



THE EFFECT OF ORGANIZATIONAL ENVIRONMENT AND DISCIPLINE ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study investigates the influence of the work environment and work discipline on employee performance at The Farrel Hotel, Nganjuk. Given the critical role of human resources in the hospitality sector, identifying internal organizational factors that affect performance is essential. The research adopts a quantitative approach, with data collected from 32 respondents using a saturated sampling method. Data were analyzed through multiple linear regression after fulfilling the prerequisites of validity, reliability, and classical assumption tests. The results indicate that both the work environment and employee discipline individually and simultaneously have a positive and significant effect on employee performance. A conducive work atmosphere, supported by structured discipline, contributes to higher productivity and job effectiveness. These findings emphasize the importance of creating a supportive organizational climate and instilling strong work ethics to improve service quality and competitiveness in the hospitality industry.

Keywords: Work Environment, Work Discipline, Employee Performance, Organizational Climate, Hospitality Sector.

INTRODUCTION

In the era of globalization, companies engaged in services and goods are required to compete for the sake of their continuity and achievement of their goals. Companies are required to continue to adapt to developments in order to maintain their extension. One important factor in the success of a company is human resources. The success of a company does not only depend on the technology, finances, or facilities owned, all of this will be in vain without human resources who are able to operate it. Human resource management is the science and art of regulating the relationship and role



of the workforce so that it is effective and efficient to help realize the company's goals.¹ Human resources are productive individuals who work as drivers of a company, who have a role as an asset so that their abilities must be trained and developed.² HR is the main asset in a company that acts as the main driver in running the company's operations, compared to human resources such as capital and technology, human resources have a greater influence on the success of the company, because humans are the main controllers of all aspects of the company.³

Employee performance is also one of the main determining factors in the success of a company. Performance reflects the work results achieved by individuals in carrying out their duties and responsibilities both in terms of quality and quantity. Quality here includes refinement, success, and accuracy in work, while quantity focuses on the amount or number of jobs that must be completed by employees.⁴ Meanwhile Putra & I Gusti Agung Bagus Widianegara, (2024) employee performance is the result of carrying out tasks according to established and measurable standards.⁵ Kristanti, (2023) it can be concluded that employee performance is the achievement of results in carrying out tasks according to responsibilities and provides great opportunities for them to get job promotions or become permanent employees if they are able to show good performance. Various factors can affect employee performance, including the work environment and the level of discipline applied in the company.

The work environment plays a vital role in supporting company success, as it directly influences employee morale, productivity, and engagement, a positive and conducive environment fosters collaboration, reduces stress, and enhances overall performance, ultimately contributing to organizational effectiveness and goal achievement.⁶ The work environment is a place where employees carry out work activities that affect employee performance enthusiasm. A good work environment not only affects physical comfort, but also affects behavior, attitudes and social relationships between employees or superiors, which ultimately plays an important role in the overall

¹ Budi Rahayu, B., Sulistien, B., Marwanto, I. H., & Laely, N. (2022). Pengaruh pengembangan karyawan terhadap kinerja karyawan dengan kompetensi sebagai variabel intervening pada KSP Duta Mandiri Makmur Kediri. *Jurnal Riset Bisnis dan Ekonomi*, 5(1), 1–10.

² Desi Kristanti. (2023). *Manajemen sumber daya manusia* (Vol. 1).

³ Maulana, I., & Utami, K. S. (2024). Pengaruh kerjasama tim, motivasi dan disiplin terhadap prestasi kerja karyawan pada Resto Ketoprak Jakarta Bang Rudi cabang Yogyakarta. *Jurnal Pemberdayaan Ekonomi dan Masyarakat*, 1(3), 8. <https://doi.org/10.47134/jpem.v1i3.336>

⁴ Budi Rahayu, B., Sulistien, B., Marwanto, I. H., & Laely, N. (2022). Pengaruh pengembangan karyawan terhadap kinerja karyawan dengan kompetensi sebagai variabel intervening pada KSP Duta Mandiri Makmur Kediri. *Jurnal Riset Bisnis dan Ekonomi*, 5(1), 1–10

⁵ Putra, I. M. Y. B., & Widianegara, I. M. G. D. S. (2024). Pengaruh disiplin dan lingkungan kerja terhadap kinerja karyawan di Harris Hotel Seminyak Bali. *Infomatek*, 26(1), 17–25. <https://doi.org/10.23969/infomatek.v26i1>

⁶ Endang Triwidayati, & Kristanti, N. (2022). Pengaruh lingkungan kerja dan stres kerja terhadap kinerja karyawan PT. Putra Perdana Indoniaga. *Jurnal EMBA*, 10(1), 963–972. <https://doi.org/10.37484/jmph.070119>

operational success of the company.⁷ Without a good working environment, employees tend to feel bored and uncomfortable to work therefore, the company must create an adequate and supportive working environment if the working environment is comfortable and conducive, employees will feel more satisfied, which ultimately has a positive impact on their performance with a good environment, the company can not only retain employees, but also encourage them to give their best in their work. Problems related to the working environment at The Farrel Nganjuk Hotel include a strategic location adjacent to the toll road and terminal, which brings advantages but also challenges in the form of noise and high work pressure when visitors increase.

