

Performance of Millennial Employees of Four-Star Hotels in Medan City with Harmonious Dedication as an Intervening Variable

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ABSTRACT

This study examines the performance of millennial employees in four-star hotels in Medan, with harmonious dedication as an intervening variable. The research employs the Partial Least Square – Structural Equation Model (PLS-SEM) for data analysis. The findings indicate that workload does not significantly influence harmonious dedication or employee performance. Conversely, worker autonomy positively impacts both harmonious dedication and employee performance. Work passion significantly affects employee performance but does not contribute to harmonious dedication. Work innovation plays a crucial role, significantly influencing both harmonious dedication and employee performance. Additionally, harmonious dedication enhances employee performance and serves as a mediating variable in the relationship between work innovation and employee performance. However, it does not mediate the effect of work passion on performance. These results highlight the importance of worker autonomy and work innovation in improving employee performance, while workload and work passion have limited direct effects. The study provides insights for hotel management to focus on enhancing autonomy and innovation to boost employee dedication and performance. Future research can explore additional factors influencing millennial employee performance in the hospitality industry.

Keywords: Workload, Work Autonomy, Work Passion, Work Innovation, Harmonious Dedication, Employee Performance

INTRODUCTION

Human resources are a crucial asset for any company, particularly in building a competitive advantage. Employees play an active role in a company's development through their involvement, commitment, and dedication to their tasks. Those with a strong sense of responsibility and loyalty significantly contribute to the company's success. Employees' personal and professional goals should align with organizational objectives to ensure seamless integration. Beyond hiring potential employees, companies must establish efficient systems and cultivate employee dedication, as this enhances their ability to manage workplace relationships, stress, and adaptation to changes.

Emotional burden is a significant psychological factor affecting employee performance. Research suggests that emotional intelligence has a strong correlation with job performance, particularly in the education sector (Low, Wong, & Song, 2004; Van Rooy & Viswesvaran, 2004). Employees with a high emotional burden often exhibit superior organizational performance compared to those with lower emotional intelligence. In this context, emotional intelligence enables employees to navigate professional challenges, contributing positively to their productivity and effectiveness in the workplace.

Job autonomy is a critical factor in enhancing work motivation and engagement (Hackman & Oldham, 1975). Employees with greater autonomy experience self-determination and freedom from external control, fostering creativity and work engagement (Deci et al., 1989; Ryan & Deci, 2000). High autonomy enables employees to decide how and when to complete tasks, promoting responsibility for outcomes (Bandura, 1991; Hackman & Oldham, 1976). Furthermore, autonomy supports innovative thinking, problem-solving, and risk-taking behaviors, which enhance overall organizational performance (Oldham & Cummings, 1996; Tierney, 2002).

Work passion is another essential element influencing employee engagement and job satisfaction. It consists of five components: meaningful relationships, internal drive, work absorption, excitement, and subjective vitality (Pradhan, Panda, & Jena, 2017). Passion for work leads to higher engagement and motivation (Trépanier et al., 2013). Intrinsic factors such as achievement, recognition, and growth play a vital role in job satisfaction (Robbins & Judge, 2013). Employees with strong passion tend to be more committed, proactive, and satisfied with their work (Houliort et al., 2014; Burke & Astakhova, 2014).

Innovative Work Behavior (IWB) is essential for fostering creativity and improving organizational performance. Employees who engage in innovation introduce new ideas, processes, and products, enhancing productivity (Janssen, van de Vliert, & West, 2004). Leadership significantly influences IWB, as innovation thrives in environments that provide autonomy and support (De Jong & Den Hartog, 2007; Rank et al., 2008). Transformational leadership, in particular, fosters employees' creativity by encouraging them to surpass their perceived limits (Vera & Crossan, 2004; Reuvers et al., 2008). A positive work environment, shaped by leadership and organizational values, plays a crucial role in sustaining innovation and enhancing employee commitment (Rao & Weintraub, 2013).

