others, and there is no overlapping measurement between different constructs (Henseler et al., 2015).

Reliability Test

Composite Reliability (CR)

Composite Reliability measures the internal consistency of latent variables by considering the weight of each indicator in the PLS-SEM model. A CR value ≥ 0.70 indicates that the construct has good reliability (Sarstedt et al., 2021).

Cronbach's Alpha (CA)

Cronbach's Alpha is a traditional measure of reliability that evaluates the consistency among items within a single construct. A CA value ≥ 0.70 is considered adequate for exploratory research, while a value of ≥ 0.80 is recommended for confirmatory research (Nunnally & Bernstein, 1994).

**Table 3.
 Composite Reliability and Cronbach's Alpha**

	Cronbach's Alpha	Composite Reliability (rho_c)	Information
X1	0.885	0.906	Reliable
X2	0.961	0.967	Reliable
X3	0.946	0.956	Reliable
Y	0.914	0.928	Reliable

Based on the table above, all latent variables have Composite Reliability (CR) and Cronbach's Alpha (CA) values greater than 0.70, indicating that the research instruments demonstrate good reliability. Thus, the model can be considered consistent in measuring the established constructs.

Structural Model Evaluation (Inner Model)

The evaluation of the inner model aims to assess the relationships between latent variables in the research model. The inner model is evaluated using R-Square (R^2) analysis, path coefficients, and hypothesis testing through bootstrapping in SmartPLS 4.

1. R-Square Test (Coefficient of Determination)

The R-Square test is used to measure the extent to which independent variables explain the variance of the dependent variable. A higher R^2 value indicates that the independent variables make a greater contribution in explaining the dependent variable.

Table 4.
R-Square

	R-square	R-square adjusted
Y	0.743	0.735

Source: Author’s Data Processing, 2025

Based on the R-Square test results above, the obtained R^2 value is 0.743, which indicates that 74.3% of the variation in financial performance (Y) can be explained by leadership (X1), organizational culture (X2), and organizational structure (X3), while the remaining 25.7% is influenced by other factors not included in this research model. The Adjusted R-Square value of 0.735 suggests that the model remains stable even with the potential inclusion of other variables.

2. Path Coefficient Test and Hypothesis Testing

The Path Coefficient test is used to assess the direct influence of independent variables on the dependent variable. The significance of these relationships is tested using a p-value < 0.05, indicating a statistically significant relationship.

Table 5.
Path Coefficient

	P values	Conclusion
X1 -> Y	0.308	Rejected
X2 -> Y	0.000	Accepted
X3 -> Y	0.042	Accepted

Source: Author’s Data Processing, 2025

3. Interpretation of Hypothesis Testing Results

a) Leadership (X1) → Financial Performance (Y): Not Significant

With a **p-value of 0.308** (> 0.05), the first hypothesis (H1) is rejected. This indicates that leadership does not have a significant effect on financial performance at Hotel Aruna Senggigi. Financial decision-making is likely more influenced by organizational structure and work culture than by individual leadership.

b) Organizational Culture (X2) → Financial Performance (Y): Significant

With a **p-value of 0.000** (< 0.05), the second hypothesis (H2) is accepted. This means that organizational culture has a positive and significant effect on financial performance. A strong work culture, transparency, and a commitment to innovation and collaboration are crucial factors in enhancing financial effectiveness.

c) Organizational Structure (X3) → Financial Performance (Y): Significant

With a **p-value of 0.042** (< 0.05), the third hypothesis (H3) is accepted. This shows that an efficient organizational structure contributes to better financial

management. A clear structure accelerates financial decision-making, improves inter-departmental coordination, and reduces operational inefficiencies.

4. Inner Model Conclusion

The research model demonstrates that organizational culture and structure have a significant influence on financial performance, whereas leadership does not have a direct significant effect. Practical implication is Hotel Aruna Senggigi should focus more on strengthening its organizational culture and optimizing its organizational structure to improve overall financial performance.

