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The Effect Of Work Discipline, Work Environment, And Work Motivation On Employee Performance At Bintang Mulia Hotel Bagan Batu

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Abstract

This study aims to analyze the effect of work discipline, work environment, and work motivation on employee performance at Bintang Mulia Hotel Bagan Batu, both partially and simultaneously. The method used is descriptive quantitative with total sampling of 60 respondents, data collection through a Likert scale questionnaire, and analysis using multiple linear regression with SPSS version 26. The results show that work discipline has a positive and significant effect on employee performance (t=12.312; sig=0.000), work environment has a positive and significant effect on employee performance (t=2.888; sig=0.006), work motivation has a positive and significant effect on employee performance (t=4.167; sig=0.000), and simultaneously all three variables have a positive and significant effect on employee performance (F=541.795; sig=0.000) with an R^2 value of 0.967, meaning 96.7% of the variation in employee performance is explained by these three variables. The findings of this study reveal that work discipline is the most dominant factor influencing employee performance, thus consistent application of work discipline, a conducive work environment, and strong work motivation are the main keys to improving employee performance in the hospitality industry.

Keywords: Work Discipline, Work Environment, Work Motivation, Employee Performance

INTRODUCTION

In current global competition this world of work really needs it employees who can think For more advanced , smart , innovative , and capable work with Spirit tall in face progress of the times. Various organization try increase performance all over existing

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elements in organization with objective reach continuity life organization (Siagian et al., 2022) . Management source Power man covers various related activities with the recruitment process , selection , development , maintenance , to utilization power Work optimally to realize objective personal employee at a time objective organization (Surya Nugraha & Pibriari, 2025) . The company is highly recommended For fulfil implementation draft management source Power the right human resources , one of them through implementation giving motivation and implementation leadership within office (Rahaditya et al., 2024) . Success agency No only influenced by sophistication technology or adequacy budget , but also on the quality of the human resources it has , which is element main (Tyas et al., 2025) . Source Power man is one of the factors involved in a way direct in implementation activity company and have role important in increase environment Work company to achieve goals that have been set (N. Anggraini, 2024) . Every company requires quality human resources and manpower Work experts in their respective fields for manage company success whether or not For face challenges and fulfilling hope society , is needed appropriate , effective and sustainable planning (Yamaly & Program, 2022) .

Discipline Work is compliance or form someone who is obedient with rule written or No written . Regarding This direct somebody For enthusiastic in do task his work , as well as capable realize objective organization (Pittaloka & John, 2024) . Discipline Work is something regulation or policies that are developing within self employees and cause employee can adapt self with volunteering for decisions , rules , and high values from work and behavior (Utami & Marnisah, 2025) . Compliance is base ethics , where every employees who are loyal to the company or leadership they within the scope work they act in accordance with principle This (Syahrani & Amelia, 2025) . Some employee Still often comes late , no present without clear information , and not enough comply provision company . The low level discipline the potential hinder smooth work processes and reduce quality results achieved (Zahra et al., 2025) .

Environment Work is facilities and infrastructure as tool help method his work as well as arrangement Work Good individual and as group (Sudarijati & Ismartaya, 2025) . Environment Work is overall condition physical and non- physical factors that influence somebody in operate his/her duties . Conditions physical and non- physical can support duration someone inside something organization (Dewanti & Wahyudi, 2025) . Environment clean and orderly work with Good capable help employee finish his duties in a way more effective so that impact positive to improvement performance institutions (Surya Nugraha & Pibriari, 2025) .

Motivation Work motivation is a series attitudes and values that influence individual For reach specific things in accordance with objective individual (Amirudin, 2021) .

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Motivation Work as factor driver somebody For do something activity naturally very much needed (Hustia, 2020) . Motivation somebody depending on expectations that his business will produce good performance and performance the will produce desired results (Abidin & Sopandi, 2025) Motivation this can also viewed as energy crucial emotions in face challenge or start new job (Sukma et al., 2025) .

Employee performance is something results work achieved somebody in carry out tasks assigned to him which is based on skills , experience , and sincerity as well as time (Fidyah Yuli Ernawati et al., 2023) . Performance is behavior real displayed everyone as performance work produced by employees in accordance with his role in company (Ramadhani et al., 2023) . The performance of a employee is individual because every individual own level different abilities in finish his duties (Susamai & Cay, 2025) .

Relatedness between discipline Work influential positive and significant to performance employee due to a sense of responsibility responsibilities held by each employee (W. Pratiwi & Sulaimiah, 2023) . Motivation influential significant to performance employee means motivation very influential so that Can give meaning to performance from employee (Nugroho & Wagiyem, 2025) . Environment Work influential positive to variables performance employees . Influence the can seen in the indicator environment work that plays a role important is employee more enthusiastic work in space organized work neat and clean Because with existence environment clean and orderly work neat employee feel like so that its performance increase (Sagita & Sutianingsih, 2023) . Can concluded that motivation , environment work and discipline Work in a way together give significant contribution in increase performance employee (Nurrachma et al., 2024) .

Based on observation the initial activity carried out at Bintang Mulia Hotel Bagan Batu, it is known that performance employee Not yet completely optimal. Condition the shown by still existence inaccuracy time presence employees , low initiative in carry out tasks , as well as productivity unfinished work stable . Condition This potential influence smoothness hotel operations and quality service to guests , remembering performance employee is one of the factor main in support success business in the field hospitality .

The employee's performance is not optimal **influenced by several internal organizational factors ,** including discipline work , environment work and motivation work . Discipline unfinished work implemented in a way consistent , condition environment lack of work support , and difference level motivation Work between employee proven impact on enthusiasm , responsibility answer , and results Work employees . Therefore that , is necessary further study deep For understand role third factor the in increase performance employee .