Another factor that affects work results besides the work environment is the need for work discipline. States that discipline is an individual's awareness or willingness and attitude of respect to comply with all applicable regulations and social norms. It is concluded that discipline is a person's behavior that is in accordance with existing work regulations and procedures, this includes attitudes, behavior, and actions that are in line with company rules, both written and unwritten and are able to carry them out and not evade them. Problems related to discipline such as employee tardiness, lack of compliance with SOPs, and weak initiative in working also affect overall performance.⁸

Various previous studies also support the importance of the role of the work environment and discipline in improving performance. Based on the analysis in the journal Julyanti & Sari, (2023) examined the effect of the work environment and work discipline on employee performance at the Tijili Benoa hotel.⁹ The study shows that both variables have a positive and significant effect. Hedy Wartana & Eli Sumerta, (2023) this research is to The Effect of Communication, Work Discipline and Work Environment on Employee Performance at Hotel Imani Kuta Bali. Communication (X1), Work Discipline (X2), has a positive and significant effect on Employee Performance (Y) at Hotel Imani Kuta Bali. The work environment (X3) has a positive and significant influence on EmployeePerformance (Y) at Hotel Imani Kuta Bali.¹⁰

⁷ Desi Kristanti, Sepvi, Y., Asiska, D., Yunanto, Y., & Galuh, W. (2024). The influence of job training, motivation, and work environment on employee performance at PT Telekomunikasi Indonesia, Tbk Kediri City. *Jurnal Ilmiah Ekonomi Global Masa Kini*, 5(3), 431–448.

⁸ Budi Rahayu, & Prastiyono, U. G. S. (2020). Pengaruh gaya kepemimpinan, budaya organisasi dan iklim kerja terhadap kinerja karyawan CV. Mitra Bhuwana Mandiri Kediri. *Jurnal Riset Bisnis dan Ekonomi*, 1(2), 132. <http://dx.doi.org/10.30737/risk.v1i2.1388>

⁹ Julyanti, N. L. K., & Sari, P. (2023). Pengaruh lingkungan kerja terhadap kinerja karyawan di Hotel Tijili. *Jurnal Manajemen dan Bisnis*, 4(2), 197–205

¹⁰ Hedy Wartana, I. M., & Sumerta, I. K. E. (2023). The effect of communication, work discipline and work environment on employee performance at Hotel Imani Kuta Bali. *Jurnal Manajemen Pelayanan Hotel*, 7(1), 392. <https://doi.org/10.37484/jmph.070119>

Based on the background that has been explained, work discipline and work environment are two key factors that affect employee performance in a company. The existence of discipline makes employees carry out their duties and responsibilities with full awareness and comply with the rules that have been set. On the other hand, a conducive and supportive work environment can increase employee enthusiasm, but companies still face challenges in creating consistent work discipline and providing an optimal work environment, this can have a negative impact on overall employee performance. Therefore, the author is interested in taking the title The Effect of Organizational Environment and Discipline on Employee Performance, the purpose of this study is to determine whether there is an influence of the work environment and work discipline on employee performance at The Farrel Nganjuk Hotel, both partially and simultaneously.

RESEARCH METHOD

This study uses a quantitative approach with an associative research type, which aims to determine the influence between two or more variables. The independent variables in this study are Work Environment (X_1) and Work Discipline (X_2), and the dependent variable is Employee Performance (Y). This research was conducted at The Farrel Nganjuk Hotel, located on Jl. Bengawan Solo, Ringin Anom, Nganjuk, East Java, during the period January to May 2025. The population in this study were all employees of The Farrel Nganjuk Hotel, totaling 32 people. The sampling technique used saturated sampling, namely the entire population was sampled because the number was relatively small and analyzed using multiple linear regression after validity tests, reliability tests, and classical assumption tests (normality, multicollinearity, heteroscedasticity, and autocorrelation), multiple linear analysis tests, coefficient of determination (R^2) then hypothesis tests were carried out (*t-test* and *F-test*) to test the effect of independent variables on dependent variables partially and simultaneously, and to measure how much the dependent variable affects the independent variable. Data processing tools using SPSS version 25.0