Literature Review

1. Grand Theory

The grand theory applied in this research is Goal Setting Theory, a component of motivation theory introduced by Edwin Locke in 1978. This theory posits that goals, defined as desired future states, play a crucial role in motivating individuals to act. According to Birnberg in Mahennoko (2011), individuals set goals, choose them, and become motivated to achieve them. Wangmuba in Ramandei (2009) further explains that goal-directed behavior persists until completion, whether initiated voluntarily or mandated by an organization. The theory establishes a connection between goal-setting and work performance, arguing that a clear understanding of goals influences work behavior. It also asserts that challenging and measurable goals enhance performance when aligned with skills and abilities. The assumption is that achieving optimal performance requires alignment between individual and organizational goals, making goal setting instrumental in evaluating employee performance in public service implementation.

2. Middle Theory

Schaufeli, Salanova, Gonzales-Roma, and Bakker (2002) define work engagement as a positive state of work-related fulfillment characterized by vigor, dedication, and absorption (Bakker & Leiter, 2010, p. 13). This concept is distinguished from burnout, positioning work engagement as an independent construct. According

to Salanova and Schaufeli (2008), work engagement incorporates both affective and cognitive dimensions, including emotional involvement. The three key aspects—vigor, dedication, and absorption—serve as analytical components that contribute to an employee's motivation and productivity in the workplace.

3. Employee Performance (Y2)

Employee performance refers to measurable indicators of an employee's work, including work quantity, quality, time management, attendance, and collaboration ability (Mathis & Jackson, 2011). Performance is the outcome of an employee's efforts in executing assigned tasks, reflecting both qualitative and quantitative achievements (Wibowo, 2014). Hasibuan (2014) defines employee performance as the extent to which employees meet work standards within a given timeframe, while Pebri (2020) emphasizes the achievement of predefined work standards. Rivai (2014) highlights that performance reflects an individual's overall success in fulfilling tasks based on agreed criteria. According to Mangkunegara (2013), performance indicators include quality (efficiency of task execution), quantity (work output and speed), task implementation (accuracy and error minimization), and responsibility (awareness of work obligations).

4. Harmonious Dedication & Emotional Burden

Dedication refers to an individual's commitment to work, characterized by enthusiasm, pride, and a sense of meaning (Kaswan, 2015). A strong sense of purpose enhances dedication, allowing individuals to perceive their work as a valuable mission. Pride, linked to achievement and belonging, fosters prosocial behavior and self-esteem maintenance. Conversely, emotional burden arises from workload stress, impacting job satisfaction and interpersonal relationships. Moekijat (2016) describes workload as the total work volume assigned within a specific timeframe, viewed both objectively (tasks completed) and subjectively (perceived job pressure) (Nisa, 2020). Excessive workload leads to dissatisfaction, manifesting as stress, resentment, or other negative emotions that affect workplace dynamics.

5. Worker Autonomy, Work Passion, and Innovation

Job autonomy refers to employees' independence in determining how to execute tasks (Jing, 2008). Lillehammer (2011) identifies five core job characteristics: skill variety, task identity, task significance, feedback, and autonomy, which collectively influence work satisfaction. Work passion, as defined by Hasibuan (2014), is an intrinsic motivation characterized by enthusiasm, discipline, and dedication, contributing to productivity and innovation (Badriah, 2015; Winarno, 2019). Innovative behavior involves generating and implementing new ideas to enhance job performance (Jong, 2008; Janssen, 2000). Gaynor (2002) describes innovation as leveraging cognitive abilities and external stimuli to develop new processes, products, or strategies. McQuirk, Lenihan, and Hart (2015) extend this definition to encompass new business models and management techniques, while Birdi, Leach, and Magadley (2016) emphasize the practical application of creativity. Klesen and Street (2001) define innovation as a holistic process that benefits the organization through novel approaches.

METHOD

This research adopts a causal approach, as explained by Umar (2008), where causal designs are useful for analyzing how one variable affects another. This approach is also commonly used in experimental research, where the independent variable is controlled by the researcher to directly observe its impact on the dependent variable. Therefore, this study aims to understand the cause-and-effect relationship between the variables under investigation.