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Based on background behind said , research This aim For explore in a way more deep How discipline work , environment work and motivation Work influence performance employees at Bintang Mulia Hotel Bagan Batu. Understanding to connection intervariable this is very important for party hotel management in formulate management policies and strategies source Power human beings who do not only focuses on achieving work targets , but also on creation environment conducive work and improvement motivation employee in a way sustainable . In every organization , sources Power man is very important components in move and maintain sustainability organization (Kurnia Resky Bhayangkara et al., 2023) **.** With strengthen aspect discipline , environment work and motivation work , hotel expected capable increase performance employees , quality service to guests , as well as guard sustainability and power competition business in the middle competition industry increasingly hospitality competitive .

Formulation Problem

Based on background behind research , then formulation problem in study This is as following :

1. Whether discipline Work influential to performance employees of Bintang Mulia Hotel Bagan Batu?
2. Whether environment Work influential to performance employees of Bintang Mulia Hotel Bagan Batu?
3. Whether motivation Work influential to performance employees of Bintang Mulia Hotel Bagan Batu?
4. Whether discipline work , environment work and motivation Work in a way simultaneous influential to performance employees of Bintang Mulia Hotel Bagan Batu?

Research Objectives

Based on formulation the problem above , then objective study This is as following :

1. For knowing and analyzing influence discipline Work to performance employees of Bintang Mulia Hotel Bagan Batu.
2. For knowing and analyzing influence environment Work to performance employees of Bintang Mulia Hotel Bagan Batu.
3. For knowing and analyzing influence motivation Work to performance employees of Bintang Mulia Hotel Bagan Batu.
4. For knowing and analyzing influence discipline work , environment work and motivation Work in a way simultaneous to performance employees of Bintang Mulia Hotel Bagan Batu.

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LITERATURE REVIEW

Employee performance

According to (Ricky Putra, 2025) state that performance employee is results Work in a way quality and quantity achieved by a person employee in carry out task in accordance with not quite enough the answer given . While according to (Zakiah & Dwiridotjahjono, 2021) performance as results work achieved somebody in carry out assigned tasks to him based on skills , experience , and sincerity .

According to (Apriliyani & Indra, 2024) explain that performance employee is level achievement results Work individual in contributing organizations to objective organization and according to (Trimulyo, 2022) state performance as performance work produced by employees based on abilities , skills , and motivation work . According to (Agustriani et al., 2022b) to interpret performance as behavior real displayed by each individual as performance work produced in accordance his role in organization .

There is a number of factors that can influence performance employee (Zahra et al., 2025) , is Abilities and skills work , motivation work , discipline work , environment work , leadership , system awards and compensation .

As for according to (Amirudin, 2021) gauge something indicator performance employee there is some of the research this , namely : 1) Quality work , 2) Quantity work , 3) Accuracy time , 4) Effectiveness use source power and 5) Responsibility answer Work .

Discipline Work

According to (SR Pratiwi & Sari, 2023) state discipline Work is awareness and willingness somebody obey all regulations and social norms that apply in the company . Meanwhile according to (SD Anggraini et al., 2024) define discipline Work as behavior suitable employees with regulations , procedures work , and applicable norms .

According to (Hustia, 2020) state discipline Work as tool management For push employee obey various provisions and standards organization . According to (Siagian et al., 2022) mention discipline Work as mental attitude that is reflected in actions For comply regulation Work in a way consistent . According to (Pittaloka & John, 2024) discipline Work as implementation management For strengthen guidelines organization . High level of discipline reflect commitment employee in operate his duties in accordance with procedures and targets that have been determined (Gunadi, 2024) .

According to (Ni Nengah Muliani, 2025) factor discipline Work There are five factors , namely : Exemplary behavior leadership , justice in giving sanctions , effective supervision , clarity rules and procedures work and sanctions and punishments .

As for the Indicators according to (Adinda et al., 2023) which states that there is a number of results measure of discipline work , as following : presence and accuracy time ,

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obedience to regulation work , obedience to standard work , responsibility answer to work , ethics and attitude Work .

Environment Work

According to (Dewanti & Wahyudi, 2025) environment Work is overall tools , materials , conditions physical , as well as connection work that influences employee in carry out his duties . According to (Souisa et al., 2023) define environment Work as all something that is around workers who can influence implementation work If the employee enjoy environment Work Where he work , then employee the will feel at home in place his work , doing activity so that time Work used in a way effective (Wahyuni et al., 2023) .

Environment good and adequate work is also possible push employee For produce better performance good . On the contrary if environment Work No adequate can lower performance employees . In A organization , environment Adequate work is very important with Serious (Asih et al., 2024) . Environment Work is place where employees Work and the conditions in which they Work (Asep Purnama, 2024) . Indicators environment Work that is as following : lighting / light in place work , circulation air , noise , smell No delicious , crowded (Roddyan Alianissa & Hasanuddin, 2024) .

Motivation Work

Motivation Work is influencing conditions awaken direct and maintain related behavior with environment Work (Trimulyo, 2022) . Motivation is internal and external drives that direct , arouse , and maintain behavior individual For reach objective certain (Manisah, 2025) . Motivation Work is something conditions that can encourage , direct , and maintain related attitudes with environment Work (Uzla Maulidiah & Heru Baskoro, 2025) . Motivation Work is something strength existing potential in the self human beings who can developed so that they Want to Work hard with give all ability For realize something objective company (Tazlia et al., 2025) . Indicators motivation Work including ; needs physical , the need for safety and security , the need for social , needs appreciation and needs actualization self (Sudarijati & Ismartaya, 2025) .

