



Research Paper

Employee Entrepreneurial Orientation as a Driver of Adaptive Selling, Employee Engagement, Environmental Impact, and Employee Performance in Indonesian State-Owned Hotels

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ABSTRACT

This study aims to examine the integrated relationships among Employee Entrepreneurial Orientation (EEO), adaptive selling, employee engagement, environmental impact, and employee performance in the context of state-owned hotels in Indonesia, specifically PT Graha Yasa Selaras. Using a quantitative approach, data were collected from 235 employees involved in service and operations through purposive sampling. The data were analyzed using Structural Equation Modeling with the Partial Least Squares (PLS-SEM) approach. The results show that EEO has a positive and significant effect on adaptive selling, employee engagement, and environmental impact. Furthermore, adaptive selling, employee engagement, and environmental impact were found to be significant determinants of employee performance. These findings indicate that EEO functions as a fundamental catalyst for enhancing competitive advantage and operational excellence in state-owned hospitality assets by fostering proactive, innovative, and environmentally conscious work behaviors. This study provides practical implications for management in cultivating an entrepreneurial culture to sustain performance amid industry volatility.

1. INTRODUCTION

In an increasingly competitive and dynamic business environment, employee performance has become a key factor that determines an organization's success in sustaining competitive advantage (Qalati et al., 2022). Employee performance is no longer viewed merely as an end result, but also as a reflection of an individual's ability to respond to change, meet customer needs, and contribute sustainably (Maryadi et al., 2026; Vuong & Nguyen, 2022). Competitive pressure, shifting customer preferences, and demands for efficiency and innovation require employees to work in a more flexible and adaptive manner. However, performance does not emerge instantly; rather, it is influenced by various behavioral factors that shape how employees work and make decisions. In this context, adaptive selling, the level of emotional engagement with work, and awareness of environmental impact have become important factors receiving increasing attention in the modern management literature (Al-Romeedy et al., 2025; Locander et al., 2020; Okorley et al., 2025). These three aspects reflect how employees not only work to complete tasks, but also to create broader value for the organization and its stakeholders. Therefore, it is important to understand the determinants of employee performance more comprehensively.

One important factor influencing performance is adaptive selling, which refers to an employee's ability to adjust communication style and selling strategies in real time based on the characteristics of the customer being served (Vinoi et al., 2025). In practice, no two customers are exactly alike, and therefore a uniform approach is often ineffective. Employees who are able to read situations, understand customers' specific needs, and tailor their approach accordingly tend to achieve higher levels of success in meeting targets and building long-term relationships. In addition, employee engagement is also a key determinant, as emotional attachment to one's work encourages employees to exert extra effort beyond formal requirements (Dilekçi et al., 2025). Highly engaged employees tend to be more proactive, more focused, and produce higher-quality work than those who work only at a minimal level. On the other hand, environmental impact has also become an important concern in the modern workplace, both in terms of values and working conditions (Li et al., 2025). Employees who work in a healthy

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environment and whose values align with the organization tend to have higher motivation and are better able to sustain productivity over time. Thus, adaptive selling, employee engagement, and environmental impact are important factors in shaping employee performance.

Although these three factors are important, their development cannot be separated from the employees' own underlying characteristics. Employees who are passive and still rely on conventional work patterns tend to find it difficult to adapt, become less engaged, and show limited initiative in creating change (Song et al., 2022). Therefore, a behavioral orientation is needed that encourages employees to act more actively, innovatively, and courageously in the face of uncertainty—namely, employee entrepreneurial orientation (Nallalathan et al., 2024; Ritala et al., 2021). This concept refers to employees' tendency to demonstrate innovativeness, risk-taking, and proactive behavior in their work activities. Innovative employees are able to create new approaches to dealing with customers; employees who are willing to take risks are not afraid to try different strategies; while proactive employees are able to anticipate needs and opportunities before they emerge explicitly (Aboramadan et al., 2022; Khan et al., 2022; Wang et al., 2024). These characteristics logically enhance adaptive selling because employees become more flexible in adjusting their work approach. In addition, this orientation also strengthens employee engagement because employees feel they have a role and control over their work, while also encouraging contributions to environmental impact through initiative and concern for sustainable practices (Akgün & Polat, 2022; Courrent et al., 2018; Rezwan & Takahashi, 2022). Therefore, employee entrepreneurial orientation serves as an important foundation in shaping various work behaviors that contribute to performance.