The population in this study consists of employees working in 20 four-star hotels in Medan City, totaling 4,519 individuals based on the last year's workforce data. According to Sugiyono (2013:61), the population refers to a group of objects or subjects with certain characteristics determined by the researcher for further examination. The sample was drawn using purposive random sampling, as stated by Sugiyono (2012:73), where the sample should accurately represent the characteristics of the population. A total of 205 employees from 10 four-star hotels were selected as the research sample.

The data in this study will be analyzed using a quantitative descriptive approach, where data are presented in numerical form and analyzed using the Partial Least Square Structural Equation Modeling (PLS-SEM) method. Ghazali (2013) describes PLS-SEM as a second-generation multivariate analysis technique that allows for simultaneous testing of both measurement and structural models. This method aims to predict the relationships between constructs and obtain latent variable values by analyzing the relationship between indicators and their respective constructs. By using this approach, the residual variance of the dependent variables is minimized, thus providing more accurate results in describing the relationships between variables.

Results and Discussion

1. Data Description

In this study, the author made data processing in the form of a questionnaire consisting of 4 statements for employee performance variables (Y2), harmonization of dedication (Y1) consisting of 4 statements, Emotional burden (X1) consisting of 4 statements, Worker autonomy (X2) consisting of 4 statements, Work passion (X3) consisting of 4 statements and Work Integrity (X4) consisting of 4 statements. Furthermore, the questionnaire was distributed to 205 respondents consisting of employees of the Four-Star Hotel in Medan City as a research sample.

2. Analysis Requirements Test Results

a) Validity Test Results

The following are the data from the validity test through *the convergent validity* test and *the discriminant validity* test in this study. Table 1 below presents the *loading factor* values for each indicator.

Table 1. The Value of the Loading Factor of Each Indicator

Items	Emotional Burden (x1)	Worker Autonomy (x2)	Work Passion (x3)	Work Innovation (X4)	Harmonization of Dedication (Y1)	Employee Performance (Y2)	Information
EBD1	0.967						Valid
EBD2	0.960						Valid
EBD3	0.955						Valid
EBD4	0.960						Valid
OTP1		0.957					Valid

Items	Emotional Burden (x1)	Worker Autonomy (x2)	Work Passion (x3)	Work Innovation (X4)	Harmonization of Dedication (Y1)	Employee Performance (Y2)	Information
OTP2		0.959					Valid
OTP3		0.963					Valid
OTP4		0.965					Valid
GRK1			0.960				Valid
GRK2			0.958				Valid
GRK3			0.963				Valid
GRK4			0.969				Valid
INK1				0.965			Valid
INK2				0.963			Valid
INK3				0.958			Valid
INK4				0.959			Valid
HAD1					0.954		Valid
HAD2					0.954		Valid
HAD3					0.960		Valid
KJK1						0.967	Valid
KJK2						0.958	Valid
KJK3						0.956	Valid
KJK4						0.960	Valid

Source: SmartPLS 3.3.3 Output Results

Based on the table above, it can be seen that the value of the loading factor in each indicator > 0.70. Thus, it can be concluded that the indicators of each variable-abel in this study are valid. The following in table 2 below are the results of AVE on each variable in this study.

Table 2. AVE Value of each Variable

	Average Variance Extracted (AVE)	Test Results
Emotional Burden (x1)	0.923	Valid
Worker Autonomy (x2)	0.924	Valid
Work Passion (x3)	0.926	Valid
Work Innovation (X4)	0.927	Valid
Harmonization of Dedication (Y1)	0.936	Valid
Employee Performance (Y2)	0.954	Valid