Employee performance

Employee performance is factor important for sustainability life company (Alfianti & Indriyatni, 2024) . Employee performance show how much Lots employee give contribution to organizations , including is quality of output, quantity of output, presence on site work and attitude cooperative (Hermanto et al., 2023) . The performance that exists in a organization No can separated from performance individuals in it , if performance of each

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individual or employee That good , then performance companies can also assessed good too (Tazlia et al., 2025) . Competence individual is abilities and skills somebody do Work (Tazlia et al., 2025) . Indicators performance employees , namely : quality work , quantity work , accuracy time , effectiveness , commitment (Zahra et al., 2025) .

Framework Conceptual

Based on review the literature above , then writer describe framework conceptual from study This as following :

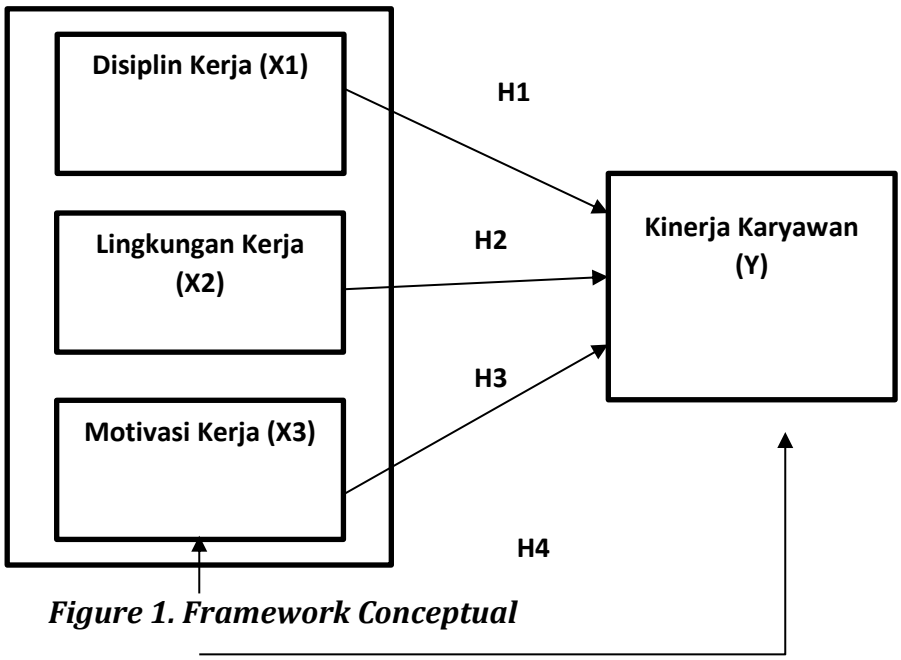


Figure 1. Framework Conceptual

Hypothesis

H1: Discipline Work influential to performance employee Bintang Mulia Hotel Bagan Batu .

H2: Environment Work influential to performance employee Bintang Mulia Hotel Bagan Batu .

H3: Motivation Work influential to performance employee Bintang Mulia Hotel Bagan Batu .

H4: Discipline work , environment work and motivation Work in a way simultaneous influential to performance Employee Bintang Mulia Hotel Bagan Batu.

RESEARCH METHODS

Types of research

The analysis method used in study This is use method quantitative with analysis model descriptive (Wahyuni et al., 2023). Variables independent research This consists of

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from Discipline Work (X1), Environment Work (X2) and Work Motivation (X3) and Variables dependent consists of of Employee Performance (Y). Research This was held at the Bintang Mulia Hotel Bagan Batu, located at Jl. Jendral Sudirman No. 360, Bagan Batu, Bagan Sinembah District , Rokan Hilir Regency , Riau.

Population and Sample

Population in study This is all over Bintang Mulia Hotel Bagan Batu employees totaling 60 people . is a list of Bintang Mulia Hotel employees .

Table 1. List of Bintang Mulia Hotel Employees

No	type work	amount employee
1	admin officer	1
2	general manager	1
3	accounting	5
4	HR	1
5	supervisor	2
6	housekeeping	10
7	food and beverage product	6
8	food and beverage service	6
9	front office	4
10	Pool	6
11	Laundry	3
12	Fitness	4
13	Engineering	5
14	Gardener	2
15	Marketing	1
16	Security	3
Total		**60**

Source : Bintang Mulia Hotel Archive Data

For determine size size sample in study This used method sample fed up or census or total sampling (Mulyana et al., 2021) . Because the number of population relatively small , less population out of 100 possible use technique census (Puji Lestari & Sutarno, 2025) . So that in study This all over population become sample study (Abidin & Sopandi, 2025) .

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Data Types and Sources

For test hypothesis and research population or sample certain researchers quantitative use instrument research that collects and analyzes quantitative data :

a. Primary Data

Primary data is types and sources of research data obtained in a way direct from source first (no through intermediary), good individual and group . Quantitative data is data or information obtained in form numbers . In form number This then quantitative data can be processed using formula mathematics or can also be analyzed with statistical system (Utami & Marnisah, 2025) . In the test use SPSS version 26.

b. Secondary Data

Documentation techniques used For gather information from related literature , books , journals and other relevant documents with theme study .

