



The Influence of Work Professionalism, Work Resilience, and Work Motivation on Employee Performance: Evidence from Sukma Rasa Labuapi Restaurant

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Abstract: Employee performance is one of the key factors that determines an organization's success in achieving its objectives. Therefore, this study aims to analyze the influence of work professionalism, work resilience, and work motivation on employee performance at Sukma Rasa Labuapi Restaurant. This study employed a quantitative approach with an associative research design. The population consisted of all 39 employees of Sukma Rasa Labuapi Restaurant. A saturated sampling technique was applied, in which all members of the population were selected as the research sample. Data were collected through questionnaires and analyzed using validity and reliability tests, classical assumption tests, multiple linear regression analysis, partial tests (t-test), simultaneous tests (F-test), and the coefficient of determination (R^2) with the assistance of SPSS version 29. The results indicate that work professionalism has a positive but insignificant effect on employee performance. Work resilience has a positive and significant effect on employee performance, while work motivation has a positive but insignificant effect on employee performance. Simultaneously, work professionalism, work resilience, and work motivation have a positive and significant effect on employee performance. Based on the findings, it can be concluded that work resilience is the most dominant factor in improving employee performance at Sukma Rasa Labuapi Restaurant. Therefore, employee performance can be enhanced by maintaining and strengthening work resilience, supported by continuous efforts to improve work professionalism and work motivation.

Keywords: Work Professionalism, Work Resilience, Work Motivation, Employee Performance.

Introduction

Human resources are recognized as one of the most valuable assets in achieving organizational goals and maintaining business competitiveness. In the service industry, employee performance plays a particularly important role because service quality is largely determined by employees' ability to perform their duties effectively and efficiently. High employee performance contributes to customer satisfaction, operational productivity, and organizational sustainability, whereas poor performance may lead to service delays, customer complaints, and reduced organizational

competitiveness. Therefore, organizations need to understand the factors that influence employee performance to develop appropriate strategies for improving workforce quality.

The restaurant industry is characterized by dynamic working conditions, intensive customer interaction, and high service expectations. Employees are required to provide fast, accurate, and friendly services while coping with fluctuating customer demand, particularly during peak business hours. Under such conditions, employee performance is not only determined by technical competence but also by psychological and behavioral factors that enable

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employees to adapt to workplace challenges. Consequently, organizations must pay greater attention to employee characteristics that support sustainable performance in demanding work environments.

Among the factors considered important in improving employee performance is work professionalism. Professionalism reflects employees' commitment to carrying out their responsibilities according to organizational standards, ethical principles, and professional competencies. Employees with a high level of professionalism are generally expected to demonstrate responsibility, discipline, and consistency in completing their work. However, professionalism alone may not be sufficient to maintain optimal performance when employees experience work pressure, operational changes, or unexpected challenges.

Another factor receiving increasing attention in organizational research is work resilience. Work resilience refers to an individual's ability to adapt, recover, and remain productive when facing work-related stress, pressure, or adversity. Employees with high resilience are more capable of managing demanding workloads, maintaining emotional stability, and continuing to perform effectively despite difficult working conditions. In labor-intensive service organizations such as restaurants, resilience is particularly important because employees routinely interact with customers while simultaneously meeting operational performance standards.

Work motivation is also considered an essential determinant of employee performance. Motivation encourages employees to exert greater effort, maintain commitment, and achieve organizational objectives. Highly motivated employees tend to display greater enthusiasm, responsibility, and persistence in completing assigned tasks. Conversely, insufficient motivation may reduce productivity and limit employees' willingness to contribute beyond minimum job requirements.

Sukma Rasa Labuapi Restaurant represents a growing local restaurant business that depends heavily on employee performance to ensure service quality and customer satisfaction. Preliminary observations conducted at the restaurant revealed several operational issues, including delays in customer service, slower order preparation during busy periods, and inaccuracies in recording customer orders. These conditions indicate that employee performance has not yet reached the expected level and may be associated with work professionalism, work resilience, and work motivation.

Previous studies have generally reported that professionalism, resilience, and motivation contribute positively to employee performance. Nevertheless, most studies have examined these variables separately or have focused on government institutions, educational

organizations, hospitals, and large companies. Empirical evidence concerning the simultaneous influence of these three variables within the context of local restaurant businesses remains limited. Considering the distinctive characteristics of restaurant operations, findings obtained from other organizational settings cannot necessarily be generalized to the restaurant industry. This gap highlights the need for further investigation in the hospitality and food service sector.

