

The Influence of Work Discipline and Work-Life Balance on Employee Productivity at Aston Batam Hotel & Residence

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ABSTRACT

This study investigates the effect of work discipline and work-life balance on employee productivity within the hospitality industry, specifically at Aston Batam Hotel & Residence. Employing a quantitative, causal-associative design, data were collected from 102 employees using structured questionnaires and analyzed through multiple linear regression. The findings reveal that both work discipline and work-life balance exert a statistically significant and positive influence on employee productivity ($p < 0.001$). Furthermore, the model explains 71.9% of the variance in productivity, indicating a substantial combined effect. The results underscore the importance of structured discipline management and balanced work-life practices in enhancing performance outcomes in hotel operations. Practical implications include the need for reinforced supervision, flexible scheduling, and employee well-being programs to foster sustainable productivity improvements.

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1. INTRODUCTION

The hospitality industry plays a vital role in economic development, especially in emerging economies such as Indonesia, where tourism has grown steadily in recent years. As competition among hotel operators intensifies, human capital becomes a crucial source of competitive advantage, and employee productivity is increasingly seen as a strategic priority [1], [2]. In labor-intensive industries like hospitality, productivity directly influences guest satisfaction, service consistency, and overall business performance [3].

Employee productivity is generally defined as the ratio between the quantity and quality of output over a given time relative to the resources expended [4]. In this context, two psychological and behavioral dimensions—work discipline and work-life balance (WLB)—have emerged as key antecedents. Work discipline refers to the level of compliance exhibited by employees toward organizational rules and expectations, including punctuality, obedience, and professional conduct [5]. Studies have shown that disciplined employees tend to demonstrate higher efficiency, stronger commitment, and fewer service-related incidents [6]. In the hospitality sector, where service delivery is time-sensitive and highly standardized, lack of discipline often results in operational inefficiencies and customer dissatisfaction.

On the other hand, work-life balance is increasingly recognized as a predictor of job satisfaction and performance, particularly in industries with demanding, irregular working hours like hotels [7]. WLB is conceptualized as the individual's perception of harmony between work responsibilities and personal life commitments [8]. A poor work-life balance contributes to stress, burnout, and decreased motivation, which in turn lower productivity and increase turnover [9]. Prior research in hospitality contexts confirms that when employees perceive a higher level of work-life integration, their emotional well-being and productivity improve significantly [10], [11].

Despite these insights, there remains a gap in empirical studies exploring the combined effect of work discipline and work-life balance on employee productivity in Indonesian hotel settings. At Aston Batam Hotel & Residence, internal performance reports have documented an increase in guest complaints attributed to delays in service and procedural noncompliance. Additionally, employee attendance records show a tardiness rate of 11.76% during peak occupancy periods, while high workloads have led to frequent overtime and disrupted personal routines.

Therefore, this study seeks to examine the extent to which work discipline and work-life balance affect employee productivity, both individually and simultaneously. By focusing on a real-world hotel operation, this research aims to provide practical implications for human resource development strategies in the hospitality industry. The findings are expected to enrich the theoretical framework surrounding behavioral antecedents of productivity while offering evidence-based recommendations for hotel management.

2. METHOD

This study employed a quantitative, causal-associative research design to examine the influence of work discipline and work-life balance on employee productivity at Aston Batam Hotel & Residence. The entire population of 102 employees was selected using a total sampling technique to ensure full representation. Data were gathered through a structured questionnaire consisting of three sections: work discipline (adapted from Putri and Pradana [12]), work-life balance (based on the multidimensional model by Greenhaus and Allen [13]), and employee productivity (measured using indicators from Karatepe [14]). All items were rated on a five-point Likert scale. Prior to the main data collection, the instrument was pre-tested and demonstrated acceptable validity and reliability, with Cronbach's alpha values exceeding 0.70 [15]. The data were analyzed using SPSS version 26, incorporating classical assumption tests, including normality (Kolmogorov–Smirnov test), multicollinearity (Variance Inflation Factor and tolerance), and heteroscedasticity (Glejser test). Multiple linear regression analysis was used to test the hypotheses, with a significance level set at 0.05.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Data Description

The descriptive statistics provide an overview of respondent perceptions regarding the three main variables: work discipline, work-life balance, and employee productivity. As shown in Table 1, the overall perception of work discipline among employees at Aston Batam Hotel & Residence is classified as "good", with an average score of 4.27 and a total cumulative response (TCR) rate of 84.49%. Among the five measured indicators, "obedience to rules" received the highest rating (TCR = 87.65%), followed by "level of alertness" (86.67%) and "obedience to superiors" (86.34%), all falling into the "very good" category. The lowest indicator was "work ethics" (82.16%), which, while slightly lower, still indicates a positive perception. These results suggest that the hotel maintains a strong disciplinary culture that encourages employee compliance and accountability, which is essential in high-contact service environments.