Source: SmartPLS 3.3.3 Output Results

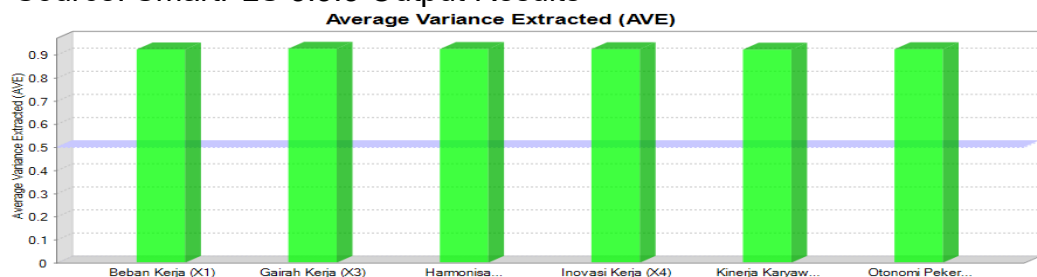


Figure 1. Validity Testing based on Average Variance Extracted (AVE)

Source: SmartPLS 3.3.3 Output Results

Based on the table above, it is known that the AVE value on each variable is > 0.50. Thus, it can be concluded that the variables or constructs used in this study are valid. Table 3 below presents the results of the discriminant validity test based on the Fornell-Larcker approach in this study.

Table 3. Fornell-Larcker Values

Items	Emotional Burden (x1)	Work Passion (x3)	Harmonization of Dedication (Y1)	Work Innovation (X4)	Employee Performance (Y2)	Worker Autonomy (x2)
Emotional Burden (x1)	0.961					
Work Passion (x3)	0.977	0.962				
Harmonization of Dedication (Y1)	0.627	0.625	0.961			
Work Innovation (X4)	0.625	0.621	0.688	0.961		
Employee Performance (Y2)	0.617	0.623	0.660	0.667	0.960	
Worker Autonomy (x2)	0.583	0.583	0.627	0.628	0.624	0.961

Source: SmartPLS 3.3.3 Output Results

Based on table 3 above, it can be seen that the correlation value between the latent variable and the latent variable itself is greater than the correlation value between the latent variable and other latent variables. So it is concluded that the *Fornell-Larcker* value has met the requirements of *discriminant validity* in this study.

Based on the data in table 3 above, it shows that the correlation value in each indicator that measures the variable is greater than the correlation value of the indicator with other variables. So it is concluded that the *cross loading* value has met the requirements of *discriminant validity* in this study.

b) Reliability Test Results

The following are the results of the reliability test based on *the composite reliability* (CR) value presented in table 4.

Table 4. Reliability Values Based on CR

Variable	Composite Reliability	Test Results
Emotional Burden (x1)	0.980	Reliable
Worker Autonomy (x2)	0.981	Reliable
Work Passion (x3)	0.926	Reliable
Work Innovation (X4)	0.924	Reliable
Harmonization of Dedication (Y1)	0.978	Reliable
Employee Performance (Y2)	0.922	Reliable

Source: SmartPLS 3.3.3 Output Results

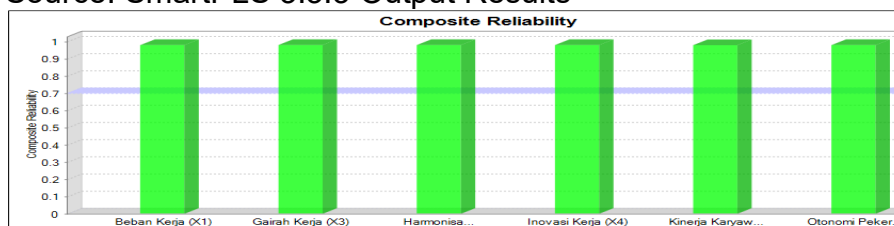


Figure 2. Composite Reliability Value Chart

Source: SmartPLS 3.3.3 Output Results

Based on the data in table 4 above, it shows that the composite reliability value of each variable is > 0.70 . Thus, it can be concluded that the variables used in this study are declared reliable.

3. Hypothesis Test Results

After the outer model testing has been carried out and qualified, the next inner model test will be carried out. Evaluation of structural models or *inner models* aims to predict the relationship between latent variables. The structural model is evaluated by looking at the percentage of *variance* described, namely by looking at *the R-Square* (reliability of the indicator) is a test carried out to determine the correlation value between exogenous variables and endo-genes. The higher the *R-square* value, the

better the prediction model of the proposed research model. The criteria for the assessment of the *inner model* are as follows:

a) Collinearity (Colinearity/Variance Inflation Factor/ VIF)

To find out whether or not there is a collinearity problem, it can be known from the variance inflation factor (VIF) value. According to Ghozali (2016). If the VIF value < 10.00 then it can be said that the data does not have a collinearity problem.