Previous studies have shown that adaptive selling affects employee performance, while employee engagement has consistently been identified as a major determinant of employee performance, and environmental impact is related to organizational and operational performance (Dilekçi et al., 2025; Li et al., 2025; Vinoi et al., 2025). On the other hand, characteristics such as innovativeness, risk-taking, and proactive behavior have also been examined in various contexts and found to be relevant to adaptive capability, work engagement, and environmental awareness (Akgün & Polat, 2022; Courrent et al., 2018; Rezwan & Takahashi, 2022). However, most previous studies remain partial in nature, focusing on relationships between variables separately without integrating all these factors into a single comprehensive model. In addition, research on employee entrepreneurial orientation as a variable influencing multiple work behaviors simultaneously remains relatively limited. This fragmentation has led to a lack of understanding of how employee entrepreneurial orientation may serve as a fundamental driver of various behavioral mechanisms that ultimately affect performance. Therefore, a more comprehensive approach is needed to examine the relationships among these variables in an integrated manner.

Based on this gap, this study aims to examine the relationships among employee entrepreneurial orientation, adaptive selling, employee engagement, environmental impact, and employee performance within an integrated conceptual framework. This study is expected to make a theoretical contribution by extending the literature on employee behavior through a more holistic approach, particularly by linking employee entrepreneurial orientation with various work behavior mechanisms. In addition, this study also provides an empirical contribution by testing the model simultaneously, thereby offering a more comprehensive understanding than previous studies that examined the relationships only partially. From a practical perspective, the findings are expected to serve as a basis for organizations in developing human resource management strategies that encourage adaptive behavior, increase employee engagement, and strengthen sustainability awareness. Thus, this study provides not only academic contribution, but also practical relevance in addressing the increasingly complex challenges of today's workplace.

2. LITERATURE REVIEW

2.1. Employee Entrepreneurial Orientation

Employee Entrepreneurial Orientation (EEO) was understood as an attitude that needed to be possessed in the context of entrepreneurship, particularly as part of an organization's strategic orientation in dealing with market dynamics and uncertainty. Over time, this concept has evolved and become increasingly relevant for explaining behavior at the individual level, including in the context of employees. Hina et al. (2021) explain that entrepreneurial orientation reflects a tendency to innovate, take risks, and act proactively in creating opportunities. At the individual level, Gupta et al. (2016) define this orientation as the extent to which a person demonstrates innovative, risk-taking, and proactive behavior in professional activities, which is further emphasized by Kraus et al. (2019) as representing an entrepreneurial mindset reflected in employees' attributes and actions within organizations. In its development, Forcadell and Úbeda (2022) as well as Dang and Xu (2025) affirm that, although there are variations in its definition, the core of employee entrepreneurial orientation remains centered on three main dimensions: innovativeness, risk-taking, and proactive behavior.

These three dimensions reflect employees' tendency not only to carry out routine tasks, but also to actively seek opportunities, respond to change, and make decisions under uncertain conditions. Individuals with

this orientation tend to be more open to renewal, show greater initiative, and demonstrate flexibility in dealing with workplace dynamics (Gupta et al., 2016; Kraus et al., 2019). This suggests that employee entrepreneurial orientation is not merely a personal attribute, but also an important mechanism that shapes how employees think and act within organizations. Therefore, understanding employee entrepreneurial orientation provides an important conceptual foundation for this study, which is further developed through testing the relationships among variables as formulated in the research hypotheses.

