

DETERMINANT FACTORS OF HOTEL EMPLOYEE PERFORMANCE IN BALI WITH THE MODERATOR OF ENVIRONMENTAL TURBULENCE

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ABSTRACT

The success of hotels in Bali is inseparable from the role of human resources in it. Therefore, the success of the hotel will be seen from the performance of employees in the hotel. Employee performance is determined by various aspects, one of which is leadership style, organizational commitment and quality of work life of the employees themselves as well as environmental turbulence factors. This study aims to look at the factors that affect the performance of hotel employees in Bali. This study uses quantitative research methods and was conducted in Bali with the research subjects of PT CWP employees in Bali. Research data based on primary data sources, namely through distribution using a questionnaire based on 5 variables to be measured, namely employee performance, entrepreneurial leadership, organizational commitment, and employee quality of life and environmental turbulence. The research population that will be the source of research data is PT CWP employees in Bali consisting of around 276 people. From this population, a research sample of 159 people was taken based on the simple random sampling method, the analysis method using SPSS Statistics 29. The results showed that entrepreneurial leadership, organizational commitment, and quality of employee life are positively and significantly related to employee performance moderated by environmental turbulence.

Keywords: *Employee Performance, Entrepreneurial Leadership, Organizational Commitment, Employee Quality of Work Life, Environmental Turbulence.*

1. INTRODUCTION

The Covid-19 pandemic has affected the survival of several hotels in Bali. The lockdown policy caused a number of hotels to lose tourists coming to Bali, so some of them experienced permanent closure. The pandemic that is beginning to pass gives hope for the growth of tourism in Bali as well as for the hotels in Bali. The occupancy rate is slowly increasing after a slump, although it is still limping to adjust to a situation that has not really stabilized. It is predicted that about 70% of the hotels in Bali are back in operation, so the occupancy rate has increased to 40%, by Triwidiyanti [20].

Statistical data on foreign tourists visiting Bali is a breath of fresh air for hotels in Bali. The data shows that in September 2022, there were approximately 291,162 foreign tourists visiting Bali. This data shows an increase of 5.24% from August 2022, when 276,659 foreign tourists visited Bali. From the demographic data, it is mentioned that among the foreign tourists visiting Bali, 29.59% came from Australia, 7.49% came from India and 6.95% came from France. From month to month, there was an increase of 12.25% in visits through I Gusti Ngurah Rai Airport and a decrease of 48.39% in visits through the seaport.

Table 1. Data on Foreign Tourist Arrivals to Bali
 Source: BPS Bali, 2022

No.	Kebangsaan	Wisman September 2022				Wisman Agustus 2022	Wisman September 2021	Perubahan Wisman September 22 Thd Agustus 22 (%)	Perubahan Wisman September 22 Thd September 21 (%)
		Bandara	Pelabuhan Laut	Total	Persentase (%)				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	AUSTRALIA	86.056	1	86.057	29,56	79.102	0	8,79	-
2	INDIA	22.964	0	22.964	7,89	20.731	0	10,77	-
3	INGGRIS	18.301	19	18.320	6,29	18.642	0	-1,73	-
4	JERMAN	16.537	0	16.537	5,68	15.555	0	6,31	-
5	AMERIKA SERIKAT	14.313	0	14.313	4,92	13.217	0	8,29	-
6	SINGAPURA	14.267	0	14.267	4,90	8.682	0	64,33	-
7	MALAYSIA	14.239	0	14.239	4,89	9.460	0	50,52	-
8	PERANCIS	13.403	5	13.408	4,60	19.235	0	-30,29	-
9	KOREA SELATAN	8.191	0	8.191	2,81	7.073	0	15,81	-
10	BELANDA	7.861	0	7.861	2,70	7.613	0	3,26	-
11	Lainnya	74.983	22	75.005	25,76	77.349	0	-3,03	-
Jumlah		291.115	47	291.162	100,00	276.659	0	5,24	-

Furthermore, the data also shows that the room occupancy rate (TPK) of star-rated hotels was 46.45% as of September 2022. This data also shows an increase of 8.08% when compared to the August 2022 data and 9.46% when compared to the September 2021 data. Based on the category based on star level, it was found that the TPK increased by 36.99 points in September 2022, but for non-star hotels, the TPK actually decreased by 22.18% or 0.69 points when compared to the previous month.

