

The Effects of Entrepreneurial Leadership, Recruitment, and Innovation on Organizational Performance of Four-Star Hotels in East Java

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ABSTRACT. *This study aims to analyze the effects of entrepreneurial leadership, recruitment, and innovation on organizational performance of four-star hotels in East Java. The research design used an explanatory research approach, with the research sample being the leadership or management of a four-star hotel in East Java, with a total sample of 71 respondents. The analytical technique used is multiple regression analysis. The results of the analysis concluded that all hypotheses are accepted, namely: (1) entrepreneurial leadership, recruitment, and innovation simultaneously have a significant effect on organizational performance, (2) entrepreneurial leadership has a positive and significant effects on organizational performance, (3) recruitment has a positive and significant effects on organizational performance, and (4) innovation has a positive and significant effects on organizational performance.*

KEYWORDS: *Entrepreneurial Leadership, Recruitment, Innovation, Organizational Performance.*

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I. INTRODUCTON

The Hotel industry is strongly influenced by the development of tourist arrivals. The development of the hotel industry business in East Java shows a significant increase. In 2016 the number of star hotels in East Java was 139 hotels, then in 2020 the number of star hotels rose to 166 hotels. Meanwhile, the development of four-star hotels in East Java also shows an increasing trend. In 2016, the number of four-star hotels in East Java was 37 hotels and in 2020 to 47 hotels or an increase of 66.97%.

The number of foreign and domestic tourist visits to East Java which increases every year is ideally followed by an increase in the occupancy rate of hotel rooms, but in fact, based on data from the National Central Bureau of Statistics, in 2016 the occupancy rate of five-star hotels in East Java was 70.71%, in 2017 fell to 59.57%, in 2018 it fell again to 56.35%, in 2019 it fell again to 55.49%, and in 2020 it fell drastically only to 01.53%.

The decline in the occupancy rate of five-star hotels is a phenomenon that occurs in the hotel industry in East Java and is a fact that is not directly proportional to the number of foreign and domestic tourist visits to East Java and the occupancy rate of five-star hotel rooms in Indonesia which is experiencing an increasing trend. The occupancy rate of five-star hotels in East Java which tends to decrease has an impact on intense competition between one hotel and another, resulting in a price war between five-star hotels in East Java, the price war that occurs has resulted in the average selling price of rooms in East Java decreasing so that has an impact on declining revenues. Management is faced with the fact that hotel operating costs increase every year, Management is required to have the right strategy to deal with the problem of declining revenues and increasing costs so that hotels do not experience business losses, hotel business losses experienced in the long term can threaten the sustainability of the hotel business.

The decline in hotel occupancy was due to the addition of new hotels which caused an imbalance between consumer demand for hotel rooms and the availability of existing rooms. Another reason is the growth of apartments that have five-star hotel facilities and operate like a hotel by renting out rooms on a daily basis. Another reason that is most noticeable is the economic crisis due to the covid 19 pandemic that occurred in 2020. The Covid-19 pandemic caused by SARS-Cov-2 has made the hotel sector that relies on business and the tourism industry decline in performance. Data from the Indonesian Hotel and Restaurant Association (PHRI) as reported by the Ministry of Tourism and Creative Economy shows that 1,266 hotels have temporarily suspended their operations. This had to be done as a tactical step, in order to avoid greater losses as the occupancy rate plummeted to its lowest point, and was the worst in the history of Indonesian hospitality.

The coronavirus (Covid-19) pandemic has caused massive losses for hotel and restaurant entrepreneurs. As of June 2020, the Indonesian Hotel and Restaurant Association (HRA) recorded a loss of Rp 85 trillion. This condition causes many entrepreneurs to make efficiency in terms of labor. Chairman of PHRI Hariyadi Sukamdani said that efficiency is one of the keys to saving the company, causing 1,500,000 employees in hotels and restaurants to be threatened with being laid off, furloughed outside the company's responsibility, and also being laid off, around 500,000 people from work. hotel sector and around 1,000,000 employees from the restaurant sector (detik.com, February 24th, 2021).

One of the performance indicators of a hotel is the occupancy rate of hotel rooms, a decrease in the occupancy rate of rooms in a hotel will have an impact on decreasing hotel revenues. If the hotel room occupancy rate is below 50%, it is estimated that the hotel will not get a business profit. The management of a hotel must continue to strive so that the occupancy rate of hotel rooms increases to increase hotel revenues, in addition to offset the operational costs that increase every year due to increases in city/district minimum wages, increases in prices of basic commodities, energy and transportation.