2.2. Hypothesis Development

Previous studies have shown a consistent relevance between employee characteristics reflecting innovativeness, risk-taking, and proactive behavior and adaptive capability in sales activities across various contexts and countries. Akgün and Polat (2022), in Turkey, studying marketing and R&D managers, found that innovation orientation affects adaptive capability in marketing, confirming that individuals with innovative tendencies are more responsive to market dynamics. This finding is reinforced by Ahmad et al. (2022) in Pakistan, in a business-to-business context, particularly among pharmaceutical salespeople, who showed that service innovation capability drives adaptive selling strategy. From the risk-taking perspective, Eichholz et al. (2024) in Germany, in the context of medium and large firms during the COVID-19 pandemic, demonstrated that risk management orientation is associated with improved organizational adaptability, while Yang and Wang (2019) in China, in the capital market context, found that risk perception influences selling behavior, indicating that sensitivity to risk encourages strategic adjustment. In addition, proactive behavior also has strong relevance to adaptive capability, as shown by Wu et al. (2025) among employees of aerospace companies in China, who found that employee proactive socialization affects adaptive performance, and further supported by Pandey et al. (2025) in India in the service and manufacturing sectors, showing that proactive vitality management enhances individual adaptive capability in supervisor-subordinate relationships. The consistency of relevance across contexts confirms that risk-taking, innovativeness, and proactive behavior, as dimensions constituting employee entrepreneurial orientation, are important determinants in shaping adaptive selling, thereby providing a strong basis for examining the effect of employee entrepreneurial orientation on adaptive selling.

H1: Employee Entrepreneurial Orientation has a positive effect on Adaptive Selling.

Previous studies have shown a consistent relevance between individual characteristics reflecting innovativeness, willingness to face risk, and proactive behavior and the level of employee engagement across various contexts and countries. Gunness et al. (2023) in Australia, among students in online learning, found that personal technological innovativeness affects behavioral engagement, while Kim et al. (2022) in the United States, among restaurant employees, showed that perceived innovativeness enhances job engagement. From the risk perspective, Rahim et al. (2024) in Bangladesh in the banking and insurance sectors found that risk culture affects employee engagement, and Cheung et al. (2021) in the U.S. construction industry showed that risk perception influences work engagement. In addition, proactive behavior also has strong relevance to work engagement, as demonstrated by Liu et al. (2025) in China's tourism sector, who found that proactive customer service performance is related to work engagement, and further supported by Chai et al. (2023), Peng and Chen (2023), and Rezwan and Takahashi (2022), all of whom consistently showed that proactive personality affects behavioral and work engagement across various organizational contexts. The consistency of relevance across studies confirms that innovativeness, risk-taking, and proactive behavior, as dimensions constituting employee entrepreneurial orientation, are important determinants in shaping employee engagement, thereby providing a strong basis for examining the effect of employee entrepreneurial orientation on employee engagement.

H2: Employee Entrepreneurial Orientation has a positive effect on Employee Engagement.

Previous studies have shown a consistent relevance between innovative characteristics, willingness to face risk, and proactive behavior and improvements in performance and environmental impact across various contexts and countries. Babber and Mittal (2025), in India, in the MSME manufacturing sector, found that technological innovativeness affects environmental performance, in line with Yu et al. (2020) in China, who showed that innovativeness improves the environmental performance of manufacturing firms. From the risk perspective, Zhang et al. (2025) in China's tourism sector found that risk perception is associated with environmental responsibility, while Shah et al. (2025) in Malaysia showed that enterprise risk management affects environmental and resource productivity in oil and gas companies. In addition, proactive behavior also has strong relevance to environmental issues, as shown by Tang (2016) in Taiwan, who found that proactive personality encourages environmental scanning, and further supported by Elshaer et al. (2021) in Egypt, who showed that proactive pro-environmental behavior improves environmental performance in small tourism enterprises. Furthermore, Courrent et al. (2018) in France confirmed that entrepreneurial orientation affects environmental practices in SMEs. The consistency of relevance across studies confirms that risk-taking, innovativeness, and proactive behavior, as dimensions constituting employee entrepreneurial orientation, are important determinants in shaping environmental impact,

thereby providing a strong basis for examining the effect of employee entrepreneurial orientation on environmental impact.

H3: Employee Entrepreneurial Orientation has a positive effect on Environmental Impact.

