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Factors Affecting Hotel Employee Performance in Indonesia During and After the COVID-19 Pandemic

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Abstrak: *The hospitality industry is a crucial sector in the Indonesian economy, heavily reliant on employee performance to maintain service quality and customer satisfaction. However, the COVID-19 pandemic has brought significant changes to work systems, organizational culture, and employee well-being. This study aims to identify factors influencing the performance of hotel employees in Indonesia during and after the pandemic through a systematic literature review of 18 articles published between 2020 and 2025. The results indicate that organizational culture, compensation, and the work environment have a positive effect on performance, while job stress has a negative impact, especially during the pandemic. Motivation, discipline, and work-life balance factors also strengthen the relationship between working conditions and performance. Overall, improving hotel employee performance requires an integrated approach that encompasses psychological, structural, and social factors in the work environment.*

Keywords : *Hotel employee performance; Organizational culture; Job stress; Compensation; COVID-19 pandemic*

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INTRODUCTION

The hospitality industry is a crucial sector in the Indonesian economy, particularly as a pillar of tourism. Hotel employee performance is a key factor in determining service quality and customer satisfaction. However, this performance is influenced by various internal and external factors within the organization.

The 2020–2024 period is an interesting period to study because the COVID-19 pandemic has caused significant changes to work methods, organizational culture, and compensation systems in the hotel sector. Many hotels have had to adjust operational strategies, reduce their workforce, and adopt more flexible work patterns. After the pandemic subsided, the sector began to recover, but work pressures and performance expectations remained high.

Furthermore, there are few systematic reviews that combine research findings from both the pandemic and post-pandemic contexts in the Indonesian hospitality industry. Therefore, this study aims to review various studies conducted between 2020 and 2025 to identify and analyze factors influencing hotel employee performance in Indonesia, focusing on these three key aspects, and comparing conditions during and after the COVID-19 pandemic.

METHOD

This study uses the Systematic Literature Review (SLR) method to collect and analyze relevant empirical research findings on factors influencing hotel employee performance in Indonesia. The steps used in this SLR include:

1. Inclusion and Exclusion Criteria:

Included studies were Indonesian or English-language studies conducted in Indonesia during the period 2020–2025, focused on hotel employees, and examined the relationship between organizational culture, work stress, or compensation on employee performance.

2. Data Sources and Databases:

Data were collected from the Garuda Portal, Neliti, Google Scholar, and university

repositories (SINTA 2–4). Keywords used included: “hotel employee performance,” “organizational culture,” “job stress,” “compensation,” and “Indonesia.”

3. Selection Process:

Of the 60 articles found, 18 met the inclusion criteria and were subjected to further analysis. Articles that did not examine the hospitality context or lacked empirical data were excluded.

4. Data analysis:

Data were extracted using a table containing the researcher's name, year, location, variables studied, research methods, and main results. Descriptive and thematic analyses were conducted to identify patterns and differences between the pandemic and post-pandemic periods.

RESULTS AND DISCUSSION

Studies conducted during the pandemic period indicate that hotel employee performance in Indonesia was strongly influenced by protective and adaptive organizational factors in response to increased work pressure and operational uncertainty. During this phase, variables such as organizational culture, compensation, and work environment functioned as *buffer mechanisms* that maintained performance stability despite the crisis.

Research by Mahendra et al. (2024), Vincy and Irianto (2024), and Nugraheni et al. (2023) demonstrates that an adaptive organizational culture characterized by compliance with health protocols, open communication, and managerial support played a crucial role in sustaining employee morale and productivity. In crisis conditions, organizational culture shifted from being a normative value to becoming a collective survival mechanism.

Compensation also emerged as a critical factor during this period. When workload increased and job uncertainty intensified, compensation was perceived as a form of organizational appreciation and economic security, thereby maintaining employee motivation and loyalty.

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Conversely, job stress and workload were identified as dominant factors that negatively affected performance. Studies by Jaya et al. (2024) and Nugraheni et al. (2023) show that excessive pressure, staff shortages, and operational disruptions led to performance decline, particularly in operational divisions such as housekeeping.

