

The Influence Of Motivation, Work Commitment, And Workload On Employee Performance Fox Hotel Pekanbaru

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Abstract

The aim of this study is to examine the influence of motivation, work commitment, and workload both individually and simultaneously on the performance of employees at Fox Hotel Pekanbaru. This research applies a quantitative approach through multiple linear regression analysis using SPSS software. The sampling method employed is saturated sampling, meaning all 84 employees at Fox Hotel Pekanbaru are included as the study's population and sample. Data collection was carried out through the distribution of questionnaires. The findings indicate that (1) motivation has a significant and positive impact on employee performance, (2) work commitment also shows a significant positive effect on performance, (3) workload contributes positively and significantly to performance, and (4) collectively, motivation, commitment, and workload have a significant influence on the performance of employees at Fox Hotel Pekanbaru.

Keywords: Motivation, Work Commitment, Workload, Performance

Introduction

The hospitality industry is an important part of the service sector that relies heavily on service quality to create customer satisfaction and loyalty. In an increasingly competitive market, a hotel's competitive edge is not solely determined by the completeness of its physical facilities but also by the quality of interactions provided by its human resources. Responsive, friendly, and professional service is key to building a longterm image and reputation (Siregar & Hidayati, 2020).

Human resources (HR) are the main element in maintaining the smooth operation of a hotel and determining the quality of service provided to guests. Effectively managed HR can create a conducive work environment, increase productivity, and strengthen the company's competitive advantage (Rivai & Sagala, 2019). Therefore, proper HR management is essential to ensure that employee performance remains at an optimal level.

Employee performance can be defined as the achievement of work results, both in terms of quality and quantity, in accordance with the responsibilities assigned (Mangkunegara, 2022). In the hospitality sector, employee performance has a direct impact on customer satisfaction, service continuity, and business sustainability. A decline in employee

performance not only hinders the achievement of company targets but can also reduce customer trust in the services provided (Setiawan, 2021).

One hotel facing this challenge is Fox Hotel Pekanbaru. In recent years, this hotel has experienced a decline in service consistency and employee performance. The decline in the proportion of highperforming employees and the increase in the number of employees in the lowperformance category are indications of obstacles in maintaining work enthusiasm, loyalty, and worklife balance in the hotel's operational environment.

Table 1: Results of Employee Performance Appraisals at Fox Hotel Pekanbaru for the Years 2021–2023

Description	2021	2022	2023
Number of Employees	83	81	84
Very Good	21	19	18
Good	30	28	27
Fairly Good	22	21	24
Unsatisfactory	10	13	15
Performance (%)	85.05%	82.36%	81.55%

Source: Internal Data from Fox Hotel Pekanbaru

Based on the performance evaluation data of Fox Hotel Pekanbaru employees for the years 2021–2023, there is a noticeable trend of a decreasing proportion of employees categorized as highperforming. In 2021, the percentage of employees with very good and good performance was recorded at 85.05%, but by 2023, this figure had decreased to 81.55%. Conversely, the number of employees in the adequate category increased, indicating challenges in maintaining and improving overall performance in the workplace. This situation suggests that there are factors hindering the optimization of employee performance.

One of the key factors influencing performance achievement is work motivation. High motivation can encourage employees to work with greater enthusiasm, demonstrate perseverance, and maintain focus in completing tasks. Conversely, a lack of motivation can reduce productivity and impact the quality of services provided (Andriani & Mursid, 2020). Based on the results of the presurvey conducted, it was found that most employees felt they had not received adequate appreciation for their work achievements, either in the form of overtime incentives or positive feedback from their superiors. The lack of recognition for their performance also reduces their work enthusiasm and sense of belonging to the organization.

In addition to motivation, work commitment is also an important factor in supporting employee performance. Commitment not only reflects loyalty but also demonstrates emotional attachment and a sense of responsibility toward work and the company. According to Mowday in Ramadhani (2022), employees with high levels of commitment are more consistent in their work, complete tasks on time, and demonstrate loyalty to the organization. However, in the context of Fox Hotel Pekanbaru, there are still employees

who experience delays in completing their work and show low intent to stay longterm. This could signal a decline in the emotional bond between employees and the organization.