Previous studies have shown a consistent relevance between adaptive selling capability and improved employee performance across various sales contexts and countries. R.M. and Sivakumaran (2023), in India, among pharmaceutical salespeople, found that adaptive selling affects sales performance, while Ahmad et al. (2022) in Pakistan, in a business-to-business context, showed that adaptive selling strategy improves service recovery performance. This finding is reinforced by Zhou and Charoensukmongkol (2021) in China, in the export context, who found that adaptive selling behavior affects outcome performance with a large sample size, and by Locander et al. (2020) in the United States, who showed that adaptive selling is related to job performance among B2B salespeople. The consistency of relevance across studies confirms that the ability to adjust sales strategies is an important determinant in improving employee performance, thereby providing a strong basis for examining the effect of adaptive selling on employee performance.

H4: Adaptive Selling has a positive effect on Employee Performance.

Previous studies have shown a consistent relevance between employee engagement and improved employee performance across various organizational contexts and countries. Sutanto et al. (2024) in Indonesia during the COVID-19 pandemic found that employee engagement affects employee performance in the Surabaya region, while Subramani et al. (2026) in India, in the hospitality industry, showed that employee engagement drives proactive performance among frontline employees. This finding is reinforced by Vuong (2026) in Vietnam, in SMEs, who found that work engagement affects job performance, and by Dilekçi et al. (2025) in Turkey, in the educational context, who showed a similar relationship among teachers. In addition, Al-Romeedy et al. (2025) in Egypt's tourism industry and Wiegand and Morgan (2025) in the United States across various financial organizations also consistently found that employee engagement is associated with improved overall performance. The consistency of relevance across studies confirms that employee engagement is an important determinant in shaping employee performance, thereby providing a strong basis for examining the effect of employee engagement on employee performance.

H5: Employee Engagement has a positive effect on Employee Performance.

Previous studies have shown a consistent relevance between environmental aspects and improved performance across various organizational contexts and countries. Clemente-Almendros et al. (2025) in Spain, among SMEs, found that the adoption of environmental criteria affects firm performance, while Li et al. (2025) in China's construction industry showed that environmental performance is associated with organizational performance. This finding is reinforced by Okorley et al. (2024) in Ghana's telecommunications industry, who found that environmental learning affects perceived organizational performance, and by Fayyaz et al. (2025) in Pakistan, who showed that internal environmental management improves operational performance in SMEs. In addition, López-Gamero et al. (2024) in Spain's hospitality industry also found that environmental sustainability practices are associated with improved hotel performance. The consistency of relevance across studies confirms that environmental impact is an important determinant in shaping employee performance, thereby providing a strong basis for examining the effect of environmental impact on employee performance.

H6: Environmental Impact has a positive effect on Employee Performance.

3. METHODS

This study employs a quantitative approach using a survey method to examine the relationships among employee entrepreneurial orientation, adaptive selling, employee engagement, environmental impact, and employee performance among employees of state-owned hotels in Indonesia. The study population comprises employees involved in service activities and customer interaction. The sampling technique used was purposive sampling, with the criteria that respondents must have relevant work experience in hotel service and operations, resulting in a total of 235 respondents. Data were collected through a structured closed-ended questionnaire developed based on indicators adopted from previous studies. All items were measured using a five-point Likert scale, ranging from strongly disagree to strongly agree. The research instrument consisted of five main constructs corresponding to the variables under investigation. Prior to the analysis, reliability testing was conducted to ensure the internal consistency of the instrument, and data screening was performed to confirm completeness and suitability for further analysis. Data analysis in this study was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The PLS-SEM method was selected because it is capable of handling complex models and is suitable for research with a predictive orientation (Hair et al., 2020). The analysis was carried out in two stages: evaluation of the measurement model and evaluation of the structural model. In the