Table 1. SLR Summary of Factors Affecting Hotel Employee Performance in Indonesia (2020–2025)

Study	Focus Variables	Key Findings
Noviadi et al. (2024)	Work-life balance, performance	Work-life balance has a positive and significant effect on employee performance
Zikri & Asnur (2023)	Communication, competence, performance	Communication quality and competence improve F&B employee performance
Prayoga A.G. et al. (2024)	Work environment, performance	A supportive work environment significantly improves employee performance and loyalty
Yohanson et al. (2022)	Discipline, training, performance	Work discipline and job training positively affect employee performance
Ningsih & Sugiharto (2024)	Work discipline, performance	Work discipline significantly improves performance
Yudiana et al. (2022)	Job satisfaction, motivation, performance	Motivation and job satisfaction significantly influence performance

Sandi & Tuti (2022)	Work engagement, commitment, performance	Engagement increases organizational commitment and performance
Vincy & Irianto (2024)	Organizational culture during pandemic	Adaptive culture maintained performance during COVID-19
Lihawa et al. (2022)	Job stress, work-life balance	Work-life balance positive; job stress not significant
Fitriana et al. (2023)	Motivation, work environment	Both variables significantly improve performance
Arta et al. (2022)	Motivation, training	Motivation and training simultaneously improve performance
Fitri & Endratno (2021)	Commitment, OCB, performance	OCB and commitment positively affect performance
Mahendra et al. (2024)	Organizational culture, compensation	Both variables significantly maintain performance during pandemic
Jaya et al. (2024)	Workload, job stress	Workload and stress negatively affect performance
Nugraheni et al. (2023)	Stress, environment, compensation	Stress negative; environment and compensation positive
Utami et al. (2025)	Environment, culture, stress	Environment and culture positive; stress negative

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Rizkia et al. (2025)	Culture, compensation, discipline	All variables positively influence performance
Suwastawa et al. (2023)	Competence, compensation	Competence and compensation significantly improve performance

In the post-pandemic period, the determinants of hotel employee performance shifted significantly. As operational pressures decreased, managerial focus moved from survival strategies to productivity recovery strategies. In this phase, variables such as motivation, work discipline, job training, and work-life balance became more dominant. Studies by Yohanson et al. (2022), Arta et al. (2022), Fitriana et al. (2023), and Noviadi et al. (2024) indicate that performance improvement was no longer primarily influenced by compensation or crisis-oriented culture, but by organizational efforts to restore employee enthusiasm, competence readiness, and life balance.

Job training became essential as employees needed to readjust their skills after periods of restricted activity. Work discipline and motivation played key roles in restoring normal work rhythms and enhancing productivity. Additionally, work-life balance emerged as an important factor, particularly among younger hotel employees. After experiencing prolonged work pressure during the pandemic, maintaining life balance became a significant determinant of work spirit and job attachment.

Discussion

Based on the results of a review of eighteen research articles published between 2020 and 2025, it was found that the factors that influence the performance of hotel employees in Indonesia can be grouped into several main dimensions, namely: (1) organizational culture, (2) work stress, (3) compensation, (4) work environment, (5) motivation, (6) discipline and job training, (7) work-life balance, and (8) contextual factors of the Covid-19 pandemic.

3.1 Organizational Culture

Organizational culture has been shown to be a factor that has a positive and significant influence on hotel employee performance. Mahendra, Darsana & Yani (2024) studied the Kokonut Suites Hotel during the Covid-19 pandemic and found that organizational culture plays an important role in maintaining work morale and productivity amidst the crisis. The results of statistical tests showed that organizational culture has a significance value <0.05 and a positive regression coefficient, meaning that the stronger the organizational culture implemented, the better the employee performance. This finding is supported by Utami et al. (2025) who studied at the Bintang Bali Resort Hotel. They concluded that organizational culture has a positive and significant influence on performance. A healthy organizational culture, characterized by open communication, cooperative values, and supportive leadership, contributes to increased employee motivation and loyalty. In addition, Rizkia et al. (2025) at the Lotus Garden Hotel in Kediri also showed similar results, where organizational culture has a positive and significant influence on performance ($p = 0.004$). Thus, it can be concluded that a strong organizational culture creates a conducive work environment, strengthens commitment, and improves the quality of service to guests.

3.2 Job Stress

In general, most studies show that work stress negatively impacts employee performance. Jaya et al. (2024) at the W Hotel Seminyak Bali found that work stress had a significant negative effect on housekeeping employee performance during the pandemic. This finding aligns with the research of Nugraheni et al. (2023) at the Pandanaran Hotel in Semarang, which also demonstrated a significant negative effect of work stress on employee performance during the Covid-19 pandemic.

Utami et al. (2025) corroborated these findings by showing that higher levels of work stress led to lower employee performance at the Bintang Bali Resort Hotel. However, not all studies found a significant relationship. Lihawa, Areros, & Rumawas (2022) at The

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Lagoon Hotel Manado stated that work stress did not significantly impact employee performance because the stress levels experienced were relatively low. This means that if management is able to control work pressure and provide adequate support, the negative impact of stress can be minimized.

Overall, of the four studies addressing work stress, three found a significant negative effect on performance, while one found it to be insignificant. Therefore, it can be concluded that work stress is a factor that needs to be managed because it tends to reduce performance, especially during the pandemic.