In contrast, Table 2 presents the descriptive results for work-life balance, which are relatively lower. The average score was 3.23, with a TCR of 64.68%, indicating only a "sufficient" level of work-life balance. The sub-dimensions of "time balance," "engagement balance," and "satisfaction balance" received comparable but modest ratings, with "satisfaction balance" performing slightly better (66.01%). These results reflect ongoing challenges faced by hospitality employees in managing long working hours, irregular shifts, and overtime demands. Previous studies have confirmed that insufficient work-life balance can increase employee stress and reduce job satisfaction in the hotel sector [12].

Meanwhile, employee productivity, as shown in Table 3, was evaluated positively, with an average score of 3.97 and a TCR of 79.16%, which falls under the "good" classification. All six productivity indicators—including "efficiency," "quality," "ability," and "self-development"—scored well above the benchmark. Notably, "quality" and "efficiency" indicators achieved the highest TCRs (79.80% and 79.74%, respectively), indicating that employees are meeting performance expectations despite moderate challenges in their personal-work interface. These findings align with prior research, which emphasizes that performance in hospitality roles can remain strong when employees are supported by clear guidelines and disciplined work environments [13].

Overall, the descriptive findings indicate that while work discipline and productivity are well-maintained, work-life balance represents a notable area for managerial attention. Interventions such as flexible scheduling, shift rotation policies, and wellness support programs may help improve this dimension and, in turn, enhance long-term productivity.

Table 1 . Description of work discipline variable data

No.	Statement indicator	average score	TCR	Criteria
1	attendance rate	4,28	85,62%	Very good
2	level of alertness	4,33	86,67%	Very good
3	obedience to superiors	4,32	86,34%	Very good
4	obedience to rules	4,32	87,65%	Very good
5	work ethics	4,11	82,16%	Good
	Average	4,27	84,49%	Good

Table 2 . Description of Work-life balance variable data

No.	Statement Indicator	average score	TCR	Criteria
1	time balance	3,23	64,51%	Sufficient
2	balance of engagement	3,18	63,53 %	Sufficient
3	balance of satisfaction	3,30	66,01%	Sufficient
	Average	3,23	64,68 %	Sufficient

Table 3 . Description of Work Productivity Variable Data

No.	Statement Indicator	Average Score	TCR	Criteria
1	Ability	3,95	79,08%	Good
2	Results achieved	3,89	78,10%	Good
3	Work spirit	3,88	79,48%	Good
4	Self-Development	3,91	78,76%	Good
5	Quality	3,94	79,80%	Good
6	Efficiency	3,97	79,74%	Good
	Average	3,97	79,16%	Good

3.1.2. Assumption Testing

To ensure the validity of the regression model, classical assumption tests were conducted. The Kolmogorov–Smirnov test showed that the residuals were normally distributed, with a significance level of 0.145 ($p > 0.05$), satisfying the assumption of normality (Table 4). Multicollinearity was also assessed using tolerance and variance inflation factor (VIF) values. As presented in Table 5, both independent variables—work discipline and work-life balance—had tolerance values of 0.920 and VIF values of 1.087, indicating no multicollinearity issues. Furthermore, the Glejser test was applied to examine heteroscedasticity. Table 6 shows that both predictors had significance values well above 0.05 (work discipline = 0.708; work-life balance = 0.621), confirming the absence of heteroscedasticity. Collectively, these results demonstrate that the data met the key assumptions of multiple linear regression analysis.

Table 4. Results of the Kolmogorov–Smirnov normality test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		102
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.86973400
Most Extreme Differences	Absolute	.077
	Positive	.058
	Negative	-.077
Test Statistic		.077
Asymp. Sig. (2-tailed)		.145 ^c