Data collection technique

Data collection in study This done with spread questionnaire to the respondents who contain statements structured related variables studied (Abidin & Sopandi, 2025) :

Table 2. Likert Scale

Response	Choice	Score
Strongly agree	SS	5
Agree	S	4
Disagree Less	KS	3
Don't agree	TS	2
Strongly Disagree	STS	1

Source : (Ricky Putra Dwiyatsa & Setyani Dwi Lestari, 2025)

Data analysis techniques

Data analysis techniques in study This includes validity tests and reliability tests For ensure eligibility instrument research . Validity test used For measure legitimate or whether or not questionnaire , with criteria r count more big from the r table , while the reliability test done against valid items with provision mark If Cronbach's Alpha value is higher big from 0.60 then results obtained can it is said reliable (Aristana et al., 2025) . Furthermore assumption testing was carried out classic consisting of from the normality test , multicollinearity test , and heteroscedasticity test to ensure the regression model fulfil assumptions as the best linear estimator . In data processing , research This applying

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analysis models regression multiple that require fulfillment a number of assumptions classic for results estimate regression can used in a way appropriate (Surya Nugraha & Pibriari, 2025) . In addition , the coefficient determination (R^2) is used For measure ability variables independent in explain variation variables dependent . By Testing hypothesis done through the t-test for know influence variables independent in a way partial and F test for test model feasibility , with level significance 5%.

Table 3 Definitions Operational Outcome Variable

Variables	Definition	Indicator
Work Discipline (X1)	Awareness and willingness somebody obey all regula-tions and social norms that apply in the company	1. Presence 2. Punctuality 3. Compliance with work regulations 4. Compliance with work standards 5. Responsibility for work 6. Work ethics and attitude
Environment Work (X2)	is all the tools, materials, physical conditions, and work relationships that influence employees in carrying out their duties	1. Lighting 2. Light in place Work 3. Circulation air , 4. Kerbisingarn 5. New no delicious 6. Crowd
Work motivation (X3)	a potential power that exists within humans that can be developed so that they are willing to work hard by giving all their abilities to realize a company's goals	1. Need physique 2. The need for a sense of security 3. Safety 4. Social needs 5. need award 6. Need actualization self
Employee Performance (Y)	show how much Lots em-ployee give contribution to organizations , including is quality of output, quantity of output, presence on site work and attitude cooperative	1. Quality of work 2. Quantity of Work 3. Punctuality 4. Effectiveness 5. Commitment

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RESULTS AND DISCUSSION

Characteristics Respondents

Based on results distribution questionnaire to respondents in study this , obtained as many as 60 respondents were sample research . Characteristics respondents in study This served For give description general about background behind respondents including type gender , age , education last , position , and length of service . Presentation characteristics respondents This aim For know profile respondents involved in study so that can give greater understanding clear about condition subject research . Information about characteristics respondents are also important For see diversity background behind respondents who can influence perception and answer to questionnaire given . Characteristic data respondents in study This presented in Table 4 which shows distribution frequency and percentage from each category respondents .

Table 4. Characteristics Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	37	61.7
	Woman	23	38.3
	Total	60	100.0
Age	< 20 Years	5	8.3
	20–30 Years	43	71.7
	31–40 Years	8	13.3
	> 40 Years	4	6.7
	Total	60	100.0
Last education	High School/Vocational School	43	71.7
	Diploma	3	5.0
	Bachelor degree)	13	21.7
	S2	1	1.7
	Total	60	100.0
Position	Admin Officer	1	1.7
	General Manager	1	1.7
	Accounting	5	8.3
	HRD	1	1.7
	Supervisor	2	3.3

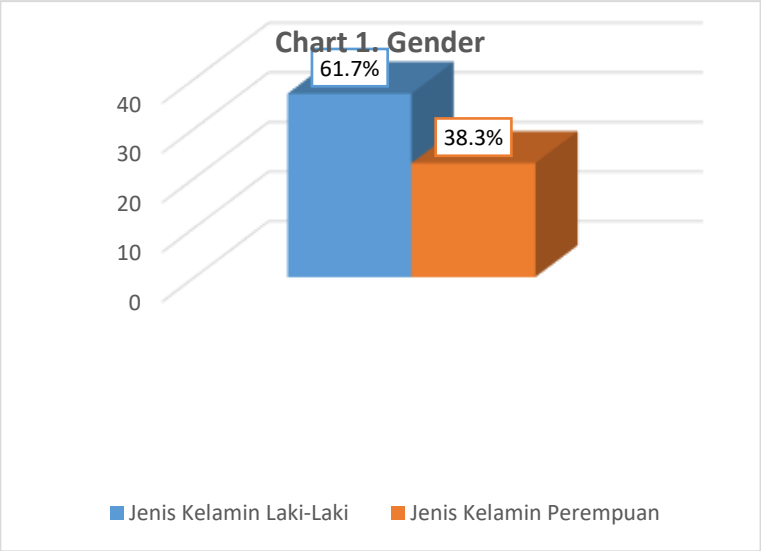
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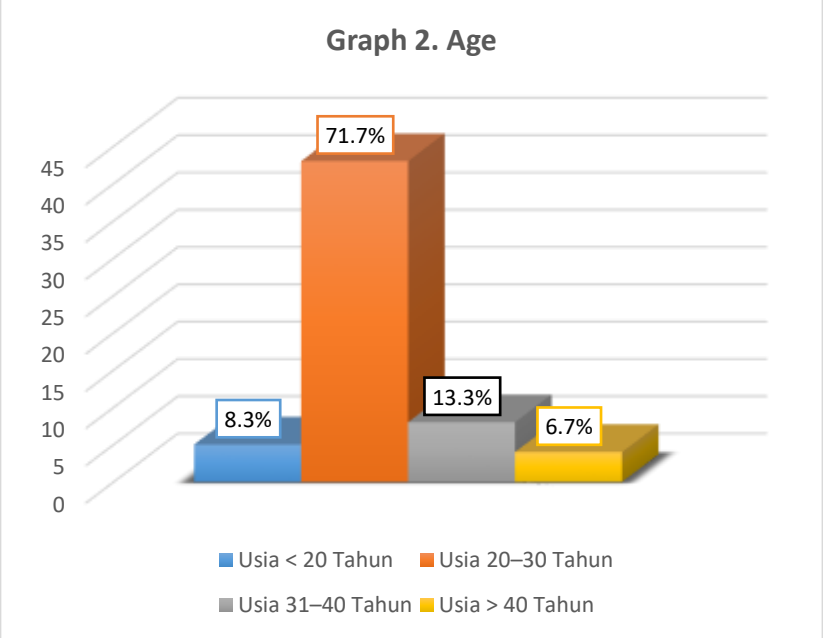
Characteristics	Category	Frequency	Percentage (%)
	Housekeeping	10	16.7
	F&B Products	6	10.0
	Food and Beverage Service	6	10.0
	Front Office	4	6.7
	Pool	6	10.0
	Laundry	3	5.0
	Fitness	4	6.7
	Engineering	5	8.3
	Gardener	2	3.3
	Marketing	1	1.7
	Security	3	5.0
	Total	60	100.0
Length of work	< 1 Year	18	30.0
	1–3 Years	20	33.3
	4–6 Years	11	18.3
	> 6 Years	10	16.7
	6 Years	1	1.7
	Total	60	100.0