In August, TPK increased for almost all star-rated hotels. This data shows an increase of 0.85 points or 38.37% compared to the previous month and 33.60 points compared to the same month last year. The data for August 2022 also shows that the TPK of 1-star hotels is 56.37%, and that of 5-star hotels is 37.98%. Meanwhile, the TPK of non-star hotels was 22.87%.

Table 2. Room Occupancy Rate Data by Star Hotel Classification
 Source: BPS Bali, 2022

No.	Klasifikasi Bintang	Tingkat Penghunian Kamar (TPK) (%)			Perubahan Sep 2022 thd Ags 2022 (Poin)	Perubahan Sep 2022 thd Sep 2021 (Poin)
		September 2021	Agustus 2022	September 2022		
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Bintang 1	6,74	56,37	53,99	-2,38	47,25
2	Bintang 2	8,50	44,40	45,25	0,85	36,75
3	Bintang 3	7,32	39,49	39,94	0,45	32,62
4	Bintang 4	9,33	36,43	43,12	6,69	33,79
5	Bintang 5	11,61	37,98	54,04	16,06	42,43
Seluruh Bintang		9,46	38,37	46,45	8,08	36,99

The above phenomenon shows that the hotel industry in Bali still has hope with the improving conditions after the COVID-19 pandemic, especially for PT CWP which manages five-star hotels in Bali. Bali is one of the provinces that can contribute the highest foreign exchange in Indonesia with the advantages of its tourism sector. Various government programs supported by community participation have been able to make Bali's tourism potential superior by Margaretha et al. [13].

With this potential, the hope for five-star hotels in Bali to rise and regain success is even higher, including PT CWP. The success of hotels in Bali is inseparable from the role of human resources in it. Therefore, the success of the hotel will be seen from the performance of the employees in the hotel. Performance is the ability of employees to do a good job so that they can achieve goals according to the work context with a predetermined time limit by Vuong et al., [21]. The results of the study found that employee performance is determined by various aspects, one of which is the social support they receive. The social support comes from the leader as well as from oneself to produce commitment and also a good quality of life.

Entrepreneurial leadership has recently emerged as a new leadership theory in the context of entrepreneurship. Entrepreneurial leadership style shows that leaders have competence in motivating and directing their employees to achieve organizational goals, especially in exploiting

entrepreneurial opportunities. This competency helps the leader anticipate failure and cope with uncertainty. Employees who have leaders with an entrepreneurial leadership style will be able to motivate and support employees to be more creative in identifying and exploiting entrepreneurial opportunities for business growth by Mehmood et al. [14]. Leaders with an entrepreneurial leadership style will focus on developing the people around them and creating a sense of urgency about the vision and mission to be achieved.

In the hospitality industry, exploiting entrepreneurial opportunities is important because business competition is fierce. Therefore, performance is not only influenced by the ability of entrepreneurial leaders. Employees must also have organizational commitment and a good quality of work life. In this era of uncertainty, business competitiveness can be realized from employees who are committed to the organization. Commitment is a strength because it can be used as an important image of the organization in the community as well as being able to become the basis for organizational growth and development. This commitment relates to productivity because it is in line with employees' competencies and the company's need to continue to progress and develop by Lari Dashtbayaz et al. [11].

Organizational commitment is closely related to the psychological experience of being an employee. Committed employees are not only satisfied with their work, but also feel that they have a good quality of life and work. Organizational commitment is considered a key factor in achieving this goal, but it can be conditioned by several factors, one of which is the psychological contract. The formation of organizational commitment is related to the input that employees receive from the organization and is closely related to the results of the relationship between the two parties, as well as the emotional bond between the goals and values of the organization and the employees by Herrera & De Las Heras-Rosas [9]. A developed company will pay much attention to the process of growth and survival of its employees.

Research has shown that the more employees' needs are satisfied, the more their psychological and physiological needs or internal needs are satisfied, so they will have a better quality of life and be able to have high organizational commitment by Lari Dashtbayaz et al. [11].

On the other hand, when it comes to quality of work life, there is an increase in productivity because employees are satisfied with their life as well as their work. When the concerned employees have a good quality of work life, they are also able to perform well by Dhamija et al. [5].

Among the various aspects that can be indicators of improved employee performance, there is one situation that must also be considered. Today's environment continues to be turbulent with change and high levels of uncertainty. This condition is called environmental turbulence. As organizations deal with environmental turbulence, employees will also be affected. Environmental turbulence can cause companies and employees to experience good conditions so that they can improve their performance, or vice versa can reduce employee performance by Wang et al. [22].