Another factor that influences performance is workload. An unbalanced or excessive workload can lead to physical and mental fatigue and reduce work motivation. This imbalance can also impact the quality of service, which is a key element in the hospitality industry (Wijaya & Prasetyo, 2021). Based on internal observations, many Fox Hotel employees work beyond normal working hours, indicating that task distribution is not yet equitable and control over working hours is not yet optimal. This condition not only affects employee wellbeing but can also disrupt their engagement in daily work.

The three factors of work motivation, work commitment, and workload are closely interrelated and collectively influence employee performance levels. Although many studies have examined these three variables separately, research testing all three simultaneously, particularly in the hotel sector in Pekanbaru City, remains limited. Therefore, this study was conducted to identify and analyze the extent to which work motivation, work commitment, and workload influence employee performance at Fox Hotel Pekanbaru. The results of this study are expected to provide constructive input for hotel management in designing more effective and sustainable human resource management strategies.

Theoretical Basic

1. Employee Performance

Employee performance refers to the outcomes produced by an individual when fulfilling their responsibilities. As stated by Mangkunegara (2020), performance indicates how well a task is completed, considering both its quality and quantity. High performance is attained when employees demonstrate efficiency, maintain discipline, and contribute meaningfully to organizational goals. Several factors can influence performance, including motivation, commitment, the work environment, and workload.

2. Work Motivation

Work motivation refers to both internal and external stimuli that drive individuals to perform their responsibilities effectively in order to meet organizational objectives. Afandi (2018) suggests that motivation in the workplace is rooted in the individual's desire for appreciation, recognition, and achievement—elements that significantly shape their work ethic. Employees who are highly motivated often exhibit greater initiative, perseverance, and a strong focus on achieving results. Within an organization, motivation plays a crucial role in enhancing performance and fostering a productive, goaloriented work culture.

3. Work Commitment

Work commitment describes the degree to which an employee is emotionally connected to, loyal to, and responsible for the organization they work for. As stated

by Mowday in Ramadhani (2022), commitment is reflected in an employee's willingness to stay with the organization, embrace its core values, and actively support its mission and objectives. Individuals who demonstrate strong commitment usually show reliable work behavior, adhere to company policies, and approach their tasks with enthusiasm and accountability, which in turn contributes to organizational success.

4. Workload

Workload can be defined as the amount of work assigned to an employee within a specific time frame, which should ideally align with their capacity and competence. According to Nabawi and Basuki (2022), workload can be viewed objectively—based on task volume—or subjectively, depending on how difficult or demanding an individual perceives the tasks to be. When workload becomes excessive, it can lead to stress, burnout, and a decrease in both productivity and work quality. Hence, effectively managing workload is essential to maintaining employee wellbeing and sustaining a healthy, efficient work environment.

Research Method

This research adopts a quantitative approach, utilizing primary data gathered through questionnaires distributed to respondents, along with secondary data obtained from relevant literature, academic journals, and official records from the company. The sampling technique used is saturated sampling (census), where the entire population of 84 permanent employees at Fox Hotel Pekanbaru is included as the research sample. Data analysis involves instrument testing for both validity and reliability, followed by classical assumption tests such as normality, multicollinearity, and heteroscedasticity. The core analysis is carried out using multiple linear regression, supplemented by the ttest, Ftest, and the coefficient of determination (R^2). All data were processed using SPSS software.

Result and Discussion

a) Descriptive Analysis

Descriptive statistics refer to a method of statistical analysis used to present a summary or general overview of data, typically illustrated through measures such as the mean, maximum, minimum, and standard deviation (Ghozali, 2015).