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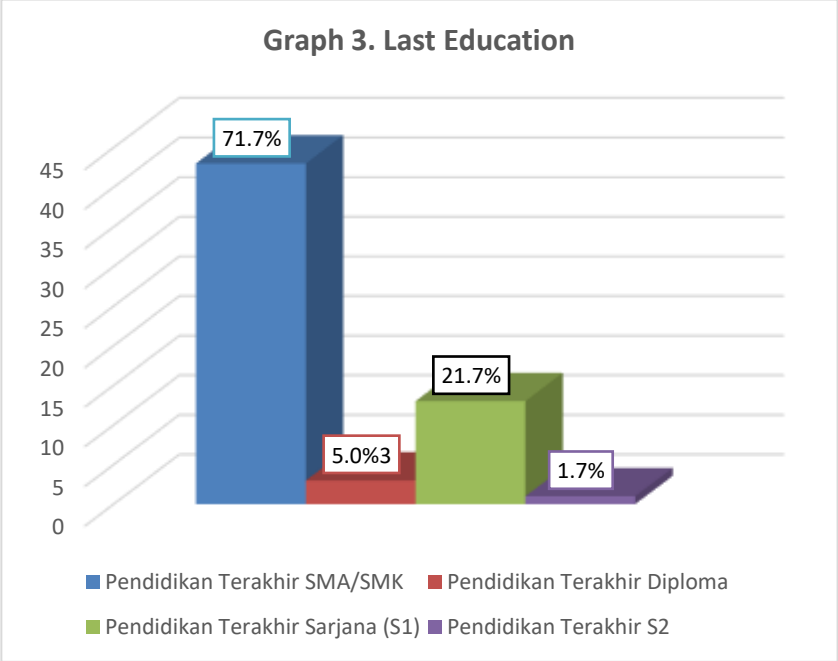
Based on chart type sex respondents known that of the total of 60 respondents , some big is man as many as 37 people (61.7%) , whereas Woman as many as 23 people (38.3%) . This show that respondents in study This more dominated by men compared to Woman .



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Based on chart age respondents known that majority respondents be in range age 20–30 years as many as 43 people (71.7%). Next age 31–40 years as many as 8 people (13.3%), aged <20 years as many as 5 people (8.3%), and age >40 years as many as 4 people (6.7%). This show that part big respondents be at the age productive .

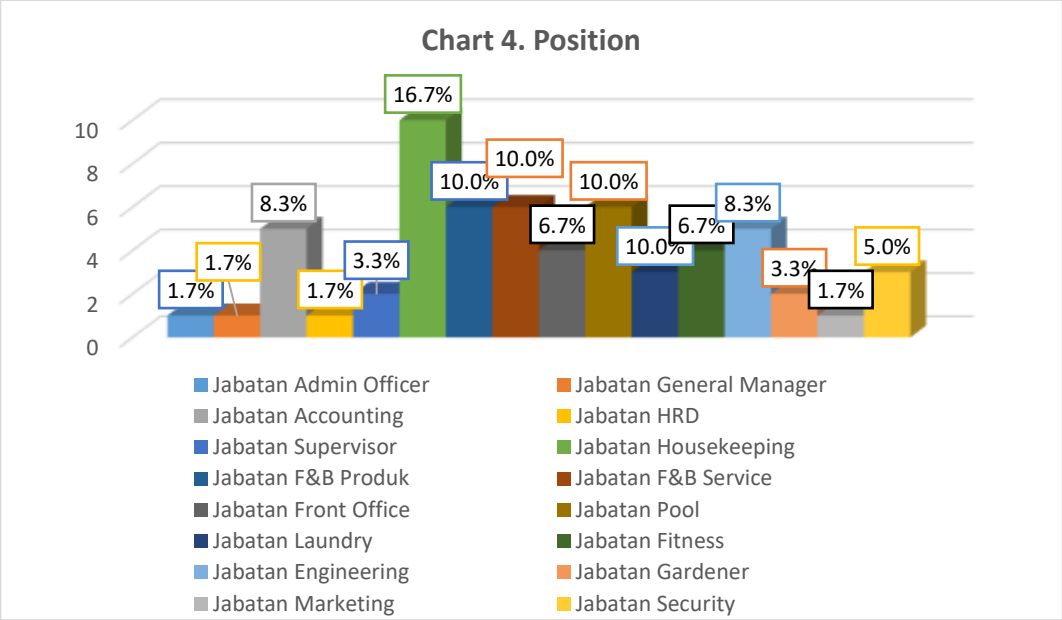


Based on chart education final respondents known that part big respondents own 43 people (71.7%) had high school/vocational school education . Then followed by 13