Therefore, this study wants to examine how the influence of entrepreneurial leadership, organizational commitment, quality of work life of employees on employee performance with the moderator of environmental turbulence at PT CWP Hotel in Bali, so the objectives of this study are 1) To determine the effect of entrepreneurial leadership on employee performance of PT CWP in Bali. 2) To determine the effect of organizational commitment on the performance of employees of PT CWP in Bali. 3) To determine the effect of quality of work life on the performance of employees of PT CWP in Bali. 4) To determine the effect of environmental turbulence can

moderate entrepreneurial leadership so that it affects the performance of employees of PT CWP in Bali. 5) To determine the effect of environmental turbulence can moderate organizational commitment so that it affects the performance of employees of PT CWP in Bali. 6) To determine the effect of environmental turbulence can moderate the quality of work life of employees so that it affects the performance of employees of PT CWP in Bali.

Organizations must create competitive advantage and strategic competitiveness to remain productive. One of the key drivers of business productivity is employee performance. Human resource management plays a very important role in creating and maintaining superior employee performance outcomes. Employee performance has been an interesting research topic and has been implemented in various contexts. Most studies define performance as the congruence of outcomes between employee behavior and the demands of a given job/task. Employee performance is the ability of an employee to do his job well and achieve his goals in the context of work within a given time by Giao et al. [6]. Some indicators of employee performance can be seen when:

- a. Employees can perform assigned tasks adequately;
- b. Employees can perform assigned responsibilities;
- c. Employees can perform expected tasks;
- d. The employee can meet the formal performance requirements of the assigned job;
- e. The employee is actively involved in activities that directly affect the performance evaluation.

Entrepreneurial leadership is an emerging leadership style characterized by leaders' ability to motivate and direct employees to achieve organizational goals by exploiting various entrepreneurial opportunities. Leaders with an entrepreneurial leadership style will embrace failure and uncertainty as a creative endeavor. Leaders with an entrepreneurial leadership style are able to predict future business prospects and identify business goals well by Mehmood et al. [14]. Leaders with an entrepreneurial leadership style are essential for sustainable development and play an important role in building loyal and committed employees. Leaders with an entrepreneurial leadership style will pay attention to employees so that they feel more connected between home and work by Hejazi et al. [8] and Yang et al. [24]. Some of the dimensions that make up entrepreneurial leadership are:

- a. Strategic factor
- b. Communicative factor
- c. Personal Factor
- d. Motivational Factor

One study found that fear of the COVID19 pandemic affected employees' organizational commitment. Organizational commitment is a mental relationship between an individual and a company that shows employees' understanding of the company's values and goals so that employees have a high level of participation as well as loyalty to the company's affairs. This shows the role of psychological factors between the company and its employees. This psychological factor shows the desire, need and commitment to continue working in the company by Lari Dashtbayaz et al. [11]. Organizational commitment is an attitude or orientation toward the organization. Employees with high commitment will focus more on work and act more positively at work. Organizational commitment is formed by several important dimensions by Yang et al. [24]. These dimensions are:

- a. Affective commitment
- b. Continuance commitment

Employees play a vital role for the organization, so it is important to manage their quality of work life so that they are willing to perform their daily work by Tarigan et al., [18]. Quality of work life is realized when employees' basic needs are met as a dimension of quality of work life by Tarigan et al. [18]. The quality of employees' work life includes employees' satisfaction with basic and growth needs by Sinval et al. [17]. The basic needs and growth are divided into several dimensions that shape the realization of the quality of work life of employees, namely:

- a. Health and safety needs,
- b. Economic and family needs,
- c. Social needs,
- d. Esteem needs,
- e. Actualization needs,
- f. Knowledge needs,
- g. Aesthetic needs.

Environmental turbulence is a form of uncertainty that affects a company's success. Every business is vulnerable to political, social, and economic turbulence, as well as technological advances that are constantly evolving and changing. The march of technology continues relentlessly, creating turbulence in every business cycle. In addition to technology, the intensity of competition and market turbulence are also factors that trigger environmental turbulence. Therefore, environmental turbulence refers to exogenous factors that shape variability and uncertainty by Wong [23]. Some of the dimensions of environmental turbulence by Danneels & Sethi [4] are as follows:

- a. Customer Turbulence
- b. Competitive Turbulence
- c. Governance Turbulence

As a relatively new field, research on entrepreneurial leadership is at an exploratory stage. One study contributes to the literature by exploring the "black box" between entrepreneurial leadership and turnover intentions through a causal mechanism where entrepreneurial leadership indirectly affects turnover intentions through job attachment, job satisfaction, and affective commitment in organizational commitment.