Hotels need to adapt to dynamic changes to the impact of technological developments, crises and the economy that is more adaptive than ever before since the competition in the hospitality industry is getting tougher. Each hotel is competing to attract consumers to use its facilities with various strategies, including offering discounted prices, additional benefits or benefits, improving services, this is done so that the previously achieved room occupancy rate can be maintained or not decreased.

Based on the above phenomena, the authors have assumptions that: (1) Entrepreneurial Leadership is one of the characteristics of leadership in managing a business that can answer the challenges of very tight competition in the hospitality industry and crisis conditions such as during the COVID-19 pandemic to be able to survive & rise after the pandemic through leadership that motivates employees, is innovative, reliable, solution and able to deal with internal and external pressure of the hotel, 2) During the pandemic, some workers were laid off by most hotels, efforts to recruit competent workers must be made to prepare services when the condition of the hospitality industry improves. The recruitment system owned by the hotel will greatly affect the quality of human resources who will manage the hotel business., (3) All aspects of the hotel industry business have changed drastically, management needs a reliable innovation system to deal with drastic changes when competition conditions are very tight and a pandemic., (4) Four-star hotels are managed by international or national chain hotels so that they have standardized operational standards and systems so that four-star hotels have the same set of performance measures, and (5) Four-star hotels were chosen because they are spread over several cities or regencies in East Java.hotel industry.

II. ITERATURE REVIEW

Organizational Behaviour

Organizational behavior is classified as a new science emerged (Miner, 2015:2) and comes from the contribution of science others on behavior such as psychology, social psychology, sociology, and anthropology (Robbins & Judge, 2007). Today, the issue that drives organizational behavior learning is globalization, a changing workforce, information technology, labor relations, and business ethics (McShane & Glinow :2017). The need to understand, predict, and influence events What happens in the organization is also the main reason for studying this science (McShane & Glinow:2017).

The definition of organizational behavior is the study of behavior people in the organization. An organization is a collection of individuals who coordinated to work together on an ongoing basis to achieve common goals (André, 2008:4). Meanwhile, another definition of organizational behavior is science which studies the perceptions, values, and actions of individuals when working together in groups and organizations as a whole and analysis of the effects of the external environment towards the organization (Ivancevich, Konopaske, & Matteson, 2011:11).

An organization and its members have a reciprocal relationship where both parties influence each other, it is difficult to study just one without regard to the other (Griffin & Moorhead, 2007:2). Compared to other related sciences such as human resource management, organizational behavior has a theoretical and analytical orientation occurs at the micro level (Luthans, 2012:20).

There are 3 main focuses in organizational behavior, namely individual behavior (e.g. personality, perception, motivation) group behavior (e.g. norms, regulation, conflict, leadership) and organizational aspects (e.g. structure, culture, other policies and practices) (Robbins & Coulter, 2013:475). The main goal of organizational behavior is to increase welfare of organizational members or company employees and improve organizational effectiveness (André, 2008) by representing an approach regarding behavior to management (Luthans, 2012).

Entrepreneurial Leadership

Entrepreneurial leadership is leadership that has the attitude and behavior as an entrepreneur who can create change rather than transact, because the change will make the company more developed and run following the prevailing market trends (Thornberry, 2006:24). Entrepreneurial leadership according to Esiri (2002: 182) is leadership that leads innovatively, is fully involved in work, is able to see opportunities and take advantage of them according to their own ways and methods. According to Corbin (2007:61), entrepreneurial leadership is a leadership style that is able to delegate, is able to build employees to behave responsibly, be able to make and make decisions, and work independently. From this understanding, it can be seen that leadership lies in people who have a positive influence on others who work with them and are fully involved in the work they have set and the decisions they make. According to Thornberry (2006:24), entrepreneurial leadership is an entrepreneur who can create change rather than transacting with other companies, because changes will make change more developed and follow the prevailing market trends.

Based on several expert opinions about entrepreneurial leadership, it can be concluded that entrepreneurial leadership is the attitude and ability of a person in leading an organization that is able to lead innovatively, be fully involved in work, and see opportunities and dare to take risks in utilizing them according to their own ways and methods to create change. including a new culture within the organization.

Elements in entrepreneurial leadership according to (J. Winardi, 2008:17-18), there are a number of elements of the entrepreneurial profile, namely responsibility, preference, belief, desire, high level of energy, forward orientation, and tolerance. Leaders who have entrepreneurial abilities tend to create Risk and the dark side of entrepreneurial leadership.