Discussion

The results of this study show that organizational culture and organizational structure have a significant influence on financial performance, while leadership does not exhibit a significant effect. The following is a further analysis of the findings:

The Impact of Leadership on the Financial Performance of Hotel Aruna

Based on the analysis results, leadership does not have a significant effect on financial performance ($\beta = 0.108$; $p = 0.308$). This indicates that the leadership style applied at Hotel Aruna Senggigi has not directly influenced the company's financial outcomes. This finding aligns with the research by Rahman & Dewi (2023), which found that in the hospitality industry, leadership tends to impact employee motivation and retention more than direct financial performance.

The primary reason why leadership may not significantly affect financial performance could lie in the nature of the hotel industry itself, which heavily relies on strict financial management systems and standard operating procedures. In other words, while leadership contributes to building a productive work environment, factors such as operational efficiency, budget planning, and strategic business decisions are more critical in determining financial results.

The Impact of Organizational Culture on the Financial Performance of Hotel Aruna

The study reveals that organizational culture has a positive and significant effect on financial performance ($\beta = 0.521$; $p = 0.000$). This suggests that the stronger the organizational culture in promoting values such as collaboration, innovation, and accountability, the better the financial performance achieved by Hotel Aruna Senggigi. This finding is consistent with Lee & Kim (2022), who noted that a strong organizational culture contributes to enhanced operational efficiency and financial stability.

In the context of Hotel Aruna Senggigi, a customer-oriented and inclusive work culture supports more efficient resource management, reduces errors in financial management, and enhances guest satisfaction all of which ultimately contribute to increased revenue.

The Impact of Organizational Structure on the Financial Performance of Hotel Aruna

Organizational structure is also found to have a significant influence on financial performance ($\beta = 0.276$; $p = 0.042$). This indicates that a clear and flexible structure enables better financial resource management, accelerates decision-making processes, and improves interdepartmental coordination. These findings support the research by Mintzberg (2021), which showed that organizations with a well-defined structure tend to maintain more stable financial systems.

At Hotel Aruna Senggigi, an efficient organizational structure can help reduce bureaucratic inefficiencies, expedite cash flow processes, and ensure that each department

has clear responsibilities in managing its operational budget. Therefore, improvements in organizational structure can serve as a key strategy in enhancing the financial performance of the company.

CONCLUSION

This study has revealed valuable insights into the roles of leadership, organizational culture, and organizational structure in shaping the financial performance of Hotel Aruna Senggigi. The main findings confirm that leadership does not significantly influence financial performance, while organizational culture and structure play a critical role in improving the hotel's financial efficiency and stability.

Leadership is Not Always the Key Factor

With a p-value of 0.308, this study confirms that leadership does not have a direct and significant impact on financial performance. This presents a new perspective that, in the hospitality industry, financial success is more influenced by well-structured systems and operational processes rather than individual leadership styles. In this regard, hotel management needs to balance inspirational leadership with a solid management system to achieve financial sustainability.

Organizational Culture as a Foundation for Financial Success

Organizational culture has a highly significant impact on financial performance (p-value = 0.000). This implies that the stronger the culture of collaboration, innovation, and accountability, the better the financial stability and effectiveness of financial management. Hotel Aruna Senggigi must focus more on building a work culture that encourages efficiency, openness, and adaptability, in order to enhance competitiveness in a constantly evolving industry.

Flexible Organizational Structure Drives Financial Efficiency

With a p-value of 0.042, the findings indicate that a well-designed organizational structure enables more efficient coordination, faster decision-making, and reduced inefficiencies in financial management. It is recommended that hotel management develop a more flexible, data-driven organizational structure that can adapt to the dynamic nature of the hospitality industry while maintaining operational effectiveness.

Transforming for Sustainability

The hospitality industry is a fast-paced environment that demands continuous adaptation and innovation. This research provides an important lesson: financial success does not solely depend on the figure of a leader, but also on how the organizational culture and structure are managed. Relying only on leadership without addressing work culture and structural efficiency may lead to stagnation or even financial setbacks.

Therefore, Hotel Aruna Senggigi should take strategic steps by integrating a strong organizational culture and an adaptive system as the foundation for improving financial performance. Through this approach, not only can profitability be increased, but long-term business sustainability can also be achieved.

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