measurement model stage, convergent validity and discriminant validity were assessed. Convergent validity was evaluated based on outer loading values and average variance extracted (AVE), while discriminant validity was examined using the Fornell-Larcker criterion. Construct reliability was assessed through Cronbach's Alpha and composite reliability values. In the structural model stage, the relationships among variables were tested by examining the path coefficients and their significance levels. In addition, the explanatory power of the model was evaluated using the R-square value to determine the extent to which the independent variables explain the dependent variables, while Q-square was used to assess the predictive relevance of the model (Chin, 2010). Hypothesis testing was conducted using the results of the structural model estimation in PLS-SEM. Each hypothesis was evaluated based on the path coefficient, t-statistic, and p-value. The bootstrapping procedure was applied to test the significance of the relationships among variables at a 95% confidence level. A hypothesis was considered supported when the t-statistic exceeded 1.96 and the p-value was below 0.05. Through this approach, the study provides empirical evidence regarding the relationships among employee entrepreneurial orientation, adaptive selling, employee engagement, environmental impact, and employee performance in a systematic and measurable manner.

4. RESULTS

4.1 Reliability Result

Reliability testing was conducted to ensure the internal consistency of each construct in the study. The results indicate that all variables have Cronbach's Alpha values above 0.70, thereby meeting the acceptable reliability criterion. Several variables even show values above 0.80, indicating a very good level of internal consistency. The adaptive selling, environmental impact, and risk-taking variables demonstrate high reliability values, indicating that the indicators used can measure the constructs consistently. Meanwhile, the employee entrepreneurial orientation variable has a lower value compared to the other variables, but it remains above the minimum required threshold. Overall, these results indicate that all research instruments are reliable and appropriate for use in the subsequent analysis.

Table 1. Internal Consistency Reliability Testing

Variable	Cronbach Alpha
Adaptive Selling	0.900
Employee Engagement	0.888
Employee Entrepreneurial Orientation	0.730
Employee Performance	0.864
Environmental Impact	0.904
Innovativeness	0.897
Proactive Behaviour	0.794
Risk Taking	0.909

4.2 Convergent Validity Result

Convergent validity testing was conducted to ensure that each indicator had a strong relationship with the construct being measured. The results show that all indicators have outer loading values above 0.70, indicating that the indicators can represent their respective constructs well. In addition, the average variance extracted (AVE) values for all variables are above 0.50, indicating that each construct can explain more than half of the variance of its indicators. The composite reliability values are also high, thereby reinforcing the internal consistency of the constructs. No indicators need to be eliminated, as all of them meet the established criteria. Therefore, the research model has satisfied convergent validity and can proceed to the next stage of analysis.

Table 2. Convergent Validity Testing

Variable	Indicator	Factor Loading	Composite Reliability	AVE
Adaptive Selling	AdaSel1	0.8973	0.902	0.937
	AdaSel2	0.931		
	AdaSel3	0.910		
Employee Engagement	EmpEng1	0.893	0.890	0.930
	EmpEng2	0.928		
	EmpEng3	0.890		
Environmental Impact	EnvImp1	0.882	0.908	0.940
	EnvImp2	0.944		
	EnvImp3	0.922		
Employee Performance	EmpPer1	0.852	0.869	0.917
	EmpPer2	0.926		
	EmpPer3	0.882		
Risk Taking	RisTak1	0.922	0.918	0.942
	RisTak2	0.921		
	RisTak3	0.916		
Innovativeness	Inn2	0.890	0.898	0.928
	Inn3	0.875		
	Inn4	0.868		
Proactive Behaviour	ProBeh1	0.844	0.801	0.879
	ProBeh2	0.842		
	ProBeh3	0.836		

4.3 Discriminant Validity Result

Discriminant validity testing aims to ensure that each construct has distinct characteristics from the others. The test results indicate that the square root of the AVE for each construct is higher than its correlations with other constructs, thereby satisfying the Fornell-Larcker criterion. In addition, the evaluation using the HTMT approach also indicates that there are no discriminant validity issues in the model. This suggests that each variable in the study has clear boundaries and that there is no overlap among the constructs. Therefore, the measurement model is considered valid and can be used for testing the structural relationships.