Table 5. Collinearity (VIF)

Variable	Composite Reliability	Test Results
Emotional Burden (x1)	0.980	Reliable
Worker Autonomy (x2)	0.924	Reliable
Work Passion (x3)	0.926	Reliable
Work Innovation (X4)	0.927	Reliable
Harmonization of Dedication (Y1)	0.921	Reliable
Employee Performance (Y2)	0.922	Reliable

Source: SmartPLS 3.3.3 Output Results

In table 5, it can be seen that the overall *variance inflation factor (VIF)* value of each indicator is concluded to be < 10.00, so it can be said that the data does not have a collinearity problem.

b) Determination Coefficient Test (R-square)

Based on the data processing that has been carried out using SmartPLS 3.3.3 software, the R-square value can be seen in table 6 below.

Table 6. Coefficient of Determination (R-Square)

	R Square	R Square Adjusted
Harmonization of Dedication (Y1)	0.557	0.548
Employee Performance (Y2)	0.578	0.568

Source: SmartPLS 3.3.3 Output Results

The criteria of R-Square are:

Based on the data from table 6, it is known that the R Square Adjusted value for the dedication harmonization variable is 0.548 or 54.8% while the remaining 45.2% is influenced by other variables that are not variables in this study. then the employee performance variable, the R Square Adjusted value is 0.568 or 56.8%, while the remaining 43.2% is influenced by other variables that are not variables in this study.

c) Predictive Relevance (Q2)

The value of Q2 has the same meaning as the coefficient of determination (R-Square). Q- a large Square value (Q2) of 0 indicates the model has Predictive relevance, conversely if a value (Q2) is less than 0, it indicates the model has less Predictive relevance; or in other words, where all the higher Q2 values, the model can be considered to be better matched to the data. Consideration of Q2 values can be done as follows

$$Q2 = 1 - (1 - R_{12})(1 - R_{22}) \dots (1 - R_{n2})$$

$$Q2 = 1 - (1 - 0.548)(1 - 0.568)$$

$$Q2 = 1 - (0.452)(0.432)$$

$$Q2 = 1 - 0,195$$

$$Q2 = 0.805$$

Based on these results, the Q2 value is 0.805. So it can be concluded that all variables in this study, such as workload, worker autonomy, work motivation, work

innovation, harmonization of dedication and employee performance, contributed 80.5% of the originality data in the existing structural model. Then the remaining 19.5% needs to be developed apart from the research variables.

4. Direct Influence

To find out the results of hypothesis testing, it is done by looking at the value of probability (*probability*) or by looking at the significance of the relationship of each research variable. The criterion is that if $p < 0.05$, then the relationship between variables is significant and can be further analyzed, and vice versa. Therefore, by looking at the probability number (p) in the output of the entire path shows a significant value at the level of 5% or *the standardize* value must be greater than 1.98 (> 1.98). If you use a value that compares the value of t calculated with t table, it means that the value of t calculated is above 1.98 or >1.98 or t calculated is greater than t of the table. The results of the hypothesis test are presented in the table below:

Table 7. Direct Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Emotional Burden (X1) -> Harmonization of Dedication (Y1)	0,134	0,132	0,102	1,314	0,189	Insignificant
Emotional Burden (X1) -> Employee Performance (Y2)	-0,093	-0,114	0,119	0,779	0,437	Insignificant
Worker Autonomy (X2) -> Harmonization of Dedication (Y1)	0,265	0,260	0,073	3,637	0,000	Significant
Worker Autonomy (X2) -> Employee Performance (Y2)	0,196	0,190	0,065	3,033	0,003	Significant
Work Passion (X3) -> Harmonization of Dedication (Y1)	0,122	0,125	0,109	1,116	0,265	Insignificant
Work Passion (X3) -> Employee Performance (Y2)	0,286	0,303	0,115	2,483	0,013	Significant
Work Innovation (X4) -> Harmonization of Dedication (Y1)	0,343	0,348	0,089	3,861	0,000	Significant
Work Innovation (X4) -> Employee Performance (Y2)	0,266	0,268	0,084	3,173	0,002	Significant
Harmonization of Dedication (Y1) -> Employee Performance (Y2)	0,239	0,242	0,082	2,900	0,004	Significant