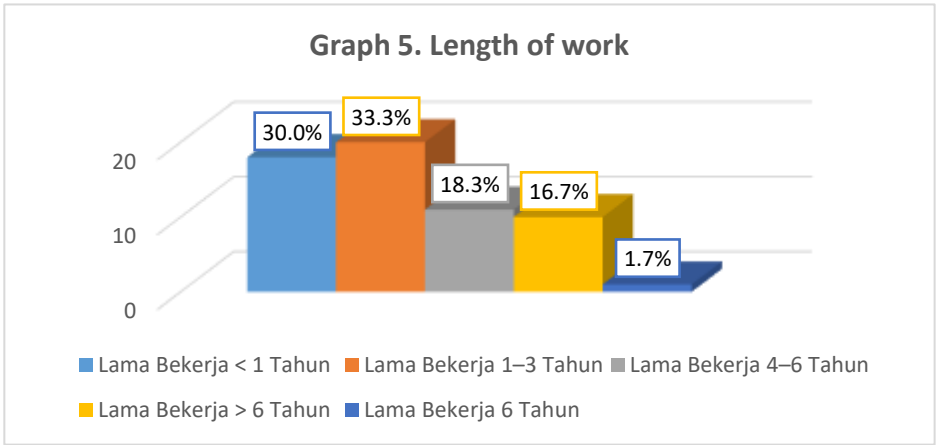
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undergraduates (21.7%), 3 graduates (5.0 %), and 1 graduate (1.7 %). This matter show that majority respondents own level education medium .



Based on chart position respondents known that respondents own various positions . Position with amount respondents most Housekeeping staff consists of 10 people , or 16.7%. Furthermore , F&B Product, F&B Service, and Pool staff each have 6 people , or 10.0%. Accounting and Engineering staff each have 5 people , or 8.3%, and Front Office and Fitness staff each have 4 people , or 6.7%. Furthermore , there is a number of position with amount more respondents A little such as Laundry and Security, each with 3 people or 5.0%, Supervisor and Gardener, each with 2 people or 3.3%, and a number of position such as Admin Officer, General Manager, HRD, and Marketing, each with 1 person or 1.7%. This show



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that respondents in study This originate from various part or division of work so that can give a clearer picture wide about condition the organization being studied .

Based on old working graph respondents known that part big respondents have a work period of 1–3 years as many as 20 people (33.3%), then <1 year as many as 18 people (30%), 4–6 years as many as 11 people (18.3%), and >6 years as many as 10 people (16.7%). This show that majority respondents own experience relative work Still new until medium .

Validity Test

Testing validity each grains used item analysis , namely correlate score each grains with total score which is amount each score grains (Agustriani et al., 2022a) . Test results validity obtained based on appearance results calculation instrument validity on variables study This with compare mark from r count with r table . Can seen from table 5 below This :

Table 5. Validity Test

Variables	Item	r count	r table	Information
Discipline Work (X1)	X1.1	0.919	0.254	Valid
	X1.2	0.923	0.254	Valid
	X1.3	0.947	0.254	Valid
	X1.4	0.954	0.254	Valid
	X1.5	0.963	0.254	Valid
	X1.6	0.953	0.254	Valid
Environment Work (X2)	X2.1	0.879	0.254	Valid
	X2.2	0.941	0.254	Valid
	X2.3	0.941	0.254	Valid
	X2.4	0.895	0.254	Valid
	X2.5	0.840	0.254	Valid
	X2.6	0.820	0.254	Valid
Motivation Work (X3)	X3.1	0.825	0.254	Valid
	X3.2	0.933	0.254	Valid
	X3.3	0.926	0.254	Valid
	X3.4	0.963	0.254	Valid

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Variables	Item	r count	r table	Information
	X3.5	0.963	0.254	Valid
Employee Performance (Y)	X3.6	0.920	0.254	Valid
	Y1	0.951	0.254	Valid
	Y2	0.949	0.254	Valid
	Y3	0.913	0.254	Valid
	Y4	0.955	0.254	Valid
	Y5	0.946	0.254	Valid

Source : SPSS output version 26, 2026.

Based on Table 5 Validity Test , it is known that that all statement items on variables Discipline Work (X1), Environment Work (X2), Motivation Work (X3), and Employee Performance (Y) have calculated r value more big from r table of 0.254 (r count > r table). With Thus , all items of the statement declared valid.

Reliability Test

For determine how much consistent and accurate something tool study can produce findings , used testing reliability . Cronbach's Alpha is something the formula used For determine level reliability . In order for a variables considered reliable , the Cronbach's Alpha value must be exceeds 0.60 (Zahra et al., 2025) .

Table 6. Reliability Test

Variables	Cronbach's Alpha	Criteria	Information
Discipline Work (X1)	0.975	> 0.60	Reliable
Environment Work (X2)	0.945	> 0.60	Reliable
Motivation Work (X3)	0.964	> 0.60	Reliable
Employee Performance (Y)	0.968	> 0.60	Reliable

Source : SPSS output version 26, 2026

Based on Table 6 Reliability Test , it is known that that Cronbach's Alpha value on the variable Discipline Work (X1) is 0.975, Environment Work (X2) is 0.945, Motivation Work

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(X3) is 0.964, and Employee Performance (Y) is 0.968. All Cronbach's Alpha value more big from 0.60, so that in accordance with criteria proposed by (Aristana et al., 2025) , throughout variables stated reliable or reliable .