Table 3. Discriminant Validity Testing

Variable	1	2	3	4	5	6	7	8
Employee Entrepreneurial Orientation	0.803							
Adaptive Selling	0.466	0.913						
Employee Engagement	0.636	0.405	0.904					
Environmental Impact	0.665	0.338	0.478	0.916				
Employee Performance	0.608	0.574	0.624	0.462	0.887			
Risk Taking	0.632	0.178	0.305	0.332	0.291	0.920		
Innovativeness	0.898	0.479	0.661	0.660	0.624	0.399	0.874	
Proactive Behaviour	0.855	0.390	0.486	0.541	0.476	0.403	0.620	0.841

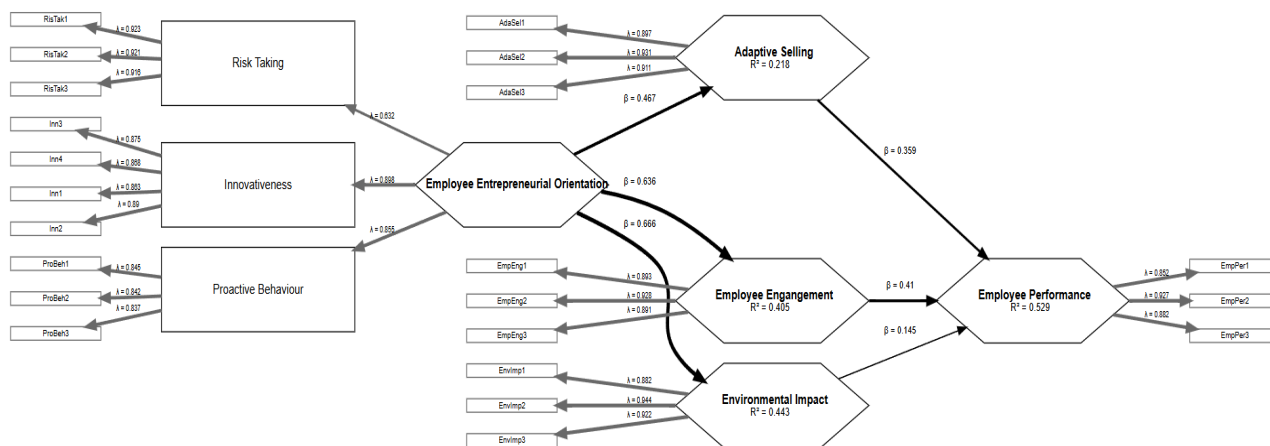
4.4 Hypothesis Testing

Hypothesis testing was conducted using the PLS-SEM approach with a bootstrapping procedure. The analysis results show that all relationships among variables in the model have t-statistic values above 1.96, indicating that all hypotheses are statistically significant. Overall, these results indicate that employee entrepreneurial orientation serves as a key factor in driving employee performance improvement through various work behaviors. The tested research model can explain the relationships among variables consistently and provides clear empirical evidence regarding the factors that influence employee performance among employees of state-owned hotels in Indonesia.

Table 4. Hypothesis Testing Results

Hypothesis	Original Sample	Standard Deviation	T-Test	Status
Adaptive Selling → Employee Performance	0.359	0.087	4.107	Significant
Employee Engagement → Employee Performance	0.410	0.061	6.671	Significant
Employee Entrepreneurial Orientation → Adaptive Selling	0.466	0.084	5.493	Significant
Employee Entrepreneurial Orientation → Employee Engagement	0.636	0.042	15.075	Significant
Employee Entrepreneurial Orientation → Environmental Impact	0.665	0.040	16.383	Significant
Environmental Impact → Employee Performance	0.145	0.064	2.256	Significant

Figure 1. Hypothesis Testing



5. DISCUSSION

These findings provide strong empirical evidence regarding the central role of Employee Entrepreneurial Orientation (EEO) in triggering various positive outcomes at both the individual and organizational levels in the context of Indonesian state-owned hospitality, particularly PT Graha Yasa Selaras. The findings support recent literature suggesting that entrepreneurial behavior at the employee level is a strategic asset in volatile business environments. The data analysis shows that EEO has a significant effect on Adaptive Selling. Employees with high levels of innovativeness and proactiveness tend to be more capable of adjusting their service strategies when dealing with diverse guests. This is consistent with the argument that adaptive selling reflects an employee's strategic flexibility in responding to varying customer needs. Furthermore, EEO is proven to substantially enhance Employee Engagement. This finding indicates that when employees are encouraged to think innovatively and act proactively, they are more likely to feel psychologically connected to their work and more invested in organizational goals. In the context of PT Graha Yasa Selaras, entrepreneurial orientation enables employees to develop a stronger sense of ownership over their roles and responsibilities.