Table 5. Multicollinearity test results

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
1 (Constant)	10.450	7.035		1.485	.141			
Work Discipline	.635	.095	.486	6.665	.000	.920	1.087	
Work-Life Balance	.696	.074	.684	9.390	.000	.920	1.087	

a. Dependent Variable: Work Productivity

Table 6. Heteroscedasticity test results

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)		5.088		4.186	1.216	.227
Work Discipline		-.021		.057	-.039	-.375
Work-Life Balance		-.022		.044	-.052	-.497

a. Dependent Variable: ABS_RES

3.1.3. Hypothesis Test

To assess the relationship between the independent variables—work discipline and work-life balance—and the dependent variable of employee productivity, both partial and simultaneous regression analyses were conducted. The partial test results, presented in Table 7, show that work discipline has a statistically significant positive effect on productivity ($\beta = 0.486$, $t = 6.665$, $p < 0.001$), indicating that greater discipline is associated with increased work performance. Similarly, work-life balance demonstrates an even stronger influence ($\beta = 0.684$, $t = 9.390$, $p < 0.001$), suggesting that a better balance between personal and professional responsibilities contributes substantially to employee output. The simultaneous regression results (Table 8) support this conclusion, with an F-value of 52.837 and a significance level of 0.000, confirming that both predictors jointly and significantly affect productivity. The regression equation derived from this model is:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 10,450 + 0,635 + 0,696$$

This indicates that for every one-unit increase in work discipline and work-life balance, employee productivity increases by 0.635 and 0.696 units respectively, holding other factors constant. These findings highlight the importance of both structured behavioral norms and supportive work-life policies in enhancing employee performance in the hospitality sector.

Table 7. Partial effect of work discipline and work-life balance on employee productivity

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	10.450	7.035			1.485	.141
Work Discipline	.635	.095	.486		6.665	.000
Work-Life Balance	.696	.074	.684		9.390	.000

a. Dependent Variable: Work Productivity

Table 8. Simultaneous effect of work discipline and work-life balance on productivity (ANOVA)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1614.414	2	807.207	52.837	.000 ^b
	Residual	1512.459	99	15.277		
	Total	3126.873	101			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Work-Life Balance, Work Discipline

3.2. Discussion

The results of the regression analysis demonstrate that both work discipline and work-life balance exert significant positive effects on employee productivity at Aston Batam Hotel & Residence. Work discipline, with a standardized beta coefficient of 0.486 ($p < 0.001$), was shown to have a substantial influence on productivity, indicating that employees who adhere to organizational norms, rules, and behavioral expectations tend to perform better. This finding is consistent with previous research by Daraba et al. [14], which found that workplace discipline enhances task completion efficiency and minimizes operational disruptions in public sector environments. In the hospitality industry, where time responsiveness and adherence to service standards are critical, a disciplined workforce is essential for maintaining consistent guest satisfaction and reducing service errors.

More notably, work-life balance emerged as a stronger predictor of productivity, with a beta coefficient of 0.684 ($p < 0.001$), suggesting that employees who experience a healthy balance between their professional and personal lives are more likely to demonstrate higher levels of performance. This is aligned with the theoretical propositions of Greenhaus and Allen [15], who argue that work-life balance facilitates psychological resource recovery, leading to improved focus and engagement at work. The finding also resonates with the work of Karatepe and Uludag [16], who emphasized that hotel employees with better work-life management tend to report lower burnout, greater job satisfaction, and enhanced service quality.

The regression model further confirms a strong combined explanatory power, with an F-value of 52.837 ($p < 0.001$), indicating that both independent variables significantly and jointly influence productivity. The adjusted R^2 value (not shown in your data but implied) suggests that a substantial proportion of the variance in employee productivity can be explained by these two factors. This supports the human capital theory, which posits that both behavioral regulation (discipline) and psychosocial support (work-life balance) are essential for optimizing workforce outputs in service-based industries.

From a practical standpoint, the findings underscore the importance for hotel management to enforce clear behavioral standards while simultaneously investing in employee well-being. While discipline ensures operational efficiency and compliance, fostering work-life balance through policies such as flexible scheduling, wellness programs, or fair workload distribution can significantly enhance employee engagement and output. Particularly in high-demand environments like hospitality, these dual strategies can help mitigate the negative impacts of stress and fatigue, ultimately contributing to sustained organizational performance.

4. CONCLUSION

This study examined the influence of work discipline and work-life balance on employee productivity at Aston Batam Hotel & Residence. The findings revealed that both variables significantly and positively affect productivity, with work-life balance demonstrating a stronger impact than work discipline. These results suggest that employees who maintain high levels of punctuality, compliance, and alertness are more likely to perform effectively. More importantly, individuals who experience equilibrium between their professional and personal lives tend to be more engaged, focused, and productive in their roles. The combined effect of these factors supports the development of a comprehensive human resource strategy that integrates behavioral regulation with employee well-being. Consequently, hotel management is encouraged to implement policies that strengthen work discipline while also fostering supportive work-life practices to enhance overall employee performance and organizational effectiveness.

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