Assumption Test Results Classic

Normality Test

Kolmogorov-Smirnov can used in the normality test For determine does the data follow normal distribution . Data is considered follow normal distribution if p -value , or mark significance , from the normality test exceeds 0.05. However , the data does not considered follow normal distribution if mark the not enough of 0.05 (Zahra et al., 2025) .

Table 7. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters [a,b]	Mean	.0000000
	Standard Deviation	.96722670
Most Extreme Differences	Absolute	.120
	Positive	.120
	Negative	-.054
Test Statistics		.120
Asymp . Sig. (2-tailed)		.032 [c]
Monte Carlo Sig. (2-tailed)	Sig.	.327 [d]
a. Test distribution is Normal.		
b. Calculated from data.		

Source : SPSS output version 26, 2026

Based on Table 7 Normality Test use Kolmogorov-Smirnov method , it is known that mark Monte Carlo significance Sig. (2-tailed) of 0.327. This value more big of 0.05 (0.327 > 0.05), so in accordance with criteria proposed by Zahra et al. (2025), can concluded that the data is normally distributed .

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Multicollinearity Test

Multicollinearity test can done with method as following namely : (a) If the Variance Inflation Factor (VIF) is 10 then happen multicollinearity . (b) ka Variance Inflation Factor (VIF) 10 then No happen multicollinearity . (c) If the tolerance value > 0.1 then No happen multicollinearity . (d) If the tolerance value is < 0.1 then happen multicollinearity (Trimulyo, 2022) .

Table 8. Multicollinearity Test

Model	Tolerance	VIF	Information
Discipline Work (X1)	0.197	5,087	Not occur multicollinearity
Environment Work (X2)	0.175	5,702	Not occur multicollinearity
Motivation Work (X3)	0.313	3,190	Not occur multicollinearity

Source : SPSS output version 26, 2026

Based on Table 8 Multicollinearity Test , it is known that that variables Discipline Work (X1) has tolerance value of 0.197 and VIF of 5.087, variable Environment Work (X2) has tolerance value of 0.175 and VIF of 5.702, and variables Motivation Work (X3) has tolerance value of 0.313 and VIF of 3.190. All higher tolerance value big than 0.10 and VIF

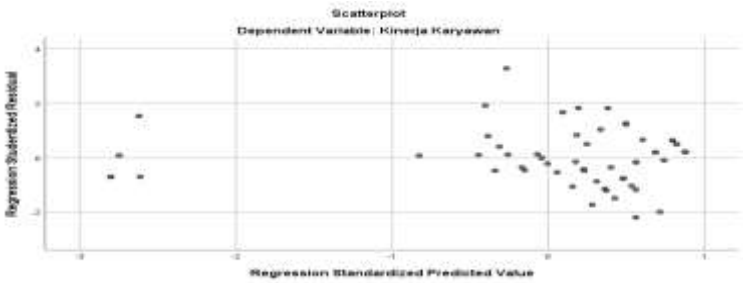
value more small out of 10, so that can concluded that No happen multicollinearity in the regression model .

Heteroscedasticity Test

The basis of analysis that can be used For determine heteroscedasticity among others:

1. If there are pattern certain like dots that are shaped pattern certain regular wavy , widening , then narrows), then has happen heteroscedasticity .
2. If not There is clear pattern like point spread above and below number 0 on the Y axis , then No happen heteroscedasticity or homoscedasticity .

Figure 2. Heteroscedasticity Test



Source : SPSS output version 26, 2026

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Based on Figure 2 , the heteroscedasticity test shows that that dot, dot, dot spread in a way random and not form pattern certain , as well as spread above and below number 0 on the Y axis . This is show that No there is regular pattern like wavy , wide , or narrowing . Based on base analysis said , can concluded that No happen heteroscedasticity .

Coefficient Determination (R ^{2})

Coefficient determination (R2) is used For measure how much big model capabilities in explain variation variables dependent (Friyatna Dira et al., 2025) . Coefficient determination used in study This is adjusted R2 value or adjusted R square value because R2 value can increase or down If One variables added to in the model (Aristana et al., 2025) .

Table 9. Coefficients Determination

Model Summary [b]					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.983 [a]	.967	.965	.993	1,903
a. Predictors: (Constant), Work Motivation , Discipline Work , Environment Work					
b. Dependent Variable: Employee Performance					

Source : SPSS output version 26, 2026

Based on Table 9, it is known that that The R Square value is 0.967 or 96.7%. This is show that variables Discipline Work , Work Environment , and Work Motivation are capable explain influence on Employee Performance by 96.7%, while the rest 3.3 % is influenced by other variables that are not investigated in study This .

T-Test (Persian)

The t-test was performed For knowing each influence variables independent in a way partial to variables dependent (Hustia, 2020) . Testing done with provision sig value < 0.05 and value thitung > t tabel . Here is results from hypothesis testing individually (t-test):

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Table 10. t-test (Persial)

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.866	.500		1,733	.089
	Discipline Work	.517	.042	.677	12,312	.000
	Environment Work	.139	.048	.168	2,888	.006
	Motivation Work	.141	.034	.182	4,167	.000

Source : SPSS output version 26, 2026

Based on Table 10 t-test (partial) with t table = 1.671, then can explained as following :

1. **Discipline Work (X1)** own t - value of 12,312 > t table with mark significance of 0.000. Significance value more small of 0.05 (0.000 < 0.05), so Discipline Work influential positive and significant on Employee Performance .
2. **Environment Work (X2)** own t - value of 2.888 > t table with mark significance of 0.006. Significance value more small of 0.05 (0.006 < 0.05), so Environment Work influential positive and significant on Employee Performance .
3. **Motivation Work (X3)** own t - value of 4.167 > t table with mark significance of 0.000. Significance value more small of 0.05 (0.000 < 0.05), so Motivation Work influential positive and significant on Employee Performance .