- a) The first *hypothesis* is the relationship between workload and dedication harmonization. Where in the table above shows that the workload is not significant to the harmonization of dedication. This result shows that the significant value of 0.189 is greater than 0.05 and the t_{cal} value is greater than the t_{table} ($1,314 < 1.98$). Furthermore, the original sample value of 0.134 shows that the direction of the relationship between *workload* and *dedication harmonization* is positive, so it can be concluded that the first hypothesis is rejected.
- b) The second *hypothesis* is the relationship between workload and employee performance. Where in the table above shows that the workload is not

significant to the harmonization of dedication. This result shows that the significant value of 0.437 is greater than 0.05 and the *t*cal value is greater than the table ($0.779 < 1.98$). Furthermore, the original sample value of -0.093 shows that the direction of the relationship between *workload* and *employee performance* is negative, so it can be concluded that the second hypothesis is rejected.

- c) The third *hypothesis* is the relationship between worker autonomy and harmonization of dedication. Where the table above shows that worker autonomy has a significant effect on the harmonization of dedication. This result shows that the significant value of 0.000 is smaller than 0.05 and the *t*cal value is greater than the *t*table ($3.37 > 1.98$). Furthermore, the original sample value of 0.265 shows that the direction of the relationship between *worker autonomy* and *dedication harmonization* is positive, so it can be concluded that the third hypothesis is accepted.
- d) The fourth *hypothesis* is the relationship between worker autonomy and employee performance. Where the table above shows that worker autonomy has a significant effect on employee performance. This result shows that the significant value of 0.003 is smaller than 0.05 and the *t*cal value is greater than that of the table ($3.033 > 1.98$). Furthermore, the original sample value of 0.196 shows that the direction of the relationship between *worker autonomy* and *employee performance* is positive, so it can be concluded that the fourth hypothesis is accepted.
- e) The fifth *hypothesis* is the relationship between work passion and dedication harmonization. Where in the table above shows that work passion is not significant to the harmonization of dedication. This result shows that the significant value of 0.293 is greater than 0.05 and the *t*cal value is greater than the *t*table ($1 < 0.531.98$). Furthermore, the original sample value of 0.127 shows that the direction of the relationship between *work passion* and *dedication harmonization* is positive, so it can be concluded that the fifth hypothesis is rejected.
- f) The sixth *hypothesis* is the relationship between work passion and employee performance. Where the table above shows that work passion has a significant effect on employee performance. This result shows that the significant value of 0.013 is smaller than 0.05 and the *t*cal value is greater than the *t*table ($2.483 > 1.98$). Furthermore, the original sample value of 0.286 shows that the direction of the relationship between *passion* and *employee performance* is positive, so it can be concluded that the sixth hypothesis is accepted.
- g) The seventh *hypothesis* is the relationship between work innovation and harmonization of dedication. Where the table above shows that work innovation has a significant effect on the harmonization of dedication. This result shows that the significant value of 0.000 is smaller than 0.05 and the *t*cal value is greater than the table ($3.861 > 1.98$). Furthermore, the original sample value of 0.343 shows that the direction of the relationship between *work innovation* and *dedication harmonization* is positive, so it can be concluded that the seventh hypothesis is accepted.