Recruitment

Recruitment is something that is done by the company in publishing job vacancies to the public with qualifications determined by the company, so that prospective applicants are ready to be selected. According to Singodimedjo in Sutrisno (2016: 45) recruitment is a process of seeking, finding, and attracting applicants to be employed in an organization. According to Sulistiyani & Rosidah in Danang (2012: 93) said: labor withdrawal or recruitment is the process of finding, finding, and attracting applicants to become employees at and by certain organizations as a series of activities to find and attract job applicants by motivating, ability, expertise. , and the knowledge needed to cover deficiencies identified in personnel planning. Opinion of James A.F. Stoner in Supomo and Nurhayati (2018:41) recruitment is the process of gathering prospective position holders in accordance with the human resource plan to occupy a certain position or job.

The definition of recruitment is also put forward by Bangun (2012: 140) recruitment (withdrawal) of workers is the process of searching for prospective workers who meet the requirements in the number and types needed. According to Samsudin (2010:81) the purpose of recruitment is to get prospective employees who allow the recruiter management to select or select candidates according to the qualifications required by the organization or company. The more prospective employees that are successfully collected, the better because the possibility of getting the best candidates will be even greater.

Innovation

In this era of globalization, business management is required to continue to innovate, present new, unique, more efficient, and better products and services to compete with competitors and attract consumers so that the company's business can be sustainable. Larsen and Lewis (2007) explain that one of the most important characteristics of entrepreneurs is their ability to innovate. Without innovation, a company's business will not last long. According to the Big Indonesian Dictionary, innovation is a new invention that is different from existing or previously known ones (ideas, methods, or tools) (<http://kbbi.web.id/>). Innovation requires the search for new opportunities, Wiratmo (2014: 36). Innovation is also the ability to combine existing production elements in new and better ways

According to Smith et al (2011) innovation is a company mechanism to adapt to a dynamic environment. Smith et al proposed two innovation concepts, namely innovation and capacity to innovate. Innovation is the thought of being open to new ideas as an aspect of corporate culture, while capacity to innovate is the company's ability to use or implement new ideas, processes/products successfully. The better the innovation capacity building, the more effectively a company can carry out the innovation process so that the stronger the innovation performance.

According to Everett M. Rogers (1983) innovation is an idea, idea, practice or object/object that is realized and accepted as something new by a person or group for adoption. Innovation according to (Edquist, 2001, 1999) is new creations (in the form of material or intangible) that have significant (significant) economic value, which are generally carried out by companies or sometimes by individuals. Rosenfeld (2002) argues that innovation is the successful exploitation of a new idea (Mitra, 2001 and the British Council, 2000), stating that

innovation is the mobilization of knowledge, technological skills and experience to create products, , new processes and services.

Innovation capability is the most important determinant of company performance. This includes implementing new ways of identifying the wants and needs of the internal and external environment. Innovation is success in implementing creative ideas in organizations by taking into account the work environment and organizational factors (Amabile et al., 1996).

Based on the opinions, it can be concluded that innovation is the ability of an organization to adapt to a dynamic environment through the creation of planned new ideas or ideas, applying new ideas to existing opportunities to provide added value to its resources through methods programs, actions, products, and or services that are considered new by individuals or groups who adopt them. The ability to innovate is also one of the characteristics that every entrepreneur or entrepreneur must possess. Innovative entrepreneurs are entrepreneurs who are able to create new things to continue to grow.

Organizational Performance

Hugh J. Arnold and Daniel C Feldman (in Nina Lamatenggo and Hamzah, 2012:118) say that performance is a series of behaviors and activities individually in accordance with organizational expectations or goals. Keban (1995:1) states that performance is the level of goal achievement. Which means that performance is described as a stratification or assessment of a job in terms of how high the level of achievement of the results for the goals set is

Ivancevich, Donnelly and Gibson (1996:48) say that performance is the main measure of the success of an organization and its responsibilities. This opinion asserts that performance is an organizational standard to achieve success for which it is responsible. Prawirosentono (1999:2) says that performance is the result of work that can be achieved by an employee or group of employees in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. . According to Bastian (in Hessel Nogi 2005:175) organizational performance is a description of the level of achievement of the implementation of tasks in an organization in realizing the goals, objectives, vision and mission of the organization.

The performance measurement method in this study using the balanced scorecard approach is a performance measurement concept introduced by Kaplan and Norton (2000: 22) as a comprehensive performance measurement method arranged in four perspectives, namely financial, customer, internal business processes, learning and growth.

