



Performance Assessment of Health Personnel with Passionate Performance Leaders as Moderators at the Badan Pengusahaan Batam Hospital

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Abstract

One effort to maintain and improve hospital performance is by improving the performance of health workers. This situation makes hospitals create policies that employees must be able to become quality human resources, and it is not uncommon for employees to end up having double jobs, such as in the accreditation implementation process. This condition often becomes a source of conflict for employees, where employees become incompatible in carrying out their orders. The aim of this research is to build a model of employee performance at BP Batam Hospital, with the role of the leader to minimize the emergence of work stress due to workload which can reduce employee performance. This research was conducted at BP Batam Hospital, the research sample was 215 employees. Data processing uses the SEM method with PLS software. The results of this research conclude that pleasant employee experiences have a significant positive influence on employee performance, pleasant employee experiences have a significant positive influence on empowerment, empowerment has a positive and not significant influence on employee performance, work stress has a negative and not significant influence on pleasant employee experiences, engagement. Employees have a significant positive effect on enjoyable Employee Experience, work stress has a significant negative effect on employee engagement, work stress has a significant negative effect on the performance of health workers, work stress has a significant positive effect on performance through Enjoyable Employee Experience, work stress has a significant positive effect on Empowerment through Enjoyable Employee Experience, Employee Engagement have a significant positive influence on employee performance through Enjoyable Employee Experience, Employee Engagement has a significant positive influence on Empowerment through Enjoyable Employee Experience, Enjoyable Employee Experience has a positive and not significant influence on Employee Performance through Empowerment, Job Stress has a significant positive influence on Enjoyable Employees Experience through Employee Engagement, Enjoyable Employee Experience Has a Significant Negative Influence on Employee Performance Moderated by Leader Passionate Performance.

Keywords—Employee Performance; Work Stress; Enjoyable Employee Experience; Leader Passionate Performance; Empowerment; Employee Engagement.

Abstrak

Salah satu upaya untuk mempertahankan dan meningkatkan kinerja rumah sakit adalah dengan cara meningkatkan kinerja tenaga kesehatan. Keadaan ini membuat rumah sakit membuat kebijakan bahwa karyawan harus mampu menjadi sumber daya manusia yang berkualitas, dan tidak jarang karyawan akhirnya memiliki pekerjaan ganda, seperti pada proses pelaksanaan akreditasi. Kondisi ini sering kali menjadi sumber konflik bagi karyawan, dimana karyawan menjadi tidak serasi dalam menjalankan perintahnya. Tujuan dari penelitian ini adalah untuk membangun model kinerja karyawan di Rumah Sakit BP Batam, dengan peran pemimpin untuk meminimalisir munculnya stres kerja akibat beban kerja yang dapat menurunkan kinerja karyawan. Penelitian ini dilakukan di Rumah Sakit BP Batam, sampel penelitian sebanyak 215 karyawan. Pengolahan data menggunakan metode SEM dengan software PLS. Hasil penelitian ini menyimpulkan bahwa pengalaman menyenangkan karyawan memiliki pengaruh positif signifikan terhadap kinerja karyawan, pengalaman menyenangkan karyawan memiliki pengaruh positif signifikan terhadap pemberdayaan, pemberdayaan memiliki pengaruh positif dan tidak signifikan terhadap kinerja karyawan, stres kerja memiliki pengaruh negatif dan tidak signifikan terhadap pengalaman menyenangkan karyawan, keterlibatan. Karyawan memiliki pengaruh positif signifikan terhadap pengalaman menyenangkan karyawan, stres kerja memiliki pengaruh negatif dan tidak signifikan terhadap pengalaman menyenangkan karyawan, stres kerja memiliki pengaruh negatif dan tidak signifikan terhadap kinerja karyawan, stres kerja memiliki pengaruh positif signifikan terhadap kinerja melalui Pengalaman Karyawan yang Menyenangkan, stres kerja memiliki pengaruh positif signifikan terhadap Pemberdayaan melalui Pengalaman Karyawan yang Menyenangkan, Keterlibatan Karyawan memiliki pengaruh positif signifikan terhadap kinerja karyawan melalui Pengalaman Karyawan yang Menyenangkan, Keterlibatan Karyawan memiliki pengaruh positif signifikan terhadap Pemberdayaan melalui Pengalaman Karyawan yang Menyenangkan, Pengalaman Karyawan yang Menyenangkan memiliki pengaruh positif dan tidak signifikan terhadap Kinerja Karyawan melalui Pemberdayaan, Stres Kerja memiliki pengaruh positif signifikan terhadap Pengalaman Karyawan yang Menyenangkan melalui Keterlibatan Karyawan, Pengalaman Karyawan yang Menyenangkan memiliki pengaruh negatif signifikan terhadap Kinerja Karyawan yang Dimoderasi oleh Kinerja Pemimpin yang Berpassionat.