- h) The eighth *hypothesis* is the relationship between work innovation and employee performance. Where the table above shows that work innovation has a significant effect on employee performance. This result shows that the significant value of 0.002 is smaller than 0.05 and the tcal value is greater than the ttable (3.173>1.98). Furthermore, the original sample value of 0.347 shows that the direction of the relationship between *work innovation* and *employee performance* is positive, so it can be concluded that the eighth hypothesis is accepted.
- i) The ninth *hypothesis* is the harmonization of dedication to employee performance. Where the table above shows that the harmonization of dedication has a significant effect on employee performance. This result shows that the significant value of 0.004 is smaller than 0.05 and the tcal value is greater than that of the table (2.900>1.98). Furthermore, the original sample value of 0.240 shows that the direction of the relationship between *the harmonization of dedication* and *employee performance* is positive, so it can be concluded that the ninth hypothesis is accepted.

5. Moderation Effect Testing

Moderation effect testing was used to see if harmony dedication moderated the relationship between workload, worker autonomy, work passion and work innovation on employee performance. The relationship of independent variables to dependent variables through moderation variables in this study can be seen in the table below.

Table 8. Indirect Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Emotional Burden (X1) -> Harmonization of Dedication (Y1) -> Employee Performance (Y2)	0,032	0,032	0,029	1,098	0,273	Insignificant
Worker Autonomy (X2) -> Harmonization of Dedication (Y1) -> Employee Performance (Y2)	0,063	0,064	0,030	2,134	0,033	Significant
Work Passion (X3) -> Harmonization of Dedication (Y1) -> Employee Performance (Y2)	0,029	0,032	0,031	0,951	0,342	Insignificant
Work Innovation (X4) -> Harmonization of Dedication (Y1) -> Employee Performance (Y2)	0,082	0,084	0,037	2,210	0,028	Significant

- a) The tenth *hypothesis* is the relationship between workload and *employee performance through* harmonization of dedication. Where the table above shows that the workload is not significant to *employee performance through harmonization of dedication*. This result shows that the significant value of 0.273 is greater than 0.05 and the tcal value is smaller than the ttable (1<0981.98). Furthermore, the original sample value of 0.032 shows that the direction of the relationship between workload and *employee performance through* dedication harmonization is not significant, so it can be concluded that the tenth hypothesis is rejected.
- b) The eleventh *hypothesis* is the relationship between worker autonomy and *employee performance through* harmonization of dedication. Where the table

above shows that workload has a significant effect on *employee performance through harmonization of dedication*. This result shows that the significant value of 0.033 is smaller than 0.05 and the tcal value is greater than the ttable ($2.134 > 1.98$). Furthermore, the original sample value of 0.063 shows that the direction of the relationship between worker autonomy and *employee performance through harmonization of dedication* is significant, so it can be concluded that the tenth hypothesis is accepted.

- c) The *twelfth hypothesis* is the relationship between work passion and *employee performance through harmonization of dedication*. Where the table above shows that work passion has no effect on *employee performance through harmonization of dedication*. This result shows that the significant value of 0.342 is greater than 0.05 and the tcal value is smaller than the ttable ($0.951 < 1.98$). Furthermore, the original sample value of 0.029 shows that the direction of the relationship between work passion and *employee performance through harmonization of dedication* is not significant, so it can be concluded that the twelfth hypothesis is rejected.
- d) The *thirteenth hypothesis* is the relationship between work innovation and *employee performance through harmonization of dedication*. Where the table above shows that work innovation has a significant effect on *employee performance through harmonization of dedication*. This result shows that the significant value of 0.028 is smaller than 0.05 and the tcal value is greater than the ttable ($2 > 2101.98$). Furthermore, the original sample value of 0.082 shows that the direction of the relationship between work passion and *employee performance through the harmonization of dedication* is significant, so it can be concluded that the thirteenth hypothesis is accepted.