The research model is an arrangement of logical constructs arranged in order to explain the variables studied. This framework is formulated to explain the construct of logic flow to systematically examine empirical beliefs. The research model is intended to clarify the variables studied so that the measurement elements can be detailed in a concrete manner. The conceptual framework relates to how researchers construct a theory logically from several factors that are considered important for the problem. Through the conceptual framework, it will be easier to understand the research design, starting from the use of theory and the placement of variables resulting from the design model until the specific steps of the research that are constructed are obtained. Based on the conceptual framework and research variables, a research model can be formed as presented in Figure 1.

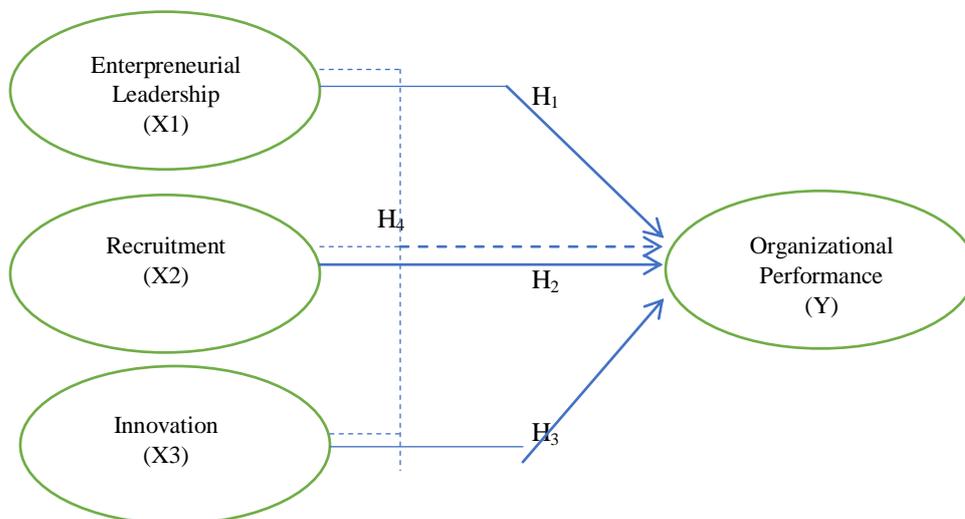


Figure 1. Conceptual Model

III. RESEARCH METODOLOGY

This research is an explanatory research. Sugiyono (2014:10) states that explanatory research is research that explains the causal relationship between the influencing variables according to the hypothesis. The research population is all four-star hotels in East Java according to data from the East Java Tourism Culture Service, totaling 36 four-star hotels that have been certified by the Ministry of Tourism and Creative Economy from 47 four-star hotels. The sampling technique that will be used is the census, meaning that the researcher will take the 36 hotels as research samples. However, in the process, researchers were able to get permission to collect data on only 25 hotels

The research sample is a four-star hotel in East Java, and the unit of analysis in this study is the hotel as a company represented by the management of the hotel as respondents. The hotel management consists of: (1) General Manager, (2) Assistant General Manager, and (3) Head of Departments (Division Managers in Hotels).

The research instrument in collecting data for this research is a questionnaire using a Likert scale (Sugiyono, 2011: 136), a Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Data collection techniques are survey and documentation techniques as follows: (1) the survey is carried out using a tool or instrument in the form of a questionnaire. The questionnaire was made online through the help of the Google Form application by directly contacting the respondents one by one before sending the questionnaire link. This method was chosen with the hope that the researcher already has an emotional attachment to the respondent, and then the respondent without coercion and objective can provide valid and relevant information on each statement submitted in the questionnaire, (2) collecting data by examining all documents or records related to research. Documentation is used to collect data from secondary sources.

In this study, for the purposes of analysis and testing of research hypotheses, it also uses an inferential statistical approach. The inferential statistical approach used to answer the research hypothesis is, using the Multiple Regression Analysis test tool, with the help of IBM-SPSS V.24 software.

IV. RESULT AND DISCUSSION

The validity test was conducted to determine the extent to which the statement items could measure each variable. The validity test was carried out using the criteria validity technique, namely the intercorrelation method, calculating the correlation value between the scores of each item and the total score (corrected item-total correlation). The criteria for an item is said to be valid if it has a positive correlation coefficient and is greater than r table. The r table value used is 0.30, so if the item correlation value is greater than 0.30, then the item is declared valid (Solimun et al., 2017: 38). Furthermore, reliability is a measure that shows the extent to which a measuring instrument can be trusted or reliable. The reliability analysis that is often used is internal consistency, namely checking the Cronbach's Alpha coefficient, if the Cronbach's Alpha value is greater than or equal to 0.60, it indicates that the questionnaire is reliable (Solimun et al., 2017: 40).