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kinerja karyawan, stres kerja memiliki pengaruh negatif dan tidak signifikan terhadap pengalaman menyenangkan karyawan, keterikatan. Karyawan berpengaruh positif signifikan terhadap Enjoyable Employee Experience, Stres kerja berpengaruh negatif signifikan terhadap Employee Engagement, Stres kerja berpengaruh negatif signifikan terhadap Kinerja Tenaga Kesehatan, Stres kerja berpengaruh positif signifikan terhadap Kinerja melalui Enjoyable Employee Experience, Stres kerja berpengaruh positif signifikan terhadap Empowerment melalui Enjoyable Employee Experience, Employee Engagement berpengaruh positif signifikan terhadap Kinerja Karyawan melalui Enjoyable Employee Experience, Employee Engagement berpengaruh positif signifikan terhadap Empowerment melalui Enjoyable Employee Experience, Enjoyable Employee Experience berpengaruh positif dan tidak signifikan terhadap Kinerja Karyawan melalui Empowerment, Stres kerja berpengaruh positif signifikan terhadap Enjoyable Employee Experience melalui Employee Engagement, Enjoyable Employee Experience berpengaruh negatif signifikan terhadap Kinerja Karyawan yang Dimoderasi oleh Leader Passionate Performance

Kata kunci— Kinerja Karyawan; Stres Kerja; Pengalaman Karyawan yang Menyenangkan; Kinerja Pemimpin yang Penuh Semanga; Pemberdayaan; Keterlibatan Karyawan

I. INTRODUCTION

The employee performance assessment of health workers is one of the main tasks of the City Health Office and is the responsibility of the Health Services Division. Employee performance is very important in achieving organizational goals and affects the health services provided. In performance appraisal, leadership and work motivation are the most influential factors in achieving optimal performance. Leader Passionate Performance (LPP), as a moderator in the performance assessment of health workers, can improve employee performance and the quality of health services.

The growth of Human Resources performance in the health service sector (Hospitals), especially Hospitals located in Special Economic Zones, must meet International Service Standards by following Foreign Accreditation. Accreditation is one of the quality management systems currently developing to meet the community's expectations or expectations for improving the quality and capacity of hospital services.

The performance of employees in the hospital also affects the quality of service in the hospital. If employee performance is good, it will advance the hospital and vice versa; if it is poor, it will negatively impact the hospital. Performance can be measured using performance appraisal indicators and factors that affect performance, including workability, motivation, and work environment. So to face the challenges of international services with foreign accreditation will cause a strain on health workers and affect emotions, the way of thinking, and physical conditions in a person, coupled with the transition period from the COVID period, where at the time of COVID there was an extraordinary increase in the number of patients, and this lasted for several years, besides that, their increase was also faced with various risks, especially related to health and life safety. The inability to resolve this work stress will result in a negative work attitude and decreased performance. Work stress experienced by health workers can be reduced if health workers feel happy at work so that health workers will have a higher level of job satisfaction and performance. However, in an article by Tews (2014), the enjoyable effect hurts the performance of health workers. This adverse effect of enjoyment causes the work of health workers to "slacken."