The results showed that entrepreneurial leadership has a negative effect on turnover intention and a positive effect on job attachment, job satisfaction, and affective commitment. High entrepreneurial leadership can motivate employees to take voluntary actions to engage in their work, thereby increasing their job attachment, leading to high job satisfaction, increasing their affective commitment, and thus reducing turnover. Leaders will make efforts to integrate employees into the environment, make them feel satisfied and more emotionally attached to the organization in order to prolong their tenure with the company by Yang et al., 2019 [24]. A literature review and a narrative review study found that entrepreneurial leadership contributes to improved performance. Further exploration of research on the role of entrepreneurial leadership on performance is needed as it is an opportunity to contribute by linking theoretical and practical knowledge of entrepreneurial leadership by Pauceanu et al. [15]. Meanwhile, a study further confirms the role of entrepreneurial leadership on performance where the study findings provide guidance to managers and employers on how to develop employees' creative skills by adopting entrepreneurial leadership behaviors. In addition, this study also enriched the literature by exploring the performance mechanisms of entrepreneurial leadership to develop employee creativity by Mehmood et al. [14].

One study found that employee performance can improve when social support is high. The results also showed that this positive relationship was partially moderated by organizational commitment and innovative work behavior. An innovative climate strengthens the positive relationship between social support and innovative work behavior. The practical implications of the results of this study provide practical implications for human resource management practices and policies for organizations by Vuong et al., [21].

A study at Gabus Health Center in Pati City found a positive influence between organizational commitment and performance. Employees with high commitment know the organization's goals, are always active and involved in the organization's activities, and have loyalty to the organization, so employees perform their duties optimally without the need for supervision that wastes time and money, so their performance will increase by Astuti & Soliha, [1]. Meanwhile, another study focused on the outcomes of organizational commitment with a three-month lag study with 194 employees. This study found that ambition was positively related to higher affective organizational commitment over and above performance effort, especially when more organizational career opportunities were perceived. Overall, research suggests that employee ambition is generally positive and indirectly beneficial for organizational commitment, which in turn affects individual performance evaluations by Hirschi & Spurk [10].

The research found that job pursuit intentions also significantly affect quality of work life, while quality of work life affects employee performance. Participating in more corporate social responsibility activities strengthens employee engagement, which in turn leads to more positive work attitudes and higher employee performance by Tarigan et al. [18].

The concept of quality of work life has also fascinated researchers over the years and has been an area of interest for psychologists and sociologists and has been implemented in various aspects. One of the studies that found an important construct in the quality of work life is job satisfaction. This study confirmed the relationship between the work environment and the quality of work life, thus contributing useful information to the top management level of the organization to improve the overall job satisfaction of employees by Dhamija et al. [5]. In a study of teleworkers, it was found that quality of work life affects employee performance. This study contributes to the impact of flexible work arrangements and provides an analysis of current data on different dimensions of work quality and work-life balance, including gender as an important axis of analysis by Rodríguez-Modroño & López-Igual [16].

Meanwhile, some companies perceive the threat to performance posed by environmental turbulence as a risk to the survival of the company. The desire to find ways to work through turbulence and to create growth and success from turbulence is what drives companies to think and act entrepreneurially. On the one hand, environmental turbulence disrupts the status quo, steals customers, forces companies to leave their comfort zone, and compete with new capabilities and offerings; on the other hand, it presents opportunities to develop new products, master new technologies, engage with new customers, and reach new markets that help drive growth and gain competitive advantage by Tarigan et al. [18].

This study wants to examine how the influence of entrepreneurial leadership, organizational commitment, quality of employee work life on employee performance with the moderator of environmental turbulence at the five-star hotel PT CWP in Bali. The following is the framework of this research:

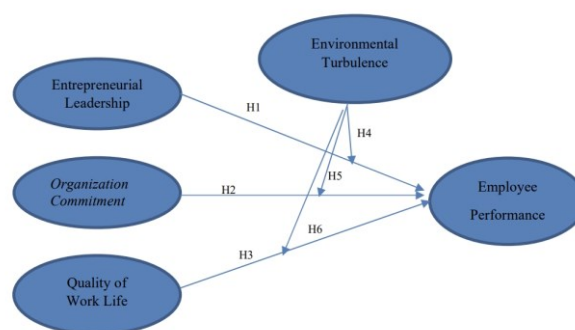


Figure 1. Framework

Referring to the description of the relationship between the variables and the framework above, the research hypothesis is as follows:

H1 : Entrepreneurial leadership has a positive effect on employee performance.