3.3 Compensation

Compensation emerged as one of the factors most consistently positively influencing performance. Research by Mahendra et al. (2024), Suwastawa et al. (2023), Nugraheni et al. (2023), and Rizkia et al. (2025) all showed consistent results. During the pandemic, Mahendra et al. (2024) found that compensation remained a key motivator for employees at the Kokonut Suites Hotel. A regression coefficient of 0.261 indicated a significant positive effect, indicating that fair compensation maintained performance despite operational disruptions. Suwastawa et al. (2023) also demonstrated that compensation commensurate with workload increased employee morale and responsibility at the Puri Wulandari Ubud Hotel during the pandemic. Meanwhile, in a post-pandemic context, research by Rizkia et al. (2025) strengthened these findings, with the t-test results showing a significant effect ($p = 0.007$). From these results, it can be concluded that compensation remains an important factor in maintaining and improving employee performance in the hospitality sector.

3.4 Work Environment

The work environment is a frequently occurring factor that positively influences performance. Prayoga Adi Gunawan et al. (2024) showed that a positive work environment at the Fairfield by Marriott Bali Hotel increased trust, cooperation, and communication among employees, leading to improved performance and loyalty. These findings are supported by Fitriana et al. (2023)

at the Arya Kadipaten Hotel and Utami et al. (2025) at the Bintang Bali Resort, where a comfortable and safe work environment was shown to increase productivity. Furthermore, Nugraheni et al. (2023) also found that the work environment had a significant positive influence on performance during the Covid-19 pandemic.

This condition shows that creating a healthy and supportive working atmosphere is an important priority for hotels to maintain optimal performance.

3.5 Discipline and Job Training

Discipline and job training also contribute significantly to hotel employee performance. Yohanson, Hakim, & Wijaya (2022) demonstrated that work discipline and training simultaneously positively impacted performance at the POP Hotel in Bandar Lampung. This finding is supported by Ningsih & Sugiharto (2024), who stated that work discipline at the Karang Setra Hotel positively impacted performance.

In the post-pandemic context, Arta, Lestari, & Susanti (2022) also demonstrated that job training and motivation simultaneously significantly impacted employee performance at the Bali Tropic Resort & SPA Hotel. Training plays a crucial role in restoring employee capabilities and readiness after a period of activity restrictions.

3.6 Work-Life Balance and Motivation

Work-life balance and motivation are also important determinants. Noviadi et al. (2024) found that work-life balance had a significant positive influence on employee performance at Hotel XYZ Jakarta. Meanwhile, Fitriana et al. (2023) and Yudiana et al. (2022) showed that motivation and job satisfaction play a crucial role in improving performance, especially in the context of intense competition in the hotel industry.

3.7 Pandemic and Post-Pandemic Factors

Several studies specifically compare conditions during and after the pandemic. A study by Vincy & Irianto (2024) at the Hotel Djakarta Anandita Syariah highlighted that during the pandemic, organizational culture focused on adherence to health protocols and

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adapting to new, more independent ways of working. Employee performance remained strong thanks to training and adjusted task allocation.

In contrast, post-pandemic research (e.g., Utami et al., 2025; Rizkia et al., 2025) shows that organizational focus has returned to motivation, discipline, and compensation. This indicates a shift in the dominant factors from "adaptation and occupational health" to "restoring employee productivity and well-being."

3.8 Synthesis of Findings

From the overall research results, it can be concluded that:

1. Organizational culture, compensation, and work environment are the three factors that most consistently have a positive influence on performance.
2. Job stress and workload negatively impact performance, especially during the pandemic.
3. Motivational factors, discipline, training, and work-life balance strengthen the indirect relationship between working conditions and employee performance.
4. The pandemic period highlighted the importance of organizational adaptation, health protocols, and emotional support, while the post-pandemic period focuses on restoring productivity through compensation, organizational culture, and work motivation.

Thus, the results of this systematic review confirm that improving the performance of hotel employees in Indonesia does not only depend on individual factors such as motivation and stress, but is also greatly influenced by organizational factors such as culture, compensation, and a conducive work environment.

Based on a review of 18 research articles published between 2020 and 2025 on factors influencing employee performance in hotels in Indonesia, several dominant factors consistently impact employee performance: organizational culture, work stress,

compensation, work environment, motivation, discipline, and work-life balance. Furthermore, several studies have examined performance dynamics during and after the COVID-19 pandemic.

4.1. Organizational Culture and Employee Performance

Organizational culture has been shown to have a positive and significant influence on hotel employee performance. Research by Mahendra, Darsana & Yani (2024) shows that organizational culture, along with compensation, has a positive effect on employee performance at the Kokonut Suites Hotel during the Covid-19 pandemic. These results are supported by Utami et al. (2025) who conducted research at the Bintang Bali Resort Hotel and found that the better the organizational culture, the higher the employee performance.