Based on the background description above, the main things in the problem formulation in this research are as follows:

- 1) How does an Enjoyable Employee Experience directly influence employee performance?
- 2) How does an Enjoyable Employee Experience directly influence Empowerment?
- 3) How does Empowerment affect influence on employee performance?
- 4) How does work stress directly affect on Enjoyable Employee Experience?
- 5) How does Employee Engagement directly influence Enjoyable Employee Experience?
- 6) How does work stress directly influence Employee Engagement?
- 7) How does work stress directly influence employee performance?
- 8) How does work stress directly affect employee performance through Enjoyable Employee Experience?
- 9) How does work stress directly affect Empowerment through Enjoyable Employee Experience??
- 10) How does Employee Engagement indirectly affect employee performance through Enjoyable Employee Experience?
- 11) How does Employee Engagement indirectly affect Empowerment through Enjoyable Employee Experience?
- 12) How does an Enjoyable Employee Experience have an indirect impact on employee performance through empowerment?

13) How does work stress directly affect Enjoyable Employee Experience through Employee Engagement?

14) How does a Leader's Passionate Performance Strengthening the Influence of Enjoyable Employee Experience on Employee Performance?

II. LITERATURE REVIEW

Performance

The Theory of Performance (ToP) develops and connects six basic concepts to form a framework that can be used to explain performance and performance improvement. Performance achievement is about producing valued work outcomes. An employee can be an individual or group engaged in a collaborative effort. The current level of performance depends holistically on six components: (1). context, (2). knowledge level, (3). skill level, (4). identity level, (5). personal factors, (6) and fixed factors. Three hypotheses are proposed for effective performance improvement. These axioms involve mindset, environment, and engagement in work practices.

Work Stress

According to Luthans (2006), stress is defined as the interaction of an individual with the environment but then further elaborated into an adaptive response linked by individual differences and or psychological processes that are the consequences of actions, situations, or external events (environment) that place excessive psychological and or physical demands on a person. Stress is an interaction between environmental characteristics and psychological and physiological changes that cause deviations from normal performance (Widiyanti, 2008). However, dealing with a stressor (source of stress) does not always result in psychological or physiological disorders. Whether or not an individual is disturbed depends on his or her perception of the event. The key stress factor is a person's perception and assessment of the situation and ability to deal with or benefit from the situation at hand (Diana, 1991).

Empowerment

Power is the ability to do something in the organization to achieve the desired thing. The definition of power is the ability to do something in the organization, mobilize resources, get and use whatever is needed to achieve the desired goals (Kanter, 1993; Langton & Robbins, 2006), also defined as the ability to act or make an effect (Huber, 2006). Power is gained through the process of empowerment. Empowerment arises from the social structure of the workplace and allows workers to feel comfortable and more effective at work (Kanter, 1993). Empowerment occurs when leaders communicate a vision. Workers are given opportunities to develop their talents, learn, be creative, and are encouraged to explore (Marquis & Huston, 2000). Chandler argues that empowerment arises from relationships and not just from control, authority, and influence (Chandler, 1992); it can also be seen as a process or an outcome (Gibson, 1991).

Employee Engagement

Employee engagement was first proposed by the Gallup research group (Endres & Smoak, 2008). They claim that employee engagement can predict improved employee performance, profitability, employee retention, customer satisfaction, and organizational success (Bates, 2004; Baumruk, 2004; Richman, 2006). The word engage has various meanings, and many researchers have different definitions of it (Albrecht, 2010). When individuals care deeply about what they do and are committed to doing it to the best of their ability, they will feel compelled to act rather than remain silent. This is part of engagement (Kahn, 1990).

Employee engagement is an organizational member's passion for work where they work and express themselves physically, cognitively, and emotionally during work (Kahn, 1990; Albrecht, 2010). A different definition is expressed by Thomas (Henryhand, 2009), who states that employee engagement is a two-way relationship between employees and the organization where both parties are aware of each other's needs and work together to meet these needs.