The results of the validity test show that the corrected item-total correlation (r_{corrected}) value for each measurement item is greater than 0.30, the Pearson correlation significance value is also smaller than the 5% significance level. Thus, it can be decided that all statement items are valid and can be used to measure entrepreneurial leadership, recruitment, innovation, and organizational performance variables

The results of the reliability test also show that the value of Cronbach's alpha on all variables produces a value greater than 0.60, so it is concluded that the preparation of statement items used to measure entrepreneurial leadership, recruitment, innovation, and organizational performance variables can be declared reliable and can be trusted as a tool. consistent measure

Respondents in this study were 4-star hotel management in East Java. Characteristics of respondents in this study were described based on gender, age, length of work, marital status and last education. The results of the characteristics of the respondents are presented in Table 1.

Table 1. Characteristics of Respondents

Characteristics	Description	Frequency	Percentage
Gender	Male	54	76.1
	Female	17	23.9
Age	25 – 30 years	4	5.6
	31 – 35 years	7	9.9
	36 – 40 years	16	22.5
	41 – 45 years	17	23.9
	46 – 50 years	11	15.5
	More than 50 years	16	22.5
Length of Work	Less than 1 year	3	4.2
	1 – 3 years	7	9.9
	3 – 5 years	17	23.9

	5 – 7 years	5	7.0
	7 – 9 years	2	2.8
	More than 9 years	37	52.1
Marital Status	Single	6	8.5
	Married	60	84.5
	Widowed/ divorced	5	7.0
Education	Senior High School	6	8.5
	Diploma	30	42.3
	Bachelor	25	35.2
	Magister	10	14.1

Respondents in this study were mostly men (76.1%), aged 41-45 years (23.9%), worked more than 9 years (52.1%), married (84.5%), has 1 and 2 children (71.8%), and his last education is Diploma and Bachelor (77.5%).

The leaders of 4-star hotels in East Java are mostly men, because men in general have advantages in how to lead compared to women. Male leaders think more logically, rarely use emotions, are more professional, don't beat around the bush, are able to make wiser decisions, talk more about facts than opinions, and prioritize work plans and company strategies. In contrast to female leaders who have high empathy strengths, delegate tasks better, and are able to talk about many things at one time. However, in general, women have a lack of emotional involvement in work, are easily influenced by moods, and often bring problems home to work.

Leaders of 4-star hotels in East Java are also mostly 41-45 years old (23.9%), due to age maturity and a lot of experience, making this age range appropriate to lead. The 4th President of the Republic of Indonesia, Bacharuddin J. Habibie revealed that there are 3 ideal characters for leaders, both government leaders and company leaders, namely 40-60 years old, problem solver, and have a clear path (mature experience). Furthermore, the leaders of 4-star hotels in East Java also mostly have more than 9 years of service, are married, have 1 and 2 children, and have Diploma and Bachelor's education. Mature age and high working period, of course most of them are married and have enough children, with high education

The mean value of each indicator and is grouped into five categories, namely strongly low, low, neutral, high and strongly high according to the class interval formula described previously.

The assessment of the leadership or management of 4-star hotels in East Java on each indicator on the entrepreneurial leadership, recruitment, innovation, and organizational performance variables is high. Overall, of the 17 indicators, there are 7 indicators that are considered to strongly high and the remaining 10 indicators are considered to high. There are no indicators that are rated as neutral, low, or strongly low. Two indicators that are considered low are financial perspective and risk taking.

Data regarding the Checking Assumptions of Multiple Regression Analysis are presented in Table 2 below.

Table 2. Results of Multiple Regression analysis Assumption Tests

No	Assumption	Statistical test	Critical value	Result	Decision
1	Normality	Kolmogorov-Smirnov test	Sig. > 0.05	Sig. = 0.200	Assumption accepted
2	Homoscedasticity	Glejser test	Sig. > 0.05	Sig. X ₁ = 0.748 Sig. X ₂ = 0.092 Sig. X ₃ = 0.700	Assumption accepted
3	Non Multicollinearity	Variance Inflation Factor (VIF)	VIF < 10	VIF X ₁ = 1.275 VIF X ₂ = 1.211 VIF X ₃ = 1.263	Assumption accepted

Normality Test

Normality testing is done with the normal P-P Plot graph, namely by looking at the spread of data (points) on the diagonal axis of the normal graph. The basis for making the decision is if the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model fulfills the assumption of normality. On the other hand, if the data spreads far from the diagonal line and/or does not follow the direction of the diagonal line, then the regression model does not meet the assumption of normality. Normal P-P Plot Figure in Figure 3 shows that the data plots in this study are scattered around the diagonal line and follow the direction of the diagonal line Indicates that the residuals of the regression model are normally distributed or the assumption of normality is met.