H2 : Organizational commitment has a positive effect on employee performance

H3 : Quality of employee work life has a positive effect on employee performance

H4 : Environmental turbulence can moderate the positive effect of entrepreneurial leadership on employee performance.

H5 : Environmental turbulence can moderate the positive effect of organizational commitment on employee performance.

H6 : Environmental turbulence can moderate the positive effect of employee work life quality on employee performance.

2. RESEARCH METHOD

This type of research is called quantitative research. Quantitative research is a research method that tests theory by examining the relationship between variables. The research variables are measured using research instruments so that data consisting of numbers can be analyzed based on statistical procedures by Creswell & Creswell [3]. The research was conducted in Bali with the research subjects being the employees of PT CWP five-star hotel in Bali. The research period was conducted from August 2022 to June 2023.

The research subjects were hotel employees with a sample population of some hotel employees at PT CWP. PT CWP has an employee population of 276 employees as of June 2023. The sample was taken with a total of 159 respondents using the probability sampling method with simple random sampling technique. The sample size is determined by referring to Krejcie and Morgan's sampling table by Creswell & Creswell [3].

The data source of the research is primary data. The data collection method will be carried out using a questionnaire. The research questionnaire that will be used consists of 5 (five) variables, namely employee performance, entrepreneurial leadership, organizational commitment, quality of employees' work life, and environmental turbulence.

Data was collected using a questionnaire administered to hotel employees at PT CWP Bali. The questionnaire uses a Likert scale with response options from 1 to 5, namely strongly disagree, disagree, undecided, agree, and strongly agree by Chomeya [2]; Leung, [12]; Thanh et al. [19].

The research variables of this study consisted of 5 (five) variables. These variables are employee performance, entrepreneurial leadership, organizational commitment, quality of employees' work life, and environmental turbulence.

To conduct this validity test using the SPSS program. The testing technique often used by researchers to test validity is to use Pearson's Bivariate Correlation (Pearson's Product Moment). While testing the reliability of the instrument using the Cronbach Alpha formula. The analysis method that will be carried out in this research is to answer the hypothesis and problem questions listed in the problem identification. The analysis method will use SPSS Statistics 29.

The statistical hypotheses and testing of the results of this study will be carried out in several stages. In the first stage, a normality test will be carried out using one sample Kolmogorov Smirnov. The second stage requirement test is the linearity test between the independent variable and the dependent variable as one of the requirements for conducting regression tests. In the third stage, descriptive statistical tests are performed to obtain an overview of each variable and each dimension. In addition, for the last stage, researchers conducted hypothesis testing with multiple regression tests to see the effect of independent variables on the dependent variable. The validity test is to determine the level of validity of the questionnaire instrument used in data collection.

Table 3. Research Instrument Validity Test Results

Variable	Item	R-hitung	R -tabel	Description
Employee Performance	1	0,529	0,156	Valid
	2	0,551	0,156	Valid
	3	0,512	0,156	Valid
	4	0,460	0,156	Valid
	5	0,207	0,156	Valid
	6	0,635	0,156	Valid
	7	0,482	0,156	Valid
	8	0,558	0,156	Valid
	9	0,534	0,156	Valid
	10	0,597	0,156	Valid
	11	0,504	0,156	Valid
	12	0,568	0,156	Valid
	13	0,525	0,156	Valid
Entrepreneurial leadership	1	0,635	0,156	Valid
	2	0,753	0,156	Valid
	3	0,704	0,156	Valid
	4	0,573	0,156	Valid
	5	0,768	0,156	Valid
	6	0,755	0,156	Valid
	7	0,600	0,156	Valid
	8	0,784	0,156	Valid
	9	0,703	0,156	Valid
	10	0,720	0,156	Valid
	11	0,761	0,156	Valid
	12	0,772	0,156	Valid
	13	0,781	0,156	Valid
	14	0,814	0,156	Valid
	15	0,756	0,156	Valid