Based on this research gap, the present study aims to examine the effects of work professionalism, work resilience, and work motivation on employee performance at Sukma Rasa Labuapi Restaurant. The findings are expected to enrich the literature on human resource management, particularly regarding employee performance in the restaurant industry, while also providing practical recommendations for restaurant management in improving organizational performance through effective human resource development.

Method

This study employed a quantitative research approach using an associative research design to examine the relationships between work professionalism, work resilience, work motivation, and employee performance. The research was conducted at Sukma Rasa Labuapi Restaurant, West Lombok Regency, Indonesia. The target population consisted of all 39 employees working at the restaurant. Since the population was relatively small, a saturated sampling technique (census) was applied, whereby all employees were included as research respondents.

Primary data were collected through a structured questionnaire distributed directly to all respondents. The questionnaire measured four research variables: work professionalism (X_1), work resilience (X_2), work motivation (X_3), and employee performance (Y). Responses were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement indicators for each variable were developed based on relevant literature and adapted to the operational context of the restaurant.

Prior to hypothesis testing, the research instrument was evaluated using validity and reliability tests to ensure the quality of the measurement. The data were subsequently analyzed using descriptive statistics and classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Multiple linear regression analysis was then employed to examine the influence of the independent variables on employee performance. Hypothesis testing was conducted using the individual effect of each independent variable and the simultaneous F-test to assess their combined effect. In addition, the coefficient of determination (R^2) was

calculated to evaluate the proportion of variance in employee performance explained by the proposed regression model. All statistical analyses were performed using IBM SPSS Statistics version 29 with a significance level of 5% ($\alpha = 0.05$).

Result and Discussion

Result

The respondents in this study consisted of 39 employees of Sukma Rasa Labuapi Restaurant. The distribution of respondents based on gender is presented in Table 1.

Table 1. Distribution of Respondents by Gender

No	Gender	Frequency (Person)	Percentage (%)
1	Male	22	56,4
2	Female	17	43,6
Total		39	100

Table 1 shows that the majority of respondents were male employees, accounting for 22 respondents (56.4%), while female employees totaled 17 respondents (43.6%). This indicates that the workforce at Sukma Rasa Labuapi Restaurant is dominated by male employees, although the proportion of female employees is also relatively substantial.

Multiple Linear Regression Analysis The multiple linear regression analysis was conducted to examine the influence of work professionalism, work resilience, and work motivation on employee performance. The results are presented in Table 2.

Table 2. Multiple Linear Regression Results

Variable	B	t	Sig.	Decision
Work Professionalism (X_1)	0.233	1.181	0.249	Not Significant
Work Resilience (X_2)	0.682	2.816	0.009	Significant
Work Motivation (X_3)	0.174	1.257	0.220	Not Significant
Constant	3.865	0.657	0.517	-

Dependent Variable: Employee Performance Source: Processed SPSS 29 Data (2026).

Table 2 presents the results of the multiple linear regression analysis examining the influence of work professionalism, work resilience, and work motivation on employee performance. The regression equation is expressed as:

$$Y = 3.865 + 0.233X_1 + 0.682X_2 + 0.174X_3$$

The results indicate that all independent variables have positive regression coefficients, suggesting that improvements in work professionalism, work resilience,

and work motivation tend to increase employee performance.

Among the three independent variables, work resilience has the highest regression coefficient ($\beta = 0.682$) and is the only variable with a significance value below 0.05 ($p = 0.009$). This finding indicates that work resilience has a positive and significant effect on employee performance. Employees with higher resilience are better able to adapt to work pressures and maintain optimal performance under challenging conditions.

Meanwhile, work professionalism has a positive regression coefficient ($\beta = 0.233$), but the significance value of 0.249 is greater than 0.05, indicating that its effect on employee performance is not statistically significant. Similarly, work motivation shows a positive coefficient ($\beta = 0.174$), but its significance value (0.220) also exceeds the 0.05 threshold, suggesting that work motivation does not have a significant effect on employee performance.

Overall, the regression analysis demonstrates that although all three variables contribute positively to employee performance, only work resilience has a statistically significant influence and represents the strongest predictor of employee performance at Sukma Rasa Labuapi Restaurant.

Table 3. Simultaneous Test (F-test)

F	Sig.	Decision
12.595	<0.001	Significant

Dependent Variable: Employee Performance Source: Processed SPSS 29 Data (2026).