F Test (Simultaneous)

The F test is used For know whether variables independently simultaneously or together influential to variables dependent (Lestari et al., 2024) . And the results SPSS 26 processing is as following :

Table 11. F Test (Simultaneous)

ANOVA [a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1602.054	3	534,018	541,795	.000 [b]
	Residual	55,196	56	.986		
	Total	1657.250	59			

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a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Motivation , Discipline Work , Environment Work

Source : SPSS output version 26, 2026

Based on Table 11, it is known that that calculated F value amounting to more than 541,795 big from F table of 2,766 (541,795 > 2,766), and mark significance by more than 0,000 small of 0.05 (0.000 < 0.05). This is show that Discipline Work , Work Environment , and Work Motivation simultaneous influential positive and significant on Employee Performance .

DISCUSSION

Influence Discipline Work on Employee Performance

Based on t-test results , variables Discipline Work (X1) has t - value amounting to 12,312 with mark significance of 0.000. Significance value more small of 0.05 (0.000 < 0.05), so H1 is accepted . This is show that Discipline Work influential positive and significant to performance employees at Bintang Mulia Hotel. Influence positive This show that the more tall discipline Work employees , then the more performance also increases employees . Discipline good job reflect compliance employee to regulations , accuracy time in work , and not quite enough answer in finish assignment . With existence discipline high work , employees can Work in a way more effective and efficient so that performance generated become more optimal. Research results This in line with study (W. Pratiwi & Sulaimiah, 2023) which states that discipline Work influential positive and significant to performance employee Because a sense of responsibility answer in carry out work .

Influence Environment Work on Employee Performance

Based on t-test results , variables Environment Work (X2) has t - value amounting to 2,888 with mark significance of 0.006. Significance value more small of 0.05 (0.006 < 0.05), so H2 is accepted . This show that Environment Work influential positive and significant to performance employees . Environment clean , comfortable , safe work , and own adequate facilities can increase Spirit Work employees . With environment good job , employee feel comfortable in Work so that can increase concentration and productivity work . Conditions This push employee For Work more optimal and productive better performance good . Research results This in line with study (Sagita & Sutianingsih, 2023) which states that environment clean and orderly work neat can increase Spirit Work employee so that impact on increasing performance employee .

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Influence Motivation Work on Employee Performance

Based on t-test results , variables Motivation Work (X3) has t - value amounting to 4,167 with mark significance of 0.000. Significance value more small of 0.05 (0.000 < 0.05), so H3 is accepted . This show that Motivation Work influential positive and significant to performance employee motivation Work is internal and external motivation external influences Spirit Work employees . Employees who have motivation Work tall will more enthusiastic , responsible answer , and try reach results maximum work . With existence motivation high work , employees will show better performance good . Research results This in line with study (Nugroho & Wagiyem, 2025) which states that motivation Work influential significant to performance employee Because motivation can increase enthusiasm and productivity Work .

Influence Discipline Work , Work Environment , and Work Motivation Simultan on Employee Performance

Based on F test results , obtained calculated F value amounting to 541,795 with mark significance of 0.000. Significance value more small of 0.05 (0.000 < 0.05), so H4 is accepted . This show that Discipline Work , Work Environment , and Work Motivation simultaneous influential positive and significant to performance employees . This means that the third variables the in a way together own role important in increase performance employees . Research results This in line with (Nurrachma et al., 2024) the more tall discipline work , more and more Good environment work , and more and more tall motivation work , then performance employee will the more increased . Third factor the each other support in create productive , responsible employees answer , and be able to reach objective organization

CONCLUSION

Based on results research , can concluded that discipline Work influential positive and significant to performance employees at Bintang Mulia Hotel, as evidenced by with t - value of 12.312 and a significance of 0.000. This show that the more tall discipline Work employees , which is reflected from compliance to regulations , accuracy time , and not quite enough answer in finish task , then the resulting performance will also be the more increased . Likewise , the environment Work proven influential positive and significant to performance employee with t - value of 2.888 and a significance of 0.006, where the environment clean , comfortable , safe and supported work adequate facilities capable increase Spirit work , concentration , and productivity employee in a way overall . In addition , motivation work also has an effect positive and significant to performance employee with t - value of 4.167 and a significance of 0.000, which indicates that employees

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who have motivation tall tend show enthusiasm , responsibility responsibility , and more effort big in reach results maximum work .

In a way simultaneous , third variables namely discipline work , environment work and motivation Work proven influential positive and significant to performance employees , with calculated F value of 541.795 and a significance of 0.000. This result confirm that combination between discipline high work environment conducive work and motivation strong work in a way together give contribution real in produce performance optimal employees at Bintang Mulia Hotel.

Implications

Research result show that improvement discipline work , environment work and motivation employee own role important in increase performance . Hotel management needs to notice third factor This in a way simultaneously For create productive , responsible employees answer , and be able to reach objective organization . Clear discipline program , environment comfortable and supportive work productivity , as well as system motivation through training , awards , or incentive become step strategic that can applied .

Suggestion

Employee recommended increase discipline , utilizing environment Work optimally , and maintain Spirit as well as productivity work . Hotel management should Keep going foster discipline , organize environment work , and encourage motivation through various award programs or training . For study Next , it is recommended research other factors that can influence performance employees , such as leadership , internal communication , satisfaction work , or innovation organization , in order to obtain a clearer picture comprehensive and supportive taking decision better management effective .

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