

The Effect of Work Discipline on Employee Performance at Sadara Resort

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ABSTRACT

The hospitality industry relies heavily on the quality of its human resources to deliver excellent service and maintain customer satisfaction. Employee performance is one of the primary determinants of organizational success, while work discipline serves as a fundamental factor influencing employees' ability to perform effectively. This study aims to analyze the effect of work discipline on employee performance at Sadara Resort. A quantitative research approach was employed using a simple linear regression model. Data were collected from 84 employees representing eleven operational departments through structured questionnaires. Prior to hypothesis testing, the research instruments were examined using validity and reliability tests. The findings indicate that all questionnaire items were valid, with correlation coefficients ranging from 0.816 to 0.913, while both variables demonstrated excellent reliability with Cronbach's Alpha values of 0.947. Descriptive analysis revealed that work discipline achieved a mean score of 3.74 and employee performance obtained a mean score of 3.50, both categorized as good. The hypothesis testing results showed that work discipline has a positive and statistically significant effect on employee performance ($t = 13.152$; $p < 0.001$). Furthermore, the coefficient of determination ($R^2 = 0.678$) indicates that work discipline explains 67.8% of the variation in employee performance, while the remaining 32.2% is influenced by other variables not examined in this study. The findings support Goal Setting Theory, suggesting that employees who consistently comply with organizational rules, demonstrate responsibility, and effectively manage their working time tend to achieve higher levels of performance. The study recommends strengthening supervisory practices, reinforcing Standard Operating Procedures (SOPs), conducting regular employee briefings, and improving time management to further enhance employee performance and service quality in the hospitality industry.

Keywords: Discipline, Employee, Hospitality, Management, Performance

1. INTRODUCTION

The hospitality industry is recognized as one of the most competitive sectors within the service economy. Unlike manufacturing industries, hotels depend primarily on human interaction to create customer value and memorable guest experiences. Employees serve as the frontline representatives of hotel organizations, directly influencing service quality, customer satisfaction, organizational reputation, and business sustainability [1]. Consequently, maintaining high employee performance has become a strategic priority for hotel management.

Employee performance refers to the extent to which employees successfully accomplish their assigned duties based on organizational standards regarding quality, quantity, punctuality, responsibility, and cooperation [2]. High-performing employees contribute not only to operational efficiency but also to customer loyalty and organizational competitiveness. Conversely, poor employee performance often results in service failures, guest dissatisfaction, and declining organizational performance.

One of the most important factors affecting employee performance is work discipline. Work discipline reflects employees' willingness to comply with organizational regulations, attendance policies, operational procedures, and behavioral standards established by the company. Employees with strong work discipline generally demonstrate punctuality, responsibility, accountability, and consistency in completing assigned tasks. Such characteristics are particularly essential in the

hospitality industry, where service quality depends heavily on employees' professionalism and responsiveness [3].

Several operational issues were identified at Sadara Resort, indicating that employee discipline and performance still require improvement. Guest reviews frequently reported that employees were less attentive and slower in responding to guest requests, particularly during busy operational periods and hotel events. These service issues suggest weaknesses in work effectiveness, coordination, and responsiveness among employees.

Internal records from the Human Resources Department further revealed that employee tardiness occurred consistently throughout 2025, averaging approximately nineteen late arrivals each month. In addition, several employees failed to comply fully with the hotel's grooming standards, including personal appearance and uniform requirements established in the Standard Operating Procedures (SOPs). Although these issues did not dominate overall hotel operations, they indicate opportunities for managerial improvement in maintaining employee discipline.

Previous empirical studies examining the relationship between work discipline and employee performance have produced inconsistent findings. Several researchers reported that work discipline significantly improves employee performance [4], while others concluded that its influence becomes insignificant when mediated by other organizational variables such as leadership style or work environment [5]. These inconsistent findings create a research gap that deserves further investigation, particularly within Indonesia's hospitality sector.

Therefore, this study aims to examine the influence of work discipline on employee performance among employees at Sadara Resort. The findings are expected to contribute both theoretically by supporting Goal Setting Theory and practically by providing recommendations for improving human resource management in the hospitality industry.

2. LITERATURE REVIEW

Several previous studies have examined the relationship between work discipline and employee performance. A study conducted by Ranti et al. [2] at Princess Keisha Bali Hotel & Convention Centre found that work discipline had a positive and significant effect on employee performance, with a significance value of 0.000 (< 0.05) and a t-value of 10.598, exceeding the critical value of 1.684. The coefficient of determination indicated that work discipline accounted for 74.7% of the variation in employee performance. These findings suggest that higher levels of employee discipline are associated with improved work performance. Similarly, Kadek et al. [3], in a study conducted at Atanaya Hotel Kuta, reported that work discipline positively and significantly influenced employee performance, with a contribution of 77.8%. Their findings reinforce the importance of work discipline as a key determinant of optimal employee performance in the hospitality industry.