The results of the normality test are also confirmed by the results of the Kolmogorov-Smirnov test, with the decision criteria if the significance value of the Kolmogorov-Smirnov test is greater than 0.05 ($\alpha = 5\%$), then the residuals of the regression model are normally distributed. The results of normality testing with the Kolmogorov-Smirnov test in Table 6 produce a significance value of 0.200, where this value is greater than 0.05

(5%), so it can be concluded that the residuals of the regression model are normally distributed or in other words the assumption of normality is met.

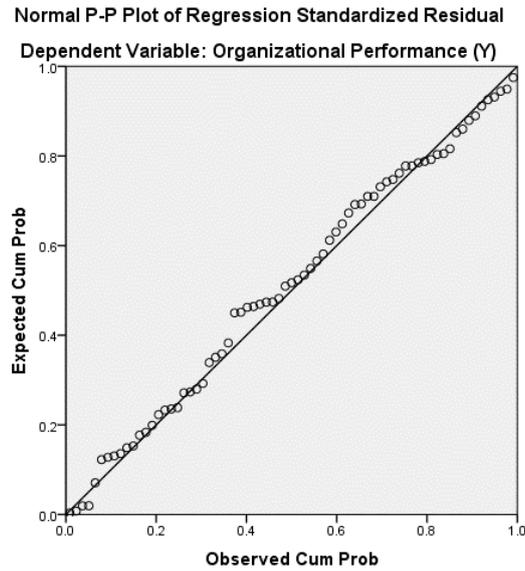


Figure 3. Normal P-P Plot

Homoscedasticity

Homoscedasticity shows the similarity of variance from the residual from one observation to another observation. A good regression model is one that shows homoscedasticity or does not show symptoms of heteroscedasticity. The purpose of the homoscedasticity test is to find out whether the regression model has an inequality of variance from the residual of one observation to another observation. In regression, one of the assumptions that must be met is that the variance of the residuals from one observation to another does not have a certain pattern or is irregular.

Detection of the presence or absence of heteroscedasticity is carried out with a scatter plot, if there is a certain pattern such as the existing dots forming a certain regular pattern (wavy, widening then narrowing), then it indicates that heteroscedasticity has occurred. On the other hand, if there is no clear pattern and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

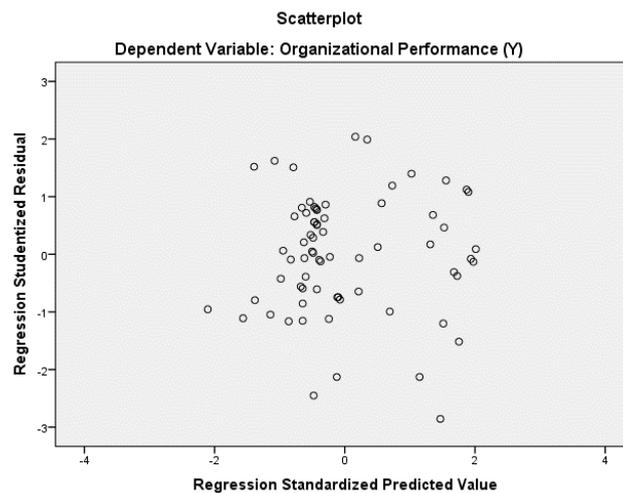


Figure 4. Scatter Plot

The scatter plot image in Figure 4 shows the points are scattered randomly above and below zero, random, and do not form a certain pattern, so it can be concluded that the regression model is free from heteroscedasticity, and the non-heteroscedasticity assumption is met.

The results of the heteroscedasticity test were also corroborated by the results of the glejser test, with the decision criteria if the significance value of each independent variable was greater than 0.05 ($\alpha = 5\%$), then the regression model had no symptoms of heteroscedasticity. The results of the heteroscedasticity test with the

glejser test in Table 6 show the significance value of glejser on the entrepreneurial leadership, recruitment, and innovation variables of 0.748, 0.092, and 0.700, respectively, where these values are greater than 0.05, so it can be concluded that in the model does not find heteroscedasticity symptoms or in other words the non-heteroscedasticity assumption is met.