One of the most notable findings of this study is the strong influence of EEO on Environmental Impact. This suggests that entrepreneurially oriented employees in state-owned hotels do not merely pursue profit-oriented outcomes, but also demonstrate innovation in identifying environmentally responsible operational practices. In the context of PT Graha Yasa Selaras, the optimization of previously underutilized state-owned assets is now being transformed through a sustainability-oriented perspective, which reflects the growing importance of environmentally conscious business strategies in the hospitality sector. This study also confirms that all three mechanisms adaptive selling, employee engagement, and environmental impact ultimately contribute to improving Employee Performance. Employee performance in this sense is not only reflected in efficiency, but also in the ability to consistently deliver added value through responsive service, active involvement, and sustainable work practices. A supportive organizational environment, including a culture that encourages initiative and calculated risk-taking, appears to strengthen these relationships by creating psychological safety for employees to experiment and contribute more effectively. From a practical perspective, these findings suggest that PT Graha Yasa Selaras should continue fostering an entrepreneurial culture at the staff level. Superior performance is not solely determined by technical efficiency, but also by how employees proactively manage strategic state-owned assets and transform them into competitive and sustainable services. In this regard, employee competence, engagement, and adaptability remain crucial factors in maintaining organizational success amid ongoing industry transformation.

6. CONCLUSION

This study successfully demonstrates that within the ecosystem of state-owned corporate hospitality, particularly in the case examined, Employee Entrepreneurial Orientation (EEO) serves as a primary catalyst for competitive advantage. The analysis shows that EEO significantly enhances employees' adaptive service capability (Adaptive Selling) and increases Employee Engagement. Beyond financial performance, EEO is also found to have a strong positive effect on Environmental Impact, indicating that employees' innovative and proactive behavior is aligned with the sustainable development agenda of state-owned enterprises. Overall, the research model confirms that optimal Employee Performance in the state-owned hospitality industry does not emerge spontaneously, but rather through an integrated mechanism involving individual entrepreneurial mindset, emotional attachment to the organization, and responsibility toward the environment. This synergy enables strategic state-owned assets

within the Telkom Group to be managed professionally and competitively amid the dynamics of the global tourism industry.

Despite its contributions, this study has several limitations that should be acknowledged. First, in terms of generalizability, the research focuses only on one hospitality entity under the Telkom Group, namely PT Graha Yasa Selaras, with a sample of 235 respondents. Therefore, the findings may reflect specific characteristics that could differ if applied to other state-owned hotel entities under different holdings, such as InJourney. Second, the use of a self-report method through self-administered questionnaires may create the potential for social desirability bias, where respondents tend to provide answers perceived as favorable or ideal by the organization rather than reflecting actual conditions. Lastly, this study is cross-sectional in nature and captures perceptions only at a single point in time. As a result, it is not yet able to fully portray the long-term dynamics of employee behavioral change, particularly during the ongoing transformation process within state-owned enterprises.

Based on the findings and limitations outlined above, future research is recommended to broaden the scope of analysis through cross-holding comparative studies in order to examine the influence of different parent corporate cultures across various state-owned hospitality subsidiaries in Indonesia, such as comparisons among Telkom, Pertamina, and InJourney. Along with the growing trend of artificial intelligence, future researchers may also explore the role of technology by testing how the use of Generative AI moderates the relationship between EEO and employee performance. In addition, the integration of more specific leadership variables, such as Ambidextrous Leadership or Servant Leadership, should be considered as moderators to better understand how particular leadership styles may strengthen or weaken the effect of EEO on employee-related outcomes, including retention. Finally, the use of a mixed-methods approach that combines quantitative surveys with in-depth interviews is highly recommended in order to gain deeper insight into how benevolent leadership practices within state-owned enterprises may concretely influence employees' willingness to engage in risk-taking behavior.

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