Likewise, Huang and Sofiani [4] investigated employees in the Food and Beverage Department of The Hermitage Hotel Jakarta and found that work discipline had a significant positive effect on employee performance. The coefficient of determination ($R^2 = 59.9\%$) indicated that work discipline explained more than half of the variation in employee performance. Another study by Parta et al. [6] at Nandini Jungle Resort & Spa examined both work discipline and employee training as predictors of employee performance. Although training was included as an additional independent variable, work discipline was also found to have a positive and highly significant effect on employee performance ($p < 0.01$). Together, work discipline and training explained 85.1% of the

variance in employee performance. In contrast, Priono and Akos [7], in a study conducted at the Department of Education of Hulu Sungai Utara Regency, reported different findings. Their results showed that work discipline did not have a significant direct effect on employee performance. Instead, work discipline significantly influenced the work environment, which subsequently had a significant effect on employee performance. This finding suggests that the relationship between work discipline and employee performance may vary depending on organizational characteristics and contextual factors.

Overall, four out of the five previous studies concluded that work discipline has a positive and significant influence on employee performance, while one study reported inconsistent results. This inconsistency highlights the existence of a research gap, indicating the need for further investigation in different organizational settings. Therefore, the present study was conducted at Sadara Resort to re-examine the direct effect of work discipline on employee performance within the context of the hospitality industry.

2.1 Goal Setting Theory

This research is grounded in Goal Setting Theory [8], [9], [10], developed by Edwin A. Locke, which argues that specific and challenging goals encourage individuals to improve their motivation, commitment, and work performance. Employees who clearly understand organizational goals are more likely to demonstrate responsible behavior and maintain discipline in completing assigned tasks.

Within organizational settings, goals are translated into company regulations, Standard Operating Procedures (SOPs), performance targets, attendance policies, and service standards. Employees who consistently comply with these organizational expectations demonstrate stronger commitment toward organizational objectives. Consequently, work discipline represents a behavioral manifestation of employees' commitment to organizational goals.

Goal Setting Theory suggests that higher levels of work discipline should ultimately produce better employee performance because disciplined employees devote greater effort, manage their working time more effectively, and consistently achieve organizational targets.

2.2 Employee Performance

Employee performance refers to employees' achievements in completing assigned duties according to predetermined organizational standards [11]. Performance encompasses work quality, productivity, responsibility, initiative, cooperation, and creativity [12].

In this study, employee performance consists of three dimensions by Anjani et al [11]:

1. Work Results
 - a. Quantity
 - b. Quality
 - c. Efficiency
2. Work Behavior
 - a. Discipline
 - b. Initiative

- c. Accuracy
- 3. Personal Characteristics
 - a. Leadership
 - b. Honesty
 - c. Creativity

Employee performance is influenced by numerous factors including knowledge, competence, leadership, motivation, organizational culture, work environment, job satisfaction, commitment, and work discipline.

2.3 *Work Discipline*

Work discipline refers to employees' willingness and awareness to comply with organizational regulations, policies, attendance schedules, and work procedures [13]. According to Farhan and Indriyaningrum [14], work discipline refers to an individual's willingness and awareness to comply with the rules, regulations, and norms established by an organization. Similarly, Nawir et al. [15] define work discipline as an employee's willingness and ability to adhere to the policies, procedures, and regulations implemented by the organization. Furthermore, Sabina [17] explains that work discipline reflects the extent to which individuals consistently comply with organizational norms and operational procedures in carrying out their daily responsibilities, which ultimately contributes to higher productivity and smoother organizational operations.

The dimensions of work discipline include:

- 1. Time Discipline
 - a. Punctuality
 - b. Effective utilization of working hours
 - c. Attendance consistency
- 2. Work Responsibility
 - a. Compliance with company regulations
 - b. Achievement of work targets
 - c. Completion of work reports

Employees who demonstrate higher levels of discipline generally perform their duties more effectively, maintain higher productivity, and contribute positively to organizational success [17].

3. METHODS

This study employed a quantitative explanatory research design using a simple linear regression approach. The study was conducted at Sadara Resort, involving 84 employees selected through proportional random sampling from eleven operational departments. Primary data were collected using structured questionnaires measured on a five-point Likert scale. Instrument validity was assessed using Pearson Product Moment correlation, while reliability was evaluated using Cronbach's Alpha. Classical assumption tests included normality and heteroscedasticity testing before regression analysis.

4. RESULT AND DISCUSSION

Validity testing indicated that all fifteen questionnaire items were statistically valid, with correlation coefficients ranging from 0.816 to 0.913, exceeding the minimum acceptable value. Reliability analysis showed Cronbach's Alpha values of 0.947 for both work discipline and employee performance, indicating excellent internal consistency.

The respondent profile revealed that most participants were male (56.0%), aged between 30–39 years (46.4%), and primarily worked in the Food and Beverage Service Department (19.0%).

Table 3. Linier Regression Analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,570	2,243		1,146	0,255
Disiplin Kerja	1,291	0,098	0,824	13,152	0,000

a. Dependent Variable: Kinerja Karyawan

Source: Research Result, 2026

The simple linear regression analysis produced a constant value of 2.570 and a regression coefficient for work discipline (X) of 1.291. Accordingly, the regression equation can be expressed as follows:

$$Y = 2.570 + 1.291X$$

where Y represents employee performance and X represent work discipline.