Leader Passionate Performance

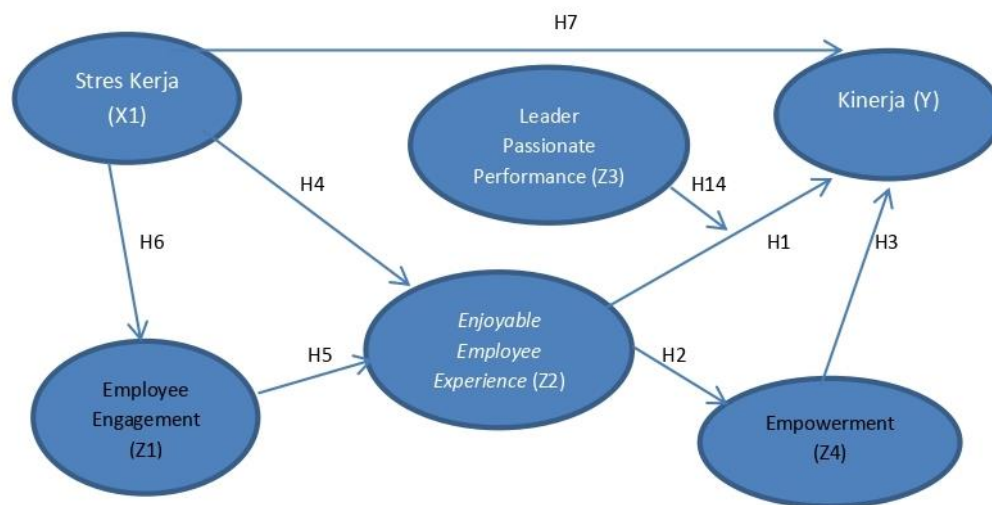
Leader Passionate Performance variable is a derivative of the employee experience variable proposed by (Karl et al., 2018). Employee experience is an organization and its entire workforce working together to create an authentic and personalized work experience to generate passion, innovation, and productivity to improve individual, team, and organizational performance. According to Pandey and Gupta (2020), employee experience is defined as the interaction and perception of employees regarding the relationship between employees and their work and the opportunity to develop in the organization. In addition, a Leader's Passionate Performance will help employees

have a pleasant experience. Leader Passionate Performance will help form a higher level of employee engagement to improve employee performance. High capability and high commitment will result in very high performance.

Enjoyable Employee Experience

Enjoyable Employee Experience is a derivative of the employee experience variable proposed by (Karl et al., 2018). Employee experience is an organization and its entire workforce working together to create an authentic and personalized work experience to generate enthusiasm, innovation, and productivity to improve individual, team, and organizational performance. According to Pandey and Gupta (2020), employee experience is defined as the interaction and perception of employees regarding the relationship between employees and their work and the opportunity to develop in the organization. Meanwhile, IBM (International Business Machines) states that employee experience is a set of perceptions employees have about their experiences interacting at work.

The employee experience variable itself consists of two parts, namely (1) positive experience and (2) negative experience. According to (Plester et al., 2012 and Tews et al., 2012), positive experience influences achievement and enjoyment, while negative experience influences organizational cynicism (Warren & Finemen, 2007).



The hypotheses in this study that are built based on theory are as follows

1. Enjoyable Employee Experience has a Significant Positive Effect on Health Worker Employee Performance;
2. Enjoyable Employee Experience has a Significant Positive Effect on Empowerment;
3. Empowerment has a significant positive effect on the performance of health worker employees;
4. Job Stress has a Significant Negative Effect on Enjoyable Employee Experience;
5. Employee Engagement Has a Significant Positive Effect on Enjoyable Employee Experience;
6. Job Stress Has a Significant Negative Effect on Employee Engagement;
7. Job Stress Has a Significant Negative Effect on Health Worker Employee Performance;
8. Job Stress has a Significant Negative Effect on Performance through Enjoyable Employee Experience;
9. Job Stress has a Negative Significant effect on Empowerment through Enjoyable Employee Experience;
10. Employee Engagement has a Significant Positive Effect on the Performance of Health Workers through Enjoyable Employee Experience;
11. Employee Engagement has a Significant Positive effect on Empowerment through Enjoyable Employee Experience;
12. Enjoyable Employee Experience has a Significant Positive Effect on the Performance of Health Workers through Empowerment;
13. Job Stress has a Positive Significant effect on Enjoyable Employee Experience through Employee Engagement;
14. Enjoyable Employee Experience Has a Significant Positive Effect on Employee Performance Moderated by Passionate Performance Leader.