Non Multicollinearity

Multicollinearity indicates a perfect linear relationship between the independent variables in the regression model. A good regression model does not show any symptoms of multicollinearity. Detection of the presence or absence of multicollinearity is done by looking at the value of the variance inflation factor (VIF) of each independent variable on the dependent variable, if the VIF value is not more than 10 and the tolerance value is not less than 0.10, then the model can be said to be free from multicollinearity.

The results of the calculation of the VIF value in Table 6 show that the VIF value for the entrepreneurial leadership, recruitment, and innovation variables are 1,275, 1,211, and 1,263 respectively, this value is less than 10, so it can be concluded that the regression model is also free from multicollinearity, or in other words otherwise the assumption of non multicollinearity is met.

Regression Equation

From the results of multiple linear regression analysis, the magnitude of the constant and the magnitude of the regression coefficient for each variable are as follows:

$$Y = 0.069 + 0.187 X_1 + 0.192 X_2 + 0.579 X_3$$

All coefficients are positive, meaning that the higher the entrepreneurial leadership, the better the recruitment, and the higher the innovation, the higher the organizational performance will be.

Coefficients of Correlation (R) and Coefficients of Determination (R²)

The correlation coefficient shows the level of strength of the relationship between the independent variable and the dependent variable. The strength of the relationship between the two variables is: (a) score 0: there is no correlation between the two variables, (b) score >0 – 0,25: the correlation is weak, (c) score >0,25 – 0,5: the correlation is fair, (d) score >0,5 – 0,75: the correlation is strong, (e) score >0,75 – 0,99: the correlation is very strong, and (f) score 1,00: the correlation is perfect.

The results of the calculation of the correlation coefficient (R) yield a value of 0.794, so it can be seen that the strength of the relationship between entrepreneurial leadership, recruitment, and innovation on organizational performance at four-star hotels in East Java is very strong. The coefficient of determination (adjusted R²) shows the number 0.614, which means that 61.4% of organizational performance variables can be explained by the variables analyzed in the model, while the remaining 38.6% is explained by other variables. In other words, the percentage influence of entrepreneurial leadership, recruitment, and innovation on organizational performance at four-star hotels in East Java is 61.4%.

Fit Model

The results of the F test show a calculated F value of 38.09 and a significance value of 0.000 (smaller than 5%), so it can be concluded that entrepreneurial leadership, recruitment, and innovation together (simultaneously) affect organizational performance at four-star hotels in East Java. . The results of the F test also indicate that the regression model in this study is good fit.

Table 3. Summary of multiple regression analysis

Hip.	Structural relationship	β	SD	T	Sig	Category
H ₂	Ent. Leadership (X ₁) □ Org. Performance (Y)	0.187	0.087	2.153	0.035	Significant
H ₃	Recruitment (X ₂) □ Org. Performance (Y)	0.192	0.069	2.772	0.007	Significant
H ₄	Innovation (X ₃) □ Org. Performance (Y)	0.579	0.083	7.000	0.000	Significant
H ₁	: F value = 38.09	Sig. F = 0.000* (significant effect simultaneously)				Significant
R = 0.794		R-square Adjusted = 0.614				
* : significant at the 0.05 level		n.s. : not significant at the 0.05 level				

Hypothesis Testing

Testing the significance of the influence between variables in accordance with the research hypothesis by using a t test. In the 2-tailed test, the research hypothesis can be accepted if the t-count value 1.96 or the p-value is smaller than the error rate (α) 5%. The results of hypothesis testing in Table 7 support the theory and empirical studies of previous research results so as to strengthen the theory and results of previous studies, namely: 1) entrepreneurial leadership, recruitment, and innovation simultaneously affect organizational performance, (2) entrepreneurial leadership has a positive and significant effect on organizational performance,

(3) recruitment has a positive and significant effect on organizational performance, and (4) innovation has a positive and significant effect on organizational performance.

The results of hypothesis testing which show that entrepreneurial leadership has a positive and significant effect on organizational performance are in line with the opinion of Coglycer and Brigham (2004) which states that the concept of entrepreneurial leadership theoretically and empirically has developed towards improving organizational performance. The results of the study are also in line with the research by Helm and Zyl (2007) on small and medium enterprises engaged in tourism in South Africa, whose research results show that there is an influence of entrepreneurial leadership consisting of indicators of proactiveness, innovativeness, risk taking, technical psycho-emotive. and ethical to business performance. Aldas (2020) also states that entrepreneurial leadership can improve company performance and that this relationship is strengthened by managerial discretion. Mishra (2017) also stated that entrepreneurial leadership is important for designing interventions to increase organizational effectiveness. In the 4-star hotel industry business conditions are in normal conditions, the entrepreneurial leadership attitude of hotel management is a factor that significantly affects hotel performance.