Rizkia et al.'s (2025) research at the Lotus Garden Hotel in Kediri further supports these findings, finding that organizational culture has a positive and significant influence on employee performance. Furthermore, a qualitative study by Vincy & Irianto (2024) highlighted that during the pandemic, organizational culture emphasized adherence to health protocols as a form of collective responsibility, which is crucial for maintaining hotel organizational performance.

4.2. Job Stress and Employee Performance

Most studies show that job stress has a negative and significant effect on performance.

Jaya et al.'s (2024) research on housekeeping employees at the W Hotel Seminyak Bali showed that work stress reduced performance during the pandemic. Similar findings were found by Nugraheni et al. (2023) at the Pandanaran Hotel in Semarang, where work stress was shown to negatively impact employee performance. These results are also supported by Utami et al. (2025), who confirmed that the higher the level of work stress in a hotel, the lower the employee performance.

However, a study by Lihawa, Areros, & Rumawas (2022) at The Lagoon Hotel Manado found different results, indicating that work

P-ISSN

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Available

: <https://jurnalhafasy.com/index.php/oikonomia>

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stress had no significant effect on performance due to relatively low employee stress levels during the study. This difference suggests that the effect of work stress on performance can vary depending on the organizational context and working conditions at each hotel.

4.3. Employee Compensation and Performance

Compensation factors have also been consistently found to have a positive effect on hotel employee performance. Research by Mahendra, Darsana & Yani (2024) and Rizkia et al. (2025) shows that compensation has a significant influence on improving employee performance, both partially and simultaneously with other variables.

Furthermore, Suwastawa et al. (2023) at the Puri Wulandari Ubud Hotel found that adequate compensation can significantly improve employee motivation and performance. Research by Nugraheni et al. (2023) further supports these findings with evidence that compensation positively impacts performance during the Covid-19 pandemic. Overall, these research findings confirm that fair and competitive compensation is a crucial factor in maintaining employee productivity and loyalty in the hospitality industry.

4.4. Other Supporting Factors

In addition to the three main factors above, there are a number of other variables that influence hotel employee performance:

The work environment has a positive effect on performance (Prayoga Adi Gunawan et al., 2024; Fitriana et al., 2023; Utami et al., 2025). A comfortable, safe, and supportive work environment that supports open communication has been shown to increase employee satisfaction and loyalty.

Motivation and job training also play a significant role in improving performance (Arta, Lestari & Susanti, 2022; Yudianta et al., 2022; Fitriana et al., 2023).

Work discipline has a positive influence on performance (Yohanson, Hakim & Wijaya, 2022; Ningsih & Sugiharto, 2024; Rizkia et al., 2025).

Work-life balance is also an important factor. Research by Noviadi et al. (2024) and Lihawa et al. (2022) shows that work-life

balance has a positive impact on performance, especially among the younger generation.

Organizational commitment and work engagement also have a positive relationship with performance (Sandi & Tuti, 2022; Fitri & Endratno, 2021).

4.5. Comparison of Performance During the Pandemic and Post-Pandemic Periods

Several studies have examined differences in performance conditions between the pandemic and post-pandemic period. During the pandemic, work stress and workload were dominant factors that reduced performance (Jaya et al., 2024; Nugraheni et al., 2023). However, strong organizational culture and compensation can act as balancing factors that maintain performance (Mahendra et al., 2024; Vincy & Irianto, 2024).

Post-pandemic, the focus of research shifted to improving the work environment and strengthening organizational culture to restore productivity (Utami et al., 2025; Rizkia et al., 2025). In general, trends show that after the pandemic ends, psychological factors such as motivation, work-life balance, and work engagement become increasingly important in maintaining the performance of hotel employees in Indonesia.

CONCLUSIONS

Based on the results of a Systematic Literature Review of research conducted between 2020 and 2024, it can be concluded that hotel employee performance in Indonesia is influenced by organizational culture, work stress, and compensation. A positive organizational culture encourages motivation and loyalty, while high work stress decreases performance. Fair and appropriate compensation has been shown to increase employee morale and productivity. During the Covid-19 pandemic, performance declined due to high stress and job uncertainty. However, after the pandemic, the focus of performance improvement shifted to strengthening work culture, work-life balance, and organizational support. Overall, improving hotel employee performance requires a comprehensive approach that encompasses psychological,

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structural, and social factors in the work environment. These findings can serve as a basis for hotel management in designing human resource management strategies that are adaptive to post-pandemic changes,

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