III. RESEARCH METHODOLOGY

The research was conducted at the Batam Corporate Body Hospital (BP); the target in this study was all Health Workers at the Batam Corporate Body Hospital (BP). The approach used in this research is quantitative research that starts with deductive thinking to derive hypotheses, then conducts field testing, and conclusions or hypotheses are drawn based on empirical data (Margono, 1997). It explains that quantitative research aims to test theories, confirm facts, and show relationships between variables. The population of this study were all Health Workers at the Batam Corporate Body Hospital (BP), as many as 457. using the Slovin formula, the sample of this study was 215., with the following description:

$$n = \frac{N}{1 + Ne^2}$$

n = Number of samples

N = Population

e = Error margin (95% confidence with 5% error rate)

$$n = \frac{457}{1 + (457 \times 0,05^2)}$$

$$n = \frac{457}{1 + (457 \times 0.0025)}$$

$$n = 457 / 2,1225$$

$$n = 215,31$$

$$n = 215$$

In obtaining complete and thorough data, the authors used the following data collection techniques: (1) Direct (structured) interviews with employees and leaders of each department. (2) Distribute questionnaires by providing several questionnaires filled in by health workers and leaders.

Convergent validity includes item reliability (indicator validity), construct reliability, and AVE value. It can be seen from the loading factor value (standardized loading) for indicator validity. This value illustrates the magnitude of the correlation between each indicator and its construct. An indicator is valid if it has a standardized loading value of more than 0.5. The square value of each standardized loading is called commonalities. This value means the amount of variance that can be explained by the construct on the indicator. The following is a table of research factor loadings whose values are above 0.5.

Tabel 1. Loading factors item (standardized loading)

Work Stress Variable	Standardized Loading	Description
SK1	0.889	Valid
SK10	0.865	Valid
SK11	0.884	Valid
SK12	0.908	Valid
SK13	0.878	Valid
SK14	0.909	Valid
SK2	0.895	Valid
SK3	0.860	Valid
SK4	0.871	Valid
SK5	0.886	Valid

SK6	0.848	Valid
SK7	0.862	Valid
SK8	0.727	Valid
SK9	0.850	Valid
Variabel Employee engagement	Standardized Loading	Keterangan
EE1	0.828	Valid
EE2	0.886	Valid
EE3	0.911	Valid
EE4	0.789	Valid
EE5	0.863	Valid
EE6	0.934	Valid
EE7	0.841	Valid
Enjoyable Employee Experience Variable	Standardized Loading	Description
EEE1	0.889	Valid
EEE10	0.839	Valid
EEE2	0.911	Valid
EEE3	0.900	Valid
EEE4	0.905	Valid
EEE5	0.900	Valid
EEE6	0.902	Valid
EEE7	0.897	Valid
EEE8	0.877	Valid
EEE9	0.838	Valid
Leader Passionate Performance	Standardized Loading	Description
LPP1	0.874	Valid
LPP2	0.931	Valid
LPP3	0.903	Valid
LPP4	0.890	Valid
LPP5	0.921	Valid
LPP6	0.897	Valid
LPP7	0.922	Valid
LPP8	0.931	Valid
Empowerment	Standardized Loading	Description
E1	0.877	Valid
E10	0.909	Valid
E11	0.912	Valid
E12	0.812	Valid
E13	0.800	Valid
E14	0.820	Valid
E15	0.733	Valid
E2	0.860	Valid