Work Motivation (X1)

The respondents' responses to the six items on the Work Motivation questionnaire distributed to respondents are as follows:

Table 2: Items Respondents' Statements about Employee Motivation

No.	Assessment Item Average Category	Assessment Item Average Category	Assessment Item Average Category
1.	Salary	3.01	Fairly Good
2.	Supervision	2.77	Fairly Good
3.	Working relationships	2.80	Fairly Good
4.	Recognition	2.82	Fairly Good

5.	Appreciation	2.78	Fairly Good
6.	Success	3.27	Fairly Good
Work motivation		2.92	Fairly Good

Source: SPSS data analysis, 2025

Based on Table 2, the average response of respondents to the work motivation variable was 2.92, which is classified as fairly good. This indicates that most employees are motivated to work, but there are still aspects that need to be improved.

The highest score was on the success indicator (3.27), reflecting that achieving task completion brings satisfaction and boosts employee work motivation. Conversely, the lowest score was on the supervision indicator (2.70), indicating that supervisors' roles in providing guidance and direction are perceived as not yet optimal. The lack of direct support from leaders can affect employee motivation in carrying out daily tasks. Therefore, enhancing the role of supervisors in providing guidance and recognition for employee achievements can be an important step in strengthening overall work motivation.

Work Commitment (X2)

The respondents' responses to the five statements in the Work Commitment questionnaire distributed to respondents are as follows:

Table 3: Respondents' Statements on Employee Commitment

No.	Assessment Item Average Category	Assessment Item Average Category	Assessment Item Average Category
1.	Loyalty	3.07	Fairly Good
2.	Engagement in work	3.03	Fairly Good
3.	Trust in the organization	2.91	Fairly Good
4.	Desire to contribute	3.05	Fairly Good
5.	Interest in company values	3.08	Fairly Good
Work commitment		3.07	Fairly Good

Source: SPSS data analysis, 2025

Based on Table 3, it is known that respondents' responses to the overall work commitment variable are in the fairly good category, with an average score of 3.07. This shows that most employees have demonstrated a sense of responsibility and commitment to their work, although there are still some aspects that need to be improved.

The indicator with the highest score is interest in company values, with a score of 3.08, which indicates that employees have a good understanding of the company's core values and strive to apply them in their work activities. Conversely, the lowest score is found in the indicator of trust in the organization (2.91), which indicates that some employees still have doubts about the company's attention to meeting their needs and expectations.

Workload (X3)

The respondents' responses to the four statements in the Workload questionnaire distributed to respondents are as follows:

Table 4: Respondents' Statements about Workload

No.	Assessment Item Average Category	Assessment Item Average Category	Assessment Item Average Category
1.	Targets to be achieved	3.04	Fairly Good
2.	Working conditions	3.15	Fairly Good
3.	Use of time	2.75	Fairly Good
4.	Work standards	3.32	Fairly Good
	Workload	3.07	Fairly Good

Source: SPSS data analysis, 2025

Based on Table 4, it is known that respondents' responses to the overall workload variable are in the fairly good category, with an average score of 3.07. This means that although the workload is still considered manageable, there are certain aspects that require more attention from management.

The indicator with the highest score is work standards, with an average score of 3.32, indicating that most employees have a good understanding of the targets, procedures, and work standards that must be achieved. This understanding makes it easier for them to complete tasks in a focused manner and in line with company expectations. Conversely, the indicator with the lowest score is time management, which received a score of 2.75 and is categorized as fairly good. This result reflects that many employees still face challenges in effectively managing their work time. This could be due to heavy workloads or uneven task distribution.

Employee Performance (Y)

The respondents' responses to the 11 items on the employee performance questionnaire distributed to respondents are as follows:

Table 5: Respondents' Statements about Workload

No.	Assessment Item Average Category	Assessment Item Average Category	Assessment Item Average Category
1.	Knowledge	3.32	Fairly Good
2.	Work Skills	3.11	Fairly Good
3.	Work Quality	3.13	Fairly Good
4.	Planning	2.88	Fairly Good
5.	Organization	3.05	Fairly Good
6.	Attendance	3.10	Fairly Good
7.	Participation	3.10	Fairly Good
8.	Teamwork	3.34	Fairly Good
9.	Learning	3.11	Fairly Good
10.	Innovation	3.11	Fairly Good
11.	Customer Orientation	3.10	Fairly Good
	Employee Performance	3.11	Fairly Good

Source: SPSS data analysis, 2025

Based on Table 5, respondents' responses to the employee performance variable at Fox Hotel Pekanbaru show an average score of 3.11, which falls into the "fairly good" category. This indicates that, overall, employees have performed their duties and responsibilities fairly effectively, although there are certain aspects that still require improvement.