Discussion

- 1. Emotional Burden and Harmonization of Dedication:** The study found that workload has no significant effect on the harmonization of employee dedication at 4-star hotels in Medan. This contradicts some previous studies that suggest workload influences harmony in employee relationships. However, the study aligns with those suggesting that a well-coordinated workload supports teamwork. The findings indicate that the workload matches employees' abilities, with new employees receiving less workload initially, gradually increasing to full capacity.
- 2. Work Autonomy and Harmonization of Dedication:** Work autonomy was found to significantly affect the harmonization of dedication. This supports earlier research that highlights autonomy as a factor enhancing employee commitment and satisfaction. The study suggests that autonomy, where employees can determine their work methods, fosters a more harmonious work environment, aligning with research on job characteristics and feedback.
- 3. Work Passion and Harmonization of Dedication:** Contrary to expectations, work passion was not found to significantly impact the harmonization of dedication. Previous studies suggested that passion for work is linked to stronger commitment, but this study shows that other factors like fairness in management play a larger role. Despite employees' passion for their work, issues like fair treatment and working conditions affect their overall dedication.
- 4. Work Innovation and Harmonization of Dedication:** Work innovation significantly impacted the harmonization of dedication, with findings supporting research on innovation's role in employee satisfaction and long-term relationships.

Innovative behavior, leadership attention, and a supportive environment contribute to employee commitment. The study stresses that innovative practices, whether in product development or administrative processes, can improve work relations and efficiency.

5. **Emotional Burden and Performance:** The emotional burden did not significantly affect the performance of employees at 4-star hotels in Medan. This supports some studies, while contradicting others that link emotional burden with performance. The study suggests that despite emotional challenges, employees continue to propose ideas for improving work systems, showing resilience and engagement in their roles.
6. **The Effect of Work Autonomy on Performance:** Work autonomy significantly affects employee performance at 4-Star Hotels in Medan City. It allows employees to make quick decisions and solve problems, improving their performance and reducing work errors. However, its misinterpretation can lead to unfair treatment of subordinates, as some managers assign tasks based on personal bias rather than management needs.
7. **The Effect of Work Passion on Performance:** Work passion positively impacts employee performance. Employees who enjoy their work and are motivated by charismatic leaders tend to deliver better results. Passion is driven by leadership charisma and employees' experience and knowledge, contributing to their overall performance.
8. **The Effect of Work Innovation on Performance:** Work innovation boosts employee performance by encouraging collaboration and improving job satisfaction. Knowledge, continuous learning, and innovative ideas lead to enhanced work quality and quantity, benefiting both the employee and the organization.
9. **The Effect of Dedication Harmonization on Performance:** Harmonizing dedication positively affects employee performance. A harmonious relationship between employees and leaders fosters mutual respect, responsibility, and job satisfaction, which improves work behavior and performance.
10. **The Effect of Emotional Burden on Performance Through Harmonization of Dedication:** Emotional burden negatively impacts employee performance when not managed properly. Poor emotional management can harm both individual and organizational performance, and the harmonization of dedication does not mediate this effect.
11. **The Effect of Work Autonomy on Performance Through Harmonization of Dedication:** Work autonomy indirectly improves performance through dedication harmonization. Autonomy enables trust and coordination among employees, enhancing responsibility and responsiveness, which contributes to better overall performance.
12. **The Effect of Work Passion on Performance Through Harmonization of Dedication:** Harmonization does not mediate the effect of work passion on performance. The lack of a harmonious relationship between employees and leaders limits the impact of work passion on job performance.
13. **The Influence of Work Innovation on Performance Through Harmonization of Dedication:** Harmonization plays a significant role in improving work innovation.

Good relationships between employees and leaders lead to collaborative problem-solving and innovative solutions, enhancing both the quantity and quality of work.

CONCLUSION

Based on the above results, the conclusions that can be given in this study include the following:

1. The insignificant burden on the employees of the 4-Star Hotel in Medan City should be a serious concern, especially for managers who have the authority to position these employees based on their experience and education. Leaders should continue to strive to maintain excessive workload because it has an impact on the emotional instability of employees.
2. Work autonomy should be given to each specific department to one of the employees who is considered worthy based on work ability and professionalism. It is hoped that the autonomy of the work given can accelerate the process of taking action against the wrong in the field.
3. The significance of work passion should be maintained by the leadership of the 4-Star Hotel in Medan City by maintaining rewards and promotions for employees with good performance. This is so that employees feel appreciated for the sacrifices they have made.
4. Work innovations given by employees to management should not only be heard and ignored by the leadership. There needs to be an in-depth review or study by involving the employee about the purpose and technique of the idea.

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