Based on the simple linear regression model proposed by Sugiyono (2023), the equation can be interpreted as follows:

4.1 Constant (2.570)

The constant value of 2.570 indicates that if the work discipline variable were assumed to be zero, the predicted employee performance score would be 2.570. This value represents the baseline level of employee performance in the absence of the influence of work discipline. Since the regression coefficient is positive, improvements in work discipline are expected to increase employee performance.

4.2 Work Discipline Coefficient (1.291)

The regression coefficient of 1.291 indicates that every one-unit increase in work discipline is associated with an increase of 1.291 units in employee performance, assuming all other factors remain constant. The positive coefficient demonstrates a positive and direct relationship between work discipline and employee performance. In other words, higher levels of work discipline lead to higher employee performance, suggesting that employees who consistently comply with organizational regulations, demonstrate responsibility, and effectively utilize their working time are more likely to achieve better performance outcomes.

Descriptive statistics demonstrated that work discipline achieved a mean score of 3.74, categorized as good. Responsibility obtained the highest dimension score, while effective working time management received the lowest evaluation.

Employee performance achieved an average score of 3.50, also categorized as good. Personal characteristics—including teamwork, honesty, and creativity—received the highest ratings, whereas work quality and work behavior remained areas requiring improvement.

Regression analysis confirmed that work discipline positively and significantly affects employee performance ($t = 13.152$; $p < 0.001$). The regression coefficient ($\beta = 1.291$) indicates that each improvement in work discipline significantly increases employee performance.

Table 4. Coeficien Determinant Coefficient

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.678	.674	4,214
a. Predictors: (Constant), Disiplin Kerja				
b. Dependent Variable: Kinerja Karyawan				

Source: Research Result, 2026

Furthermore, the coefficient of determination ($R^2 = 0.678$) indicates that work discipline explains 67.8% of employee performance, while 32.2% is explained by other organizational variables.

These findings strongly support Goal Setting Theory, emphasizing that employees who comply with organizational rules, utilize working time efficiently, and demonstrate responsibility achieve higher performance levels. Employees with a high level of work discipline are more likely to comply with organizational regulations, demonstrate greater responsibility for their assigned duties, and utilize working time more effectively, enabling them to complete tasks more efficiently and achieve higher levels of performance. The findings of this study are consistent with those of Ranti et al. [2], who reported that work discipline has a positive and significant effect on employee performance at Princess Keisha Bali Hotel & Convention Centre. Their study concluded that employees with higher levels of discipline tend to produce better work quality and achieve superior performance outcomes.

The results also support previous hospitality studies showing that work discipline significantly improves service quality, operational effectiveness, and employee productivity. Similarly, Huang and Sofiani [4] found that work discipline plays a vital role in improving service quality, accountability, and employee responsibility within the hospitality industry. However, the results of the present study differ from those reported by Priono and Akos [7], who found that work discipline did not directly influence employee performance but instead affected performance indirectly through the work environment. These inconsistent findings may be attributed to differences in organizational characteristics, workplace conditions, research settings, and the nature of the respondents involved in each study.

In the context of Sadara Resort, this study demonstrates that work discipline is a critical factor in enhancing employee performance. This is reflected in the high mean score obtained for the work responsibility dimension, indicating that most employees comply with company regulations, accomplish assigned tasks according to established targets, and fulfill their responsibilities effectively. Nevertheless, certain aspects of work discipline still require improvement, particularly punctuality and the effective use of working time, which received relatively lower scores than the other indicators. These findings suggest that although employees generally possess a strong sense of responsibility, the consistent implementation of work discipline has not yet been fully optimized.

This observation is consistent with the issues identified in the background of the study, including recurring employee tardiness and guest complaints regarding slow service and insufficient staff responsiveness. Therefore, hotel management should strengthen disciplinary supervision, conduct regular performance evaluations, and foster a more professional organizational culture. Such initiatives are expected to improve employee discipline, enhance service quality, and contribute to the achievement of the hotel's organizational goals and long-term operational excellence.

CONCLUSION

This study concludes that work discipline has a positive and statistically significant influence on employee performance at Sadara Resort. Employees who consistently comply with organizational rules, maintain punctuality, effectively utilize working hours, and demonstrate responsibility tend to produce better work quality and higher productivity. Work discipline contributes 67.8% toward explaining employee performance, making it one of the strongest determinants of employee effectiveness within the hotel. These findings reinforce the importance of maintaining organizational discipline as a strategic human resource management practice capable of improving operational performance and service quality in hospitality organizations.

RECOMMENDATIONS

Hotel management should continue strengthening employee discipline through stricter attendance monitoring, regular performance briefings, consistent implementation of Standard Operating Procedures (SOPs), and continuous supervisory practices. Special attention should be given to improving employees' effective use of working time and service responsiveness during peak operational periods. Future research is encouraged to incorporate additional variables such as leadership style, work motivation, organizational culture, employee engagement, compensation, and work environment to develop a more comprehensive model explaining employee performance within the hospitality industry.

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