The indicator with the highest score is teamwork, with a value of 3.34, reflecting that employees possess good collaborative skills, particularly when facing work pressure or increased workloads. This collaborative work culture is one of the strengths in maintaining the smooth operation of the hotel.

Meanwhile, the indicator with the lowest score is work planning, with an average score of 2.88. This result indicates that some employees still struggle to structure their daily work plans. Inadequate planning can lead to inefficiency in task execution, such as work backlogs or tasks not aligned with priorities.

b.) Research Instrument Testing

1. Validity Testing

Validity testing was conducted on all 84 production employees at Fox Hotel Pekanbaru. Validity testing is a process of comparing data reported to researchers with data obtained directly from research subjects, as explained by Sugiyono (2019).

Table 6: Validity Test Results

Variable	Statement	Corrected Item Total Correlation	Critical Value	Decision
Employee Performance (Y)	Y1	0.693	0.5	Valid
	Y2	0.930	0.5	Valid
	Y3	0.833	0.5	Valid
	Y4	0.835	0.5	Valid
	Y5	0.639	0.5	Valid
	Y6	0.930	0.5	Valid
	Y7	0.930	0.5	Valid
	Y8	0.933	0.5	Valid
	Y9	0.835	0.5	Valid
	Y10	0.835	0.5	Valid
	Y11	0.930	0.5	Valid
Work Motivation (X ₁)	X1.1	0.746	0.5	Valid
	X1.2	0.538	0.5	Valid
	X1.3	0.809	0.5	Valid
	X1.4	0.794	0.5	Valid
	X1.5	0.807	0.5	Valid
	X1.6	0.588	0.5	Valid
Work Commitment (X ₂)	X2.1	0.803	0.5	Valid
	X2.2	0.745	0.5	Valid
	X2.3	0.765	0.5	Valid
	X2.4	0.797	0.5	Valid
	X2.5	0.704	0.5	Valid
Workload (X ₃)	X3.1	0.796	0.5	Valid
	X3.2	0.769	0.5	Valid
	X3.3	0.869	0.5	Valid
	X3.4	0.764	0.5	Valid

Source: SPSS data analysis, 2025

Based on Table 6, it is known that all Corrected Item Total Correlation values exceed 0.5, which is the critical value for validity testing. Thus, all statement items in each variable are declared valid, which means that this research instrument is capable of accurately measuring the intended variables.

2. Reliability Test

Table 7: Reliability Test

Variable	Cronbach's Alpha	Critical Value	Conclusion
Employee Performance (Y)	0.961	0.7	High Reliability
Work Motivation (X ₁)	0,795	0.7	Reliability
Work Commitment (X ₂)	0,817	0.7	Reliability
Workload (X ₃)	0.811	0.7	Reliability

Source: SPSS data analysis, 2025

The validity of an instrument can be determined through Cronbach's Alpha value, where a value above 0.7 indicates that the instrument is reliable and valid for use. Based on Table 7, all variables in this study have a Cronbach's Alpha value of more than 0.7, so it can be concluded that the measuring instruments used have a good level of reliability and can be trusted for testing.

c.) Normality Test

1. Normality Test Results

According to Ghozali (2016), the normality test is used to determine whether the data distribution of both the independent and dependent variables in a regression model conforms to the assumption of a normal distribution.

Table 7: Results of the KolmogorovSmirnov Test

One sample KolmogorovSmirnov Test

		Unstandardized Residual
N		84
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	5.31128277
Most Extreme Differences	Absolute	.056
	Positive	.044
	Negative	.056
Test Statistic		.056
Asymp.Sig.(2tailed) ^c		200 ^d
Monte Carlo Sig.(2tailed) ^e	Sig.	.756
99% Confidence Interval		
Lower Bound		.745
Upper Bound		.767

Source: SPSS data analysis, 2025

Referring to Table 7, the KolmogorovSmirnov test yields a significance value of 0.200, which exceeds the threshold of 0.05. This result indicates that the regression model in this study satisfies the assumption of normality, meaning the data are normally distributed.