The results of hypothesis testing which show that recruitment has a positive and significant effect on organizational performance, are in line with the results of research by Ekwoaba, Ikeije, and Ufoma (2015) on the impact of recruitment and selection criteria on organizational performance, which states that recruitment has a significant effect on performance. organization. Muna, Azam, and Albattat (2020) in their research on factors affecting recruitment and selection practice on performance of civil service organizations, also stated that recruitment practices affect organizational performance. Selase (2018) research on the impact of recruitment and selection criteria on organizational performance also contradicts the results of current research, Selase (2018) states that recruitment and selection can have a significant effect on organizational performance.

The recruitment system of a 4-star hotel has an important role in managing human resources because by implementing a transparent and fair recruitment system and recruitment information is disseminated widely and openly, the recruited employees will be in accordance with the needs according to their position, it is expected that employees will be productive and effective. With high employee productivity, it is expected that hotel performance will be maximized. However, the recruitment system owned by a hotel is not the only factor that affects the performance of the hotel, there are several internal and external factors of the hotel including customer demand, no matter how good the hotel recruitment system is, if customer demand and purchasing power decreases, it is likely that the performance will also decline. . The significant effect of recruitment on organizational performance proves that a good recruitment process will directly improve hotel performance.

The results of hypothesis testing which show that innovation has a positive and significant effect on organizational performance, are consistent with the research of Ayhan Karakaş, Yaşar Z, Muhammet Raşit Yıldız (2017) about the effect of innovation activities on organizational performance: a research on hotel businesses, which states that innovation is one of the company's most important competitive methods. Maintaining organizational performance through business continuity in conditions of intense competition, it is important for companies to carry out innovative activities to keep pace with the market. This can help companies to adopt innovative technologies and develop better strategies and can also make innovation-based hospitality service providers able to improve hotel performance.

V. CONCLUSIONS AND SUGGESSTIONS

Based on the research objectives, as well as the results of the research and discussion, it can be concluded: (a) Entrepreneurial leadership, recruitment, and innovation simultaneously effect on organizational performance at 4-star hotels in East Java, (b) Entrepreneurial leadership has a positive and significant effects on organizational performance at 4-star hotels in East Java, (c) Recruitment has a positive and significant effects on organization performance at 4-star hotels in East Java, and (d) Innovation has a positive and significant effects on organization performance at 4-star hotels in East Java.

Based on the results of the study, the researchers gave some suggestions to the management of 4-star hotels to improve the performance of the hotel organization. *First*, to adding innovation programs, especially innovation based on market changes, because the main purpose of innovation is so that hotels can adapt in the midst of rapid technological developments that make market behavior change drastically. The existence of hotels is closely related to the trend of budget travel, which will increase in the post-pandemic era.

Second, to improving the recruitment process, especially in the recruitment process that is carried out better and transparently. Transparency can be more assured with the role of technology in it. Therefore, digital recruitment is now a 'new normal' recruitment system for company HRD. When social distancing becomes part of a new lifestyle, digital recruitment that relies on the role of internet technology is a must. The hospitality industry must also start adopting a digital recruitment system that is more objective, transparent, easy, and much cheaper. There are three digital recruitment strategies, namely job portals, automation of the selection process, and virtual interviews.

Third, strengthen the entrepreneurial leadership style at the managerial level, especially in the aspects of being able to motivate, achievement oriented, and proactive. The pandemic has seen many hotels carry out massive downsizing of their employees, and some jobs have begun to be shifted to technology. On the other hand, this has an unfavorable impact on the mentality of the surviving employees. For that, leaders must be able to motivate them to be able to adapt to the changes. Leaders must also be proactive, because in the new normal era, WFH and WFO policies will still be maintained as a form of health protocol and also reduce operational costs. The weakness of these flexible working hours is that the boundaries between work, taking care of the family and leisure time are becoming increasingly blurred.

Fourth, the hotel organizational performance can be formed mainly from the contribution of financial aspects and aspects of learning and growth. Learning and growth can be built with regularly scheduled employee training programs. Furthermore, the financial aspect can be saved by reducing large physical assets that have hotels with high operational costs, this is important because in the last 2 years, all industries have faced triple disruption at once, namely digital disruption, millennial disruption, and pandemic disruption.

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