RESULTS AND DISCUSSION

Statistical Findings and Interpretation of Organizational Factors Influencing Employee Performance

To examine the influence of the work environment and work discipline on employee performance, a series of statistical tests were conducted. The instrument validity and reliability tests confirmed that all questionnaire items were both valid and reliable, with correlation coefficients

above the minimum threshold and *Cronbach's Alpha values* well above 0.60. This indicates that the data collection instrument was both consistent and capable of accurately measuring the intended variables.

Assumptions for regression analysis were also met. The data was normally distributed, as indicated by the *Kolmogorov-Smirnov test*, and no symptoms of multicollinearity or heteroscedasticity were detected based on the tolerance, VIF, and Glejser test results. Furthermore, the *Durbin-Watson* value confirmed the absence of autocorrelation in the regression model. The regression analysis revealed that both the work environment and work discipline had a significant and positive effect on employee performance. The regression equation shows that improvements in either variable are associated with increased performance. The coefficient of determination (R^2) was 0.603, indicating that 60.3% of the variation in employee performance can be explained by the two independent variables, while the remaining 39.7% is attributed to other factors not examined in this study.¹¹

The t-test results demonstrate that each independent variable has a significant individual effect on employee performance. The work environment had a stronger standardized coefficient, indicating it plays a more dominant role in influencing performance. Additionally, the *F-test* confirmed that both variables collectively have a significant impact. These findings support the argument that a conducive work environment and high work discipline are critical determinants of employee productivity in the hospitality sector. In line with human resource development theories, especially those emphasizing organizational climate and behavioral discipline, the study highlights the importance of internal organizational conditions in driving performance outcomes.

These findings underscore the critical role of both the work environment and work discipline in shaping employee performance at The Farrel Nganjuk Hotel, the consistent statistical evidence from individual significance tests to the model's overall explanatory power confirms that each factor exerts a meaningful and measurable influence on employee outcomes, specifically, a supportive and structured work environment, coupled with strong discipline, contributes to higher levels of productivity and effectiveness among staff. Taken together, the results affirm that improvements in these internal organizational factors not only influence performance individually but also generate a significant cumulative effect when implemented concurrently.

The Influence of the Work Environment on Employee Performance at The Farrel Nganjuk Hotel.

¹¹ Data processed by the researcher, 2024

The empirical analysis in this study demonstrates that the work environment has a significant and positive influence on employee performance at The Farrel Nganjuk Hotel. Based on the results of the *t-test*, the *t-value* for the work environment variable is 5.990, which is greater than the critical *t-table* value of 2.045. The corresponding significance value is 0.000, well below the 0.05 threshold. These results provide robust statistical evidence to support the acceptance of the alternative hypothesis (H_1), which posits that the work environment significantly affects employee performance.

The concept of the work environment in organizational behavior literature encompasses both physical and psychological aspects that shape employees' experiences in the workplace. A well-structured work environment characterized by adequate facilities, a comfortable physical setting, supportive management, clear communication, and harmonious coworker relationships contributes significantly to employee morale and performance. In service-based industries such as hospitality, a conducive work environment is essential not only for operational efficiency but also for sustaining service quality and customer satisfaction.

In practical terms, the work environment at The Farrel Nganjuk Hotel appears to be a key determinant in shaping employee behavior and productivity. This may involve ergonomic workspace design, ambient conditions, management openness, fairness in task distribution, and mutual respect among coworkers. When these elements are perceived positively by employees, they are more likely to demonstrate increased engagement, reduced stress levels, and higher job satisfaction factors that cumulatively influence individual and team performance outcomes. The findings of this study are consistent with previous research in the field. Dewi Yuliati Indah (2024) found that the work environment, along with motivation and work discipline, has a positive and significant effect on employee performance.¹² The study concluded that a productive work climate enhances employees' intrinsic motivation, thereby improving task completion rates and service quality. Supporting this, Julyanti and Sari (2023) reported similar outcomes in their study at the Tijili Benoa Hotel, where a positive work environment significantly influenced staff productivity and overall organizational performance.¹³

From a theoretical standpoint, these findings align with Herzberg's Two-Factor Theory, which classifies the work environment under "hygiene factors." While not necessarily motivating on their own, poor environmental conditions can demotivate employees and hinder performance. By ensuring