2. Multicollinearity Test Results

Table 8: Multicollinearity Test Results

Model		Unstandardize Coefficients		Standardize Coefficients	Collinearity	Statistic
		B	Std. Error	Beta	Tolerance	VIF
1.	(Constant)	7.593	3.301			
	work motivation	.078	.164	.345	.644	1.552
	work commitment	.483	.140	.205	.961	1.040
	workload	1.572	.205	.562	.634	1.577

Source: SPSS data analysis, 2025

As shown in Table 8, a regression model is considered free from multicollinearity when the Variance Inflation Factor (VIF) is less than 10 and the tolerance value exceeds 0.10. Based on the results presented, all independent variables meet these criteria, indicating that the regression model does not suffer from multicollinearity.

3. Heteroscedasticity Test Results

Table 9: Glejser Test Results

Model		Unstandardize Coefficients		Standardize Coefficients	T	Sig.
		B	Std. Error	Beta		
1.	(Constant)	5.580	2.084		2.678	.009
	work motivation	.105	.104	.140	1.013	.314
	work commitment	.030	.089	.038	.334	.740
	workload	.009	.129	.010	.072	.943

Source: SPSS data analysis, 2025

Based on Table 9, the coefficients of all variables show significance values > 0.05 in the Glejser test. In accordance with the basis for decisionmaking, if $\text{sig} > 0.05$, then there is no heteroscedasticity. Thus, it can be concluded that the regression model does not contain symptoms of heteroscedasticity.

d.) Data Analysis Test Results

1. Multiple Linear Regression Test Results

Multiple linear regression analysis was conducted to predict the contribution of two independent variables, namely work motivation (X1), work commitment (X2), and workload (X3), to the dependent variable, namely performance (Y), at Fox Hotel Pekanbaru.

Table 10: Results of Multiple Linear Regression Analysis

Model	Unstandardize Coefficients		Standardize Coefficients	T	Sig.
	B	Std. Error	Beta		
1. (Constant)	7.593	3.301		2.300	.024
work motivation	.780	.164	.345	4.745	.000
work commitment	.483	.140	.205	3.443	.001
workload	1.572	.205	.562	7.667	.000

Source: SPSS data analysis, 2025

Table 10 shows that the constant value in the regression model is 7.593. The coefficients for the variables of work motivation, work commitment, and workload are 0.780, 0.483, and 1.572, respectively. Thus, the multiple linear regression model used in this study is: $Y = 7.593 + 0.780X_1 + 0.483X_2 + 1.572X_3 + e$

2. Partial Significance Test (T)

As stated by Ghozali (2018), the ttest is applied to assess the partial effect of each independent variable on the dependent variable. In this study, the decision is made by comparing the obtained tvalue with the critical value from the ttable or by evaluating the significance level. If the tvalue is greater than the ttable value or if the significance level is less than 0.05, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This means that the independent variable has a statistically significant influence on the dependent variable when analyzed individually.

Table 11: Results of Partial Regression Coefficient Tests

Model	Unstandardize Coefficients		Standardize Coefficients	T	Sig.
	B	Std. Error	Beta		
1. (Constant)	7.593	3.301		2.300	.024
work motivation	.780	.164	.345	4.745	.000
work commitment	.483	.140	.205	3.443	.001
workload	1.572	.205	.562	7.667	.000

Source: SPSS data analysis, 2025

Based on Table 11, the results of the test are:

- Work motivation, The tvalue for the work motivation variable is 4.745 with a significance level of 0.000. Since $4.745 > 1.664$ and $0.000 < 0.05$, it can be concluded that work motivation has a positive and significant effect on employee performance.
- Work commitment, The calculated tvalue for the work commitment variable is 3.443, with a significance of 0.001. Because $3.443 > 1.664$ and $0.001 < 0.05$, work commitment is shown to have a positive and significant influence on employee performance.
- The workload variable has a tvalue of 7.667 and a significance level of 0.000. As $7.667 > 1.664$ and $0.000 < 0.05$, this confirms that workload also has a positive and significant impact on employee performance.