	16	0,757	0,156	Valid
	17	0,771	0,156	Valid
	18	0,820	0,156	Valid
	19	0,684	0,156	Valid
	20	0,801	0,156	Valid
	21	0,828	0,156	Valid
	22	0,830	0,156	Valid
	23	0,756	0,156	Valid
	24	0,556	0,156	Valid
	25	0,802	0,156	Valid
	26	0,860	0,156	Valid
	27	0,641	0,156	Valid
	28	0,857	0,156	Valid
	29	0,855	0,156	Valid
	30	0,759	0,156	Valid
	31	0,826	0,156	Valid
	32	0,813	0,156	Valid
Organizational commitment	1	0,642	0,156	Valid
	2	0,711	0,156	Valid
	3	0,828	0,156	Valid
	4	0,826	0,156	Valid
	5	0,741	0,156	Valid
	6	0,824	0,156	Valid
	7	0,838	0,156	Valid
	8	0,719	0,156	Valid
	9	0,769	0,156	Valid
	10	0,797	0,156	Valid
	11	0,732	0,156	Valid
Quality of employee work life	1	0,687	0,156	Valid
	2	0,630	0,156	Valid
	3	0,711	0,156	Valid
	4	0,538	0,156	Valid
	5	0,737	0,156	Valid
	6	0,786	0,156	Valid
	7	0,597	0,156	Valid
	8	0,757	0,156	Valid
	9	0,711	0,156	Valid
	10	0,646	0,156	Valid
	11	0,753	0,156	Valid
	12	0,646	0,156	Valid
	13	0,569	0,156	Valid
	14	0,626	0,156	Valid
	15	0,664	0,156	Valid
	16	0,650	0,156	Valid
Environmental turbulence	1	0,788	0,156	Valid
	2	0,753	0,156	Valid
	3	0,609	0,156	Valid
	4	0,763	0,156	Valid
	5	0,856	0,156	Valid
	6	0,687	0,156	Valid
	7	0,757	0,156	Valid

The r-table value in this study was obtained where $n = 159$ and sig. at 0.05 amounting to 0.156. From the analysis results it is known that the r-count value on each variable item $>$ from the r-table, it can be interpreted that all statement items used are valid and can be used as measuring instruments.

The reliability test is conducted to see how consistent the research results are when repeated in the same way.

Table 4. Reliability Test Results of Research Instruments

Variable	Cronbach's Alpha	Criteria	Description
Employee Performance	0,721	0,6	Realiabel
Entrepreneurial Leadership	0,974	0,6	Realiabel
Organization Commitment	0,927	0,6	Realiabel
Quality of Work life	0,911	0,6	Realiabel
Environmental Turbulence	0,863	0,6	Realiabel

It is known that the Cronbach's Alpha value on the employee performance variable is $0.721 > 0.6$ Entrepreneurial Leadership $0.974 > 0.6$ Organizational Commitment $0.927 > 0.6$ Quality of Work Life $0.911 > 0.6$ and Environmental Turbulence $0.863 > 0.06$ from these results it can be said that the statements used are reliable or consistent.

Table 5. Normality Test Table One-Sample Kolmogorov Smirnov Test

N		180
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.47445056
Most Extreme Differences	Absolute	.063
	Positive	.063
	Negative	-.058
Test Statistic		.063
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Based on the Kolmogorov-Smirnov test results, it shows that the data is normally distributed. The standardized residual value is normally distributed if the sig value. $>$ alpha (0.05), namely $0.200 > 0.05$ which indicates that the value is normally distributed normality.

Table 6. Table Multicollinearity Test

	Collinerity Tolerance	Statistic VIF	Decription
(constanta)			
Employee Performance	.769	1.301	Multicollinearity free
Entrepreneurial Leadership	.645	1.551	Multicollinearity free
Organization Commitment	.498	2.008	Multicollinearity free
Quality of Work life	.426	2.348	Multicollinearity free

Based on the output on multicollinearity, it can be seen that the tolerance value of the employee performance variable is 0.769, Entrepreneurial Leadership is 0.645 Organizational Commitment is 0.498 and Quality of Work Life is 0.425 while for the VIF value of the employee performance variable is 1,301. Entrepreneurial Leadership of 1.551. Organizational Commitment of 2.008 and

Quality of Work Life Variable of 2.348 This means that the research variables do not show the presence of multicollinearity symptoms in the regression model.

Hypothesis testing is done using t-test and multiple linear regression test. The t-test in this study was conducted to test the research hypothesis, which is the effect of the independent variable (X) partially on the dependent variable (Y).

The decision is made by looking at the significance value in the coefficients table. Usually, the basis for testing regression results is carried out with a confidence level of 95% or with a significant level of 5% ($\alpha = 0.05$). The criteria for t-statistical test by Ghozali [7]:

1. If the significance value of the t test > 0.05 , then H_0 is accepted and H_1 is rejected. This means that there is no effect of the independent variable on the dependent variable.
2. If the significance value of t-test is < 0.05 , then H_0 is rejected and H_1 is accepted. This means that there is an influence between the independent variable and the dependent variable.