¹² Dewi Yuliati, I., & Setyorini, O. V. (2024). The influence of work discipline, work motivation, and work environment on employee performance. *International Journal of Accounting, Management, Economics and Social Sciences (IJAMESC)*, 1(6), 882–894. <https://doi.org/10.61990/ijamesc.v1i6.112>

¹³ Julyanti, N. L. K., & Sari, P. (2023). Pengaruh lingkungan kerja terhadap kinerja karyawan di Hotel Tijili. *Jurnal Manajemen dan Bisnis*, 4(2), 197–205.

that the work environment is comfortable, safe, and supportive, employers eliminate key dissatisfaction sources and create a foundation upon which motivational strategies can be effectively implemented. Moreover, the role of the work environment is particularly prominent in labor-intensive service sectors, where employees are not only tasked with delivering tangible outputs but are also expected to represent the company's image to clients. In such settings, a well-maintained work environment is a form of organizational investment that yields long-term returns in the form of employee loyalty, reduced absenteeism, and enhanced performance.

In conclusion, this study affirms that a supportive and well-managed work environment significantly contributes to improving employee performance. As shown in the case of The Farrel Nganjuk Hotel, managerial focus on environmental conditions can serve as a strategic lever for enhancing productivity and achieving service excellence.

The Effect of Work Discipline on Employee Performance at The Farrel Nganjuk Hotel

Work discipline is a critical behavioral component within any organization, especially in the service and hospitality industry, where adherence to standards, punctuality, and consistency are fundamental to maintaining service quality. The results of this study provide empirical evidence that work discipline has a positive and significant effect on employee performance at The Farrel Nganjuk Hotel. Statistically, the findings indicate that the significance value for the work discipline variable is 0.01, which is below the 0.05 threshold. Furthermore, the calculated *t-value* is 3.787, exceeding the critical *t-table* value of 2.045. These results confirm that the work discipline variable exerts a significant influence on employee performance, validating the second research hypothesis (H₂). This implies that when employee discipline improves reflected in punctuality, task compliance, and adherence to work rules performance outcomes also tend to increase.

Work discipline encompasses a range of behaviors, including obedience to company rules, time management, and responsibility in fulfilling job duties. In the context of hospitality management, these behaviors are particularly important due to the nature of front-line service roles that require not only physical presence but also consistent performance under varying work pressures. Employees who demonstrate high levels of discipline tend to complete tasks more efficiently, minimize errors, and contribute positively to the organization's image. This study's findings are in line with several prior studies. Yuliantini *et al.* (2020) found that compensation, work discipline, and the physical work environment had a significant and positive impact on employee performance. Their study highlights that discipline is not only a function of individual motivation but is also shaped by managerial

enforcement and organizational culture.¹⁴ Similarly, Putra and I Gusti Agung Bagus Widianlara (2024) reported that work discipline and work environment simultaneously influenced employee performance at Harris Hotel Seminyak, reinforcing the notion that discipline is an essential driver of productivity in the hospitality sector.¹⁵

From a theoretical lens, the findings align with organizational behavior theories, particularly those concerning performance management and behavioral reinforcement. The Theory of Organizational Commitment posits that consistent and structured behavior (such as high work discipline) can increase employees' sense of belonging and accountability, which in turn enhances job performance. Additionally, Skinner's reinforcement theory supports the idea that disciplined behavior, when rewarded appropriately, becomes a sustained performance habit. Practically speaking, the implications of these results for hotel management are substantial. Encouraging work discipline through clear policies, positive reinforcement, and transparent monitoring mechanisms can yield measurable performance improvements. Moreover, fostering a culture that values responsibility and reliability contributes to a more productive workforce, reduced absenteeism, and higher customer satisfaction levels.

In conclusion, the study confirms that work discipline is a key determinant of employee performance at The Farrel Nganjuk Hotel. Enhancing employee discipline through structured policies and managerial support may thus serve as an effective strategy for improving overall organizational performance, particularly in labor-intensive service sectors like hospitality.