As presented in Table 3, the F-statistic is 12.595 with a significance value of <0.001, which is lower than the significance level of 0.05. These results indicate that work professionalism, work resilience, and work motivation simultaneously have a significant effect on employee performance. Therefore, the proposed regression model is statistically significant and suitable for explaining employee performance at Sukma Rasa Labuapi Restaurant. This finding suggests that the combined contribution of the three independent variables plays an important role in improving employee performance.

The coefficient of determination (R^2) was used to measure the proportion of variance in employee performance explained by work professionalism, work resilience, and work motivation. The results are presented in Table 4.

Table 4. Coefficient of Determination

R	R Square	Adjusted R Square
0.776	0.602	0.554

Source: Processed SPSS 29 Data (2026).

Table 4 shows that the multiple correlation coefficient (R) is 0.776, indicating a strong relationship between the independent variables and employee performance. The coefficient of determination (R^2) is 0.602, which means that 60.2% of the variation in employee performance can be explained by work professionalism, work resilience, and work motivation. The remaining 39.8% is explained by other variables not included in this research model. Furthermore, the Adjusted R^2 value of 0.554 indicates that, after adjusting for the number of predictors, approximately 55.4% of the variation in employee performance is explained by the regression model, while the remaining 44.6% is influenced by other factors outside the scope of this study.

Discussion

The Effect of Work Professionalism on Employee Performance the findings indicate that work professionalism has a positive but insignificant effect on employee performance. Although employees with higher professionalism tend to demonstrate better performance, the statistical results show that this relationship is not significant ($\beta = 0.233$; $p = 0.249$). This suggests that professionalism alone is insufficient to improve employee performance at Sukma Rasa Labuapi Restaurant. One possible explanation is that the respondents generally reported a very high level of professionalism, resulting in limited variation among employees. Consequently, other factors may play a more dominant role in determining performance.

This finding supports Organizational Behavior Theory, which explains that employee performance is influenced not only by individual characteristics but also by organizational and psychological factors. The result is also consistent with previous studies by Wahyudi and Mulyanto (2024) and Damayanti et al. (2023), which reported that professionalism did not significantly affect employee performance.

The Effect of Work Resilience on Employee Performance Work resilience has a positive and significant effect on employee performance ($\beta = 0.682$; $p = 0.009$). This finding indicates that employees who are able to adapt to workplace pressure, recover from difficulties, and remain productive under challenging conditions tend to achieve higher levels of performance. In a restaurant environment, where employees frequently face fluctuating customer demand and time pressure, resilience becomes an essential capability for maintaining service quality and operational effectiveness.

This result is consistent with Organizational Behavior Theory, which emphasizes the importance of psychological factors in shaping employee performance. Furthermore, the finding is in line with Bachtiar et al.

(2025), who concluded that work resilience significantly improves employee performance.

The Effect of Work Motivation on Employee Performance The results show that work motivation has a positive but insignificant effect on employee performance ($\beta = 0.174$; $p = 0.220$). Although employees generally reported high levels of motivation, this motivation did not significantly contribute to performance improvement. This suggests that motivation alone may not be sufficient to enhance performance without being supported by other factors, such as employees' abilities, work opportunities, and organizational conditions.

This finding is consistent with Herzberg's Two-Factor Theory and the Ability-Motivation-Opportunity (AMO) Theory, which explain that motivation must be accompanied by adequate ability and organizational support to produce optimal performance. The result also supports the study of Ramli and Rais (2025), although it differs from the findings of Riyadi (2022), who reported a significant positive effect of work motivation on employee performance.

Conclusion

This study examined the effects of work professionalism, work resilience, and work motivation on employee performance at Sukma Rasa Labuapi Restaurant. The findings indicate that work professionalism has a positive but insignificant effect on employee performance. Similarly, work motivation has a positive but insignificant effect on employee performance. In contrast, work resilience has a positive and significant effect on employee performance, indicating that employees with higher resilience are better able to maintain and improve their performance under workplace challenges.

Furthermore, the simultaneous analysis demonstrates that work professionalism, work resilience, and work motivation collectively have a significant effect on employee performance. The coefficient of determination shows that these three variables explain 60.2% of the variation in employee performance, while the remaining 39.8% is influenced by other factors outside the scope of this study. These findings highlight the importance of strengthening employees' resilience while maintaining professionalism and motivation to support sustainable employee performance in the restaurant industry.

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