Table 7. Table Test t

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	sig
1	(Constant)	1.027	2.718		.378	.706
	Environmental Turbulence	.143	.055	.171	2.607	.010
	Entrepreneurial Leadership	.041	.015	.199	2.778	.006
	Organizational Commitment	.129	.042	.249	3.058	.003
	Quality of Work Life	.140	.047	.264	3.002	.003

Based on the table above, the effect of each independent variable on the dependent variable is as follows:

a. Test of Environmental Turbulence on Employee Performance (Y).

$H_0: \beta_2 = 0$ means that Environmental Turbulence has no positive effect on employee performance.

$H_1: \beta_2 > 0$ means that Environmental Turbulence has a significant positive effect on employee performance.

The hypothesis in this study is that Environmental Turbulence has a positive effect on employee performance (Y). Based on the SPSS output table "Coefficients" above, it is known that the significance value (Sig) of the employee performance variable is 0.010. Since the value of Sig. $0.010 < 0.05$, it can be concluded that H_1 is accepted and H_0 is rejected.

This means that there is a significant influence between environmental turbulence and employee performance (Y).

b. Test of Entrepreneurial Leadership (X2) on Employee Performance (Y)

$H_0: \beta_2 = 0$ means that Entrepreneurial Leadership has no positive effect on employee performance.

$H_2: \beta_2 > 0$ means that Entrepreneurial Leadership has a significant positive effect on employee performance.

The hypothesis in this study is that Entrepreneurial Leadership (X2) has a positive effect on employee performance (Y). Based on the SPSS "Coefficients" output table above, it is known that the significance value (Sig) of the Entrepreneurial Leadership variable is 0.006. Since the value of Sig. $0.006 < 0.05$, it can be concluded that H2 is accepted and Ho is rejected.

This means that there is a significant influence between Entrepreneurial Leadership (X2) and employee performance (Y).

c. Test of organizational commitment (X3) on employee performance (Y)

Ho: $\beta_2 = 0$ means that Organizational Commitment has no positive effect on employee performance.

H3: $\beta_2 > 0$ means that Organizational Commitment has a significant positive effect on employee performance.

The hypothesis in this study is that Organizational Commitment (X3) has a positive effect on employee performance (Y). Based on the SPSS "Coefficients" output table above, it is known that the significance (Sig) value of the Organizational Commitment variable is 0.003. Since the value of Sig. $0.003 < 0.05$, it can be concluded that H3 is accepted and Ho is rejected.

This means that there is a significant influence between Organizational Commitment (X3) and employee performance (Y).

d. Testing quality of work life (X4) on employee performance (Y)

Ho: $\beta_2 = 0$ means that Quality of Work Life has no positive effect on employee performance.

H4: $\beta_2 > 0$ means that Quality of Work Life has a significant positive effect on employee performance.

The hypothesis in this study is that Quality of Work Life (X4) has a positive effect on employee performance (Y). Based on the SPSS output table "Coefficients" above, it is known that the significance value (Sig) of Quality of Work Life variable is 0.003. Since the value of Sig. $0.003 < 0.05$, it can be concluded that H4 is accepted and Ho is rejected.

This means that there is a significant influence between quality of work life (X4) and employee performance (Y).

The next step was to perform multiple linear regression tests. Multiple linear regression tests are carried out because the regression model consists of more than one independent variable. This analysis was carried out to determine the effect of the independent variables on the dependent variable by Ghazali [7].

The regression equation formula in this study is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$Y = 1.027 - .143X_1 + .041X_2 + .129X_3 + .140X_4$$

From the regression equation above, the conclusions that can be explained are as follows:

- The constant value (α) of .1.027 with a positive sign means that if the variables of environmental turbulence, entrepreneurial leadership, organizational commitment, and quality of work life are considered constant, then the value of Y is .24.787.
- The value of the regression coefficient of the variable Environmental Turbulence of 0.143 with a positive sign indicates that if the level of Environmental Turbulence increases by one unit, assuming other independent variables are constant, then employee performance will increase by 0.143.