The Effect of Work Environment and Work Discipline on Employee Performance at The Farrel Nganjuk Hotel

The simultaneous effect of the work environment and work discipline on employee performance has been tested using a multiple regression model. The statistical results indicate that the combined influence of these two variables is both positive and significant. The *F-test* yielded an *F-value* of 22.041, which is substantially higher than the critical *F-table value* of 3.328 at a 5% significance level. Additionally, the significance level of the *F-test* was found to be 0.000, which is less than 0.05. These results confirm that the third hypothesis (H_3) is accepted, implying that the work

¹⁴ Yuliantini, T., Kurniawan, D., Efendi, S., Universitas Buana Mandiri, & Universitas Nasional. (2020). Determinant factors influencing employee performance: Case study PT Cherry Hotel Group Medan. *Journal of Resources Development and Management*, 69, 46–59. <https://doi.org/10.7176/jrdm/69-06>

¹⁵ Putra, I. M. Y. B., & Widianlara, I. M. G. D. S. (2024). Pengaruh disiplin dan lingkungan kerja terhadap kinerja karyawan di Harris Hotel Seminyak Bali. *Infomatek*, 26(1), 17–25. <https://doi.org/10.23969/infomatek.v26i1>

environment and work discipline simultaneously affect employee performance in a meaningful and statistically significant manner.

The coefficient of determination (*Adjusted R²*) was calculated to be 0.603, meaning that 60.3% of the variation in employee performance at The Farrel Nganjuk Hotel can be explained by variations in the work environment and work discipline. The remaining 39.7% of the variance is likely influenced by other factors not examined in this study, such as leadership style, employee motivation, job satisfaction, or organizational structure. This finding emphasizes that performance outcomes in the hospitality industry are not solely dependent on individual behaviors or external conditions but rather on the synergy between organizational systems and employee conduct. The significance of this relationship supports the argument that employees are more likely to perform optimally when they operate within a supportive environment and maintain disciplined work habits.

The study's results are consistent with the findings of Manurung (2020), who concluded that work environment and work discipline have a joint significant effect on employee performance at the Emerald Garden Medan Hotel.¹⁶ This cross-case consistency strengthens the external validity of the current study, suggesting that such relationships may be generalized across similar organizational contexts within the hospitality sector. Theoretically, this reinforces frameworks in organizational behavior literature, particularly the socio-technical systems theory, which posits that optimal organizational performance is achieved through alignment between the social and technical components of the workplace. In this case, a well-structured and motivating work environment (technical) combined with high levels of employee discipline (social) leads to improved performance outcomes.

In practical terms, these findings highlight the importance for hotel managers to simultaneously prioritize both environmental and behavioral dimensions of their workforce. Efforts to improve employee performance should therefore not be limited to providing physical comfort or aesthetic workspace improvements, but should also include policy development, supervisory oversight, and a culture of accountability to reinforce disciplined work behaviors. In summary, the study affirms that both the work environment and work discipline are crucial, interdependent factors that significantly affect employee performance at The Farrel Nganjuk Hotel. Management strategies aimed at improving either or both variables are likely to yield measurable performance gains and should be central to human resource development initiatives.

¹⁶ Manurung, R. (2020). Pengaruh disiplin kerja dan lingkungan kerja terhadap kinerja pegawai Hotel Emerald Garden Medan. *Jurnal Ilmiah Manajemen*, 4(3), 1–9

CONCLUSION

This study aimed to examine the influence of the work environment and work discipline on employee performance at The Farrel Nganjuk Hotel. Using a quantitative approach and multiple linear regression analysis, the findings reveal several key conclusions relevant to both theory and managerial practice. *First*, the validity and reliability tests confirm that the measurement instruments used in the questionnaire are both statistically sound and consistent. The data also met classical regression assumptions, including normality, linearity, absence of multicollinearity, and absence of heteroscedasticity and autocorrelation, ensuring the robustness of the regression results.

Second, the work environment was found to have a positive and statistically significant effect on employee performance. A supportive and conducive work setting, as shown by the regression coefficient and *t-test* results, directly contributes to the enhancement of employee productivity. This finding is in line with existing literature, which emphasizes the importance of physical and psychological aspects of the work environment in shaping behavioral outcomes in the workplace. *Third*, work discipline also demonstrates a positive and significant influence on employee performance. Employees who adhere to work schedules, follow organizational procedures, and demonstrate self-regulation tend to achieve better performance outcomes. This reinforces the relevance of internal behavioral norms in organizational effectiveness, particularly in service-based industries such as hospitality.

Lastly, the joint effect of the work environment and work discipline explains 60.3% of the variance in employee performance, as indicated by the Adjusted R^2 value. The F-test further confirms that these two independent variables have a significant simultaneous impact. This underscores that employee performance is not solely dependent on isolated factors but is the result of an interplay between organizational structure and individual behavior. Overall, the findings support the integration of environmental and behavioral strategies in performance management systems. Hotel management should focus on maintaining a well-organized work setting while simultaneously reinforcing work discipline through clear policies, consistent supervision, and positive reinforcement mechanisms. Such a holistic approach is essential for optimizing workforce potential and achieving sustainable organizational performance in the hospitality sector.

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