3. Simultaneous Significance Test (F Statistical Test)

According to Ghozali (2018), the Ftest is utilized to assess whether all independent variables collectively have a significant impact on the dependent variable. In this study, the decision is made by comparing the calculated Fvalue with the critical value from the F table. If the calculated F (Fcount) exceeds the Ftable value (Ftable) and the significance level is below 0.05, the null hypothesis (H_0) is rejected, indicating that the independent variables have a statistically significant effect on the dependent variable at the 5% significance level.

Table 12 Simultaneous Test Results (F)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6258.545	3	2086.182	71.280	.000 ^b
	Residual	2341.407	80	29.268		
	Total	8599.952	83			

a. Dependent Variable : work performance

b. Predictors: (Constant), workload, work commitment, work motivation

Source: SPSS data analysis, 2025

The Ftest results reveal that the calculated Fvalue is 71.280, exceeding the Ftable value of 2.72, while the significance level is 0.000, significantly lower than the 0.05 threshold. These findings suggest that the independent variables work motivation, work commitment, and workload have a significant collective impact

on employee performance. Consequently, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted.

4. Testing the Coefficient of Determination (R^2)

The coefficient of determination (R^2) represents the proportion of variability in the dependent variable that can be attributed to the independent variables. An R^2 value that is close to 0 suggests a model with poor explanatory strength, while a value nearing 1 indicates that the model accounts for almost all variations in the dependent variable (Ghozali, 2016).

Table 13: Results of the Coefficient of Determination (R^2) Test

Model	R	Rsquared	Adjusted RSquare	Std. Error of the Estimate
1	.853 ^a	.728	.718	5.410

a. Predictors: (Constant), workload, work commitment, work motivation

Source: SPSS data analysis, 2025

Based on the analysis results, the coefficient of determination (R^2) value is 0.728. This indicates that the variables of work motivation, work commitment, and workload together can explain 72.8% of the variation in employee performance. The remaining 27.2% is explained by other factors outside the variables studied in this research.

Discussion

1. The Influence of Motivation on Employee

Work motivation, which encompasses both internal drives and external encouragement, plays a vital role in inspiring individuals to reach their workrelated goals. It significantly influences the level of effort employees put into their tasks. In this study, motivation was shown to have a strong positive impact on the performance of employees at Fox Hotel Pekanbaru.

From the descriptive analysis, the most prominent strength appeared in the area of task completion, highlighting a clear connection between strong motivation and the achievement of performance goals. Conversely, the lowest result was found in the supervision aspect, suggesting that some employees feel a lack of guidance and support from their supervisors. Therefore, enhancing managerial involvement through consistent feedback and direction may help elevate employee motivation. These insights are in line with previous research conducted at a local government education office, which also confirmed that motivation plays a key role in improving employee performance. These findings align with the results of a study by Norkhalisah et al. (2024), which involved employees of the Balangan Regency Education and Culture Office. Their research also demonstrated a significant relationship between motivation and performance, This further confirms that motivation is one of the key factors in improving the quality of employee performance.

2. The Influence of Work Commitment on Employee Performance

Work commitment reflects an employee's emotional attachment and responsibility toward their organization. This sense of loyalty and belonging encourages active participation in achieving organizational goals. The findings of this study indicate that commitment meaningfully contributes to employee performance at Fox Hotel Pekanbaru.

According to the descriptive results, employees showed the strongest alignment with the company's core values, suggesting that they understand and apply these principles in their work. However, the lowest response was recorded in the area of organizational trust, indicating some employees still harbor doubts regarding whether their contributions are fully appreciated or fairly rewarded. This condition can influence their longterm enthusiasm and loyalty. These results are consistent with previous research in a private company in Jakarta, which found a moderate relationship between commitment and performance. These findings are in line with the results of Ramadani's (2022) research at PT Cemerlang Tunggal Instikarsa, West Jakarta, which shows that work commitment has a moderate relationship with performance. This reinforces the evidence that commitment is one of the important factors in encouraging improved employee performance.