E3	0.841	Valid
E4	0.848	Valid
E5	0.810	Valid
E6	0.918	Valid
E7	0.921	Valid
E8	0.884	Valid
E9	0.851	Valid
Employee Performance	Standardized Loading	Description
K1	0.782	Valid
K10	0.904	Valid
K11	0.752	Valid
K12	0.872	Valid
K13	0.862	Valid
K14	0.851	Valid
K2	0.913	Valid
K3	0.909	Valid
K4	0.927	Valid
K5	0.892	Valid
K6	0.910	Valid
K7	0.924	Valid
K8	0.833	Valid
K9	0.925	Valid

Based on this table, the factor loading information for each variable is as follows:

1. Work stress has six indicators, with all indicators having a loading factor above 0.5. This indicates that all indicators on the work stress variable are valid.
2. Employee engagement has five indicators, with all indicators having a loading factor above 0.5. This indicates that all indicators on the employee engagement variable are valid.
3. The Enjoyable Employee Experience variable has eight indicators, with all indicators having a loading factor above 0.5. This indicates that all indicators on the Enjoyable Employee Experience variable are valid.
4. Leader Passionate Performance has eight indicators, with all indicators having a loading factor above 0.5. This indicates that all indicators on the Leader Passionate Performance variable are valid.
5. Empowerment has five indicators, with all indicators having a loading factor above 0.5. This indicates that all indicators on the Leader Passionate Performance variable are valid. The largest loading factor value on the Leader Passionate Performance variable is 0.929, with a commonalities value of 0.863. This means that the latent construct of a Leader's Passionate Performance can explain 86.3% of the indicator variance. From this description, it can be seen that the latent construct of a leader's passionate performance explains the variance of the indicator being the highest compared to other indicators.
6. Performance has three indicators, with all indicators having a loading factor above 0.5. This indicates that all indicators on the performance variable are valid.

The next check of the measurement model is composite reliability. This check can be seen from Cronbach's Alpha value and Composite Reliability. In the SEM model, the Composite Reliability value is better used to measure construct reliability than Cronbach's Alpha. The following are the results of Composite Reliability and AVE research:

Tabel 2.Composite Reliability dan AVE

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee engagement	0.944	0.949	0.954	0.750
Employee Performance	0.977	0.979	0.979	0.769
Leader passionate performance	0.970	0.970	0.974	0.826
empowerment	0.965	0.970	0.969	0.681
Work stress	0.971	0.989	0.974	0.731
enjoyable employee experience	0.953	0.968	0.962	0.726

Based on the results of Table 2 Cronbach's Alpha value and Composite Reliability are above 0.7, so all constructs in the variables above have reliable reliability values. The next check is to see the AVE value. This value illustrates the variance or diversity of manifest variables that latent constructs can contain.

Thus, the greater the variance or diversity of manifest variables that latent constructs can contain, the greater the representation of manifest variables on latent constructs. Based on the table, all AVE values for each latent construct are above 0.50.

IV. RESULT/FINDING

Result section presents the results of the study. Research results can be supplemented with tables, graphs (pictures), and / or charts.

V. DISCUSSION

The discussion section describes the results of data processing, interpreting the findings logically, linking them with relevant reference sources.

VI. CONCLUSION AND RECOMMENDATION

The conclusion contains a brief summary of the results of the study and discussion.

1. ACKNOWLEDGEMENT

The preferred spelling of the word "acknowledgment" in America is without an "e" after the "g." Avoid the stilted expression "one of us (R. B. G.) thanks ...". Instead, try "R. B. G. thanks...". Put sponsor acknowledgments in the unnumbered footnote on the first page.

2. REFERENCES

References must be listed at the end of the paper. Do not begin them on a new page unless this is absolutely necessary. Authors should ensure that every reference in the text appears in the list of references and vice versa. Indicate references by (Sekaran & Bougie, 2017) or (Prajogo et al., 2016) in the text. Some examples of how your references should be listed are given at the end of this template in the 'References' section, which will allow you to assemble your reference list according to the correct format and font size. It should in APA style and alphabetic. The example for the reference:

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