- c. The regression coefficient value of the Entrepreneurial Leadership variable (X1) of 0.041 with a positive sign indicates that if the level of Entrepreneurial Leadership increases by one unit, holding other independent variables constant, then employee performance will increase by 0.041.
- d. The regression coefficient of Organizational Commitment variable (X2) of 0.129 with a positive sign indicates that if the level of Organizational Commitment increases by one unit, holding other independent variables constant, then employee performance will increase by 0.129.
- e. The regression coefficient value of the Quality of Work Life variable (X3) of 0.140 with a positive sign indicates that if the level of Quality of Work Life increases by one unit, other independent variables being constant, then employee performance will increase by 0.140.

Table 8. Determination Coefficient Test (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.702 ^a	.492	.479	2.506

Based on the table above, the R value is 0.702 and the R square value is 0.492 which shows that the percentage contribution of the influence of the independent variable Entrepreneurial Leadership, Organizational Commitment and Quality of Work Life on the dependent variable Employee performance is 49.2%, this shows that the ability to run the independent variable, namely Employee performance, Entrepreneurial Leadership, Organizational Commitment and Quality of Work Life on the dependent variable Employee performance that can be explained by this equation capital is 49.2% while the remaining 50.8% is influenced or explained by other variables, namely Environmental Turbulence.

The results prove that entrepreneurial leadership contributes to shaping employee performance. High entrepreneurial leadership can encourage employees to take voluntary actions to engage, increase loyalty and ultimately impact performance. Leaders who have an entrepreneurial spirit will make efforts to integrate employees into the company's goals so that there is an emotional attachment to the company by Yang et al. [24]. This is also in line with the results of the study that entrepreneurial leadership performance to develop employee creativity by Mehmood et al. [14].

The results of the study also found the influence of organizational commitment and employee performance. This is in line with research at Gabus Health Center in Pati city which found a positive influence between organizational commitment and performance. Work commitment will make employees in line with company goals, so they will always be active and involved in company activities and carry out their duties optimally so that their performance will increase by Astuti & Soliha [1].

The results of the study also found the role of quality of work life that affects employee performance. Employees with good quality of work life will instill a more positive work attitude, which leads to higher employee performance by Tarigan et al. [18].

The results of the study also found the role of turbulence in mediating entrepreneurial leadership, organizational commitment and quality of employee work life in improving performance. Environmental turbulence is a threat to the survival of the company. However, turbulence will present opportunities for innovation and change so that it helps drive growth and gain a competitive advantage to improve employee performance by Tarigan et al. [18]

4. CONCLUSIONS AND SUGGESTIONS

- a. Entrepreneurial Leadership has a positive effect on Employee Performance.
- b. Organizational Commitment has a positive effect on Employee Performance.
- c. Quality of Work Life has a positive effect on Employee Performance.
- d. Environmental turbulence can moderate Entrepreneurial Leadership, Organizational Commitment and Quality of Work Life simultaneously and have a significant effect on Employee Performance.

Some limitations in this study can be used as a basis for improvement for similar research that will be carried out in the future. The limitation of this research is that the performance questionnaire is only given to employees to fill out. Therefore, further research should involve superiors, coworkers and users to be able to obtain more objective employee performance results.

By considering the effect of entrepreneurial leadership, organizational commitment and quality of work life simultaneously significant on employee performance through environmental turbulence, it is important for companies to carry out several programs.

The first program is a program to improve entrepreneurial leadership competencies. Good entrepreneurial leaders are able to work together with others in leadership positions, as well as team members and external stakeholders, to achieve company goals. Leaders will share credit for success with the team that contributed to that success and foster opportunities for growth and improvement. Increased leadership capacity will result in increased employee commitment to the company and the quality of their lives.

Entrepreneurial leadership is a mindset that emphasizes strategic risk management and dynamic, changing systems. Entrepreneurial leadership will seek new opportunities and ways to innovate as individuals and as part of a team so as to improve company performance.

The managerial implications of this research are:

a. Strategic leadership development:

The results show the importance of developing entrepreneurial leadership skills among managers and leaders at PT CWP Hotel. This can be done through various training programs, coaching, or promoting a strong entrepreneurial mindset.

b. Improve organizational commitment:

Organizations need to foster a culture that encourages and supports organizational commitment by creating a positive work environment, providing opportunities for employee development, and supporting employee contributions.

c. Improving Employee Quality of Work Life:

Companies need to recognize factors that contribute to employees' quality of work life, such as work-life balance, job satisfaction, etc.

Implementing performance metrics that are aligned with the desired outcomes of entrepreneurial leadership, organizational commitment, and employee quality of work life can help measure the effectiveness of performance management programs. In addition, regular feedback and performance reviews can be used to monitor progress and make necessary adjustments.

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