3. The Influence of Workload on Employee Performance

Workload refers to the volume and complexity of tasks assigned to employees, which should be tailored to their capacity to maintain productivity and avoid fatigue. Both excessive and insufficient workloads can hinder performance quality. In this study, employees demonstrated a strong understanding of work standards and procedures, suggesting they are clear about performance expectations. However, time management appeared to be an area where several employees struggled.

The findings show that a wellbalanced workload has a positive influence on employee performance. When workloads are managed appropriately, employees tend to perform more effectively and efficiently. These findings are in agreement with earlier studies conducted in the insurance sector, which also emphasized the importance of workload in determining job performance. These findings indicate that an increase in wellmanaged workload can proportionally enhance employee performance. This result is consistent with the findings of Rolos et al. (2018) in their study at PT Asuransi Jiwasraya, Branch Manado, which showed that workload partially and significantly affects performance.

4. The Influence of Motivation, Work Commitment, and Workload on Employee Performance

Employee performance is shaped by several essential elements, including motivation, commitment, and workload. Motivation encourages energy and initiative in completing tasks, commitment fosters responsibility and consistency, while workload reflects how well employees can manage duties based on their individual capacity.

The study concluded that all three factors when working together significantly contribute to improving employee performance at Fox Hotel Pekanbaru. These results are supported by prior research conducted at a regional bank, which also found that motivation, workload, and compensation were key contributors to employee productivity. Together, these findings underscore the importance of addressing multiple factors simultaneously to enhance organizational performance. This conclusion is also supported by research conducted by Ramadan and Handayani (2024) at PT BPR Bank Daerah Palangkaraya, which found that the variables of workload, motivation, and compensation significantly influence employee performance.

Conclusion

Based on the results of the research, discussion, and data analysis that have been carried out, the following conclusions can be drawn:

1. Work motivation has a positive and significant effect on employee performance. Motivation serves as both an internal and external driver that encourages individuals to work productively in fulfilling their duties. Employees with high levels of motivation tend to be more enthusiastic, diligent, and focused on results. The higher the motivation, the greater the employee's contribution toward achieving organizational objectives.
2. Work commitment has also been shown to significantly and positively influence employee performance. Employees who are highly committed usually display strong responsibility, loyalty to the organization, and consistency in carrying out their tasks. This form of commitment also reflects emotional attachment to the organization, which ultimately contributes to increased productivity and better work quality.
3. Workload is found to have a significant and positive impact on performance. A workload that is balanced and aligned with individual capacity can encourage employees to perform more effectively. On the other hand, if the workload is excessive and not accompanied by effective time management, it may cause fatigue and decrease performance. Therefore, managing workload proportionally is important to support employee effectiveness.
4. Altogether, work motivation, work commitment, and workload simultaneously have a significant effect on employee performance at Fox Hotel Pekanbaru. These three variables are interrelated and complement each other in supporting

performance. With proper management of these factors, companies can foster a work environment that enhances productivity and supports the achievement of sustainable organizational goals.

Recommendations

Based on the results of the study, the author offers the following recommendations:

1. **Work Planning**
Companies are advised to provide training related to task planning management, such as priority setting and the use of work tools, so that employees are more structured and efficient in carrying out their responsibilities.
2. **Increasing Motivation through Supervision**
The role of supervisors in guiding employees needs to be strengthened. The lack of direct guidance and feedback has an impact on work motivation. Therefore, supervisors are expected to be more active in providing support and regular evaluations.
3. **Building Employee Trust and Commitment**
To increase work commitment, companies need to improve two way communication, for example through discussion forums, question and answer sessions, or suggestion boxes that are followed up on. This step can strengthen employee trust and loyalty to the company.
4. **Workload and Time Management**
Companies need to provide time management training and review the distribution of tasks evenly. Supervision from supervisors is also important to ensure that work is completed on time and according to priority, so that the workload is more manageable.

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