

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

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### ABSTRACT

This study examines the effects of work-life balance and work discipline on employee performance at a four-star hotel in Batam, Indonesia, using a quantitative causal-associative design with purposive sampling of 112 employees from a population of 156. Data were collected through a structured questionnaire adapted from validated hospitality and organizational behavior measures, analyzed using IBM SPSS Statistics 26.0 with validity testing via Pearson's correlation, reliability via Cronbach's alpha ( $\geq 0.70$ ), and classical assumption tests including Kolmogorov-Smirnov, Variance Inflation Factor, and Glejser methods, followed by multiple linear regression analysis. Results show that both work-life balance ( $\beta = 0.657$ ,  $p < 0.001$ ) and work discipline ( $\beta = 0.309$ ,  $p = 0.002$ ) have positive and significant effects on performance, jointly explaining 53.3% of its variance (Adjusted  $R^2 = 0.533$ ,  $F = 62.835$ ,  $p < 0.001$ ), with work-life balance exerting a stronger influence. These findings highlight the importance for hospitality managers in emerging tourism destinations to integrate employee well-being initiatives, such as flexible scheduling and wellness programs, with strict adherence to service standards and operational discipline, thereby contributing to the hospitality human resource management literature by providing empirical evidence from a rapidly developing tourism hub in Indonesia.

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## 1. INTRODUCTION

The hospitality industry stands as one of the most dynamic and labor-intensive sectors within the global service economy, where sustainable competitiveness depends not only on high-quality facilities and standardized operating procedures but also on the ability of employees to consistently deliver exceptional guest experiences [1]. In high-demand service settings, such as hotels, employee performance is a decisive factor influencing guest satisfaction, brand reputation, and overall operational success [2]. Achieving optimal performance requires a delicate balance between organizational expectations and the personal well-being of employees, especially in industries characterized by irregular working hours, high service intensity, and constant interaction with customers [3].

Two critical determinants of employee performance in hospitality are work-life balance and work discipline. Work-life balance reflects an individual's ability to allocate adequate time, energy, and commitment between professional responsibilities and personal life, thereby maintaining physical health, mental well-being, and sustained motivation [4]. Research has shown that when employees achieve a healthy balance, they are more likely to experience job satisfaction, reduced stress, and higher productivity [5]. In contrast, poor work-life balance may lead to burnout, absenteeism, and decreased service quality—issues particularly detrimental in hotel operations where guest perceptions are shaped by service consistency [6].

Work discipline, on the other hand, ensures that employees adhere to established rules, schedules, and performance standards, fostering operational reliability and teamwork cohesion [7]. Disciplinary compliance in hospitality settings is vital to maintaining service flow, minimizing operational errors, and

ensuring that guest experiences meet brand expectations [8]. Previous studies suggest that disciplined work behavior positively correlates with both individual productivity and organizational performance, especially in service sectors that operate under time-sensitive and customer-focused conditions [9].

However, empirical evidence on the combined influence of work-life balance and work discipline on performance remains limited. While some studies highlight that work-life balance has a stronger psychological effect on motivation and engagement, others argue that work discipline delivers a more direct operational impact [10]. There is also evidence of potential interaction effects, where a supportive work-life environment enhances employees' willingness to adhere to rules and procedures, thereby amplifying overall performance outcomes [11]. Moreover, most existing research has been conducted in Western or luxury hospitality contexts, leaving a gap in understanding how these factors function in mid-scale hotels within emerging tourism destinations [12].

Batam, Indonesia, is a rapidly growing tourism hub strategically located near Singapore and Malaysia, attracting both domestic and international travelers. This growth intensifies the operational demands on hotels, including Aston Batam Hotel and Residence—a four-star property under the Archipelago Group—where employees must navigate long working hours, high guest volumes, and the expectation of delivering consistent service excellence.

Therefore, this study aims to examine the individual and combined effects of work-life balance and work discipline on employee performance at Aston Batam Hotel and Residence. The findings are expected to contribute to the theoretical discourse on employee performance determinants in the hospitality industry, while offering practical implications for human resource strategies in emerging tourism markets.

## 2. METHOD

This study adopted a quantitative research design with a causal-associative approach to examine the effects of work-life balance and work discipline on employee performance at Aston Batam Hotel and Residence. The research population comprised all employees of Aston Batam Hotel and Residence during the study period, totaling 156 individuals, with the sample size determined using the Slovin formula at a 5% margin of error, resulting in 112 respondents selected through purposive sampling to ensure participants had direct operational experience. Data were collected between July and August 2025 through self-administered questionnaires using a five-point Likert scale ranging from “strongly disagree” to “strongly agree,” with items adapted from validated instruments in prior hospitality and organizational behavior studies, consisting of 12 indicators for work-life balance [13], 10 for work discipline [14], and 12 for employee performance [15]. Instrument validity was assessed using Pearson's product-moment correlation [16], and reliability was tested with Cronbach's alpha, applying a minimum acceptable threshold of 0.70 [17]. Data analysis was conducted using IBM SPSS Statistics version 26.0, with classical assumption tests including the Kolmogorov-Smirnov test for normality [18], Variance Inflation Factor (VIF) for multicollinearity [19], and the Glejser test for heteroscedasticity [20], while multiple linear regression analysis was employed to test the hypotheses, with the t-test used to assess partial effects, the F-test for simultaneous effects, and the coefficient of determination (Adjusted  $R^2$ ) applied to measure the proportion of variance in employee performance explained by work-life balance and work discipline.

## 3. RESULTS AND DISCUSSION

### 3.1. Result

#### 3.1.1. Respondent Characteristics by Gender

The demographic profile of respondents based on gender is presented in Table 1. The findings indicate that the majority of respondents were male ( $n = 80$ ; 71.40%), while female respondents accounted for 28.60% ( $n = 32$ ). This distribution suggests that the workforce composition at Aston Batam Hotel and Residence is predominantly male, which is consistent with the staffing patterns commonly observed in operational divisions of the hospitality sector where physical demands and extended working hours are prevalent [13], [14].

Table 1. Respondents' Gender Distribution

| No.   | Gender | Frequency | Percentage |
|-------|--------|-----------|------------|
| 1     | Male   | 80        | 71.40%     |
| 2     | Female | 32        | 28.60%     |
| Total | —      | 112       | 100.00%    |

### 3.1.2. Instrument Testing

#### 3.1.2.1. Validity Test

Validity testing was conducted using Pearson's product-moment correlation to determine whether each questionnaire item accurately measured its respective construct [16]. The results showed that all item correlation coefficients (r-count) exceeded the critical value of 0.186 at a significance level of  $p < 0.05$ , confirming that all measurement items for work-life balance, work discipline, and employee performance were valid and could be retained for further analysis.

Table 2. Validity Testing Results

| Variable             | Item Code | r-count | r-table (n=112) | Sig. (p-value) | Conclusion |
|----------------------|-----------|---------|-----------------|----------------|------------|
| Work-Life Balance    | WLB1      | 0.634   | 0.186           | 0.000          | Valid      |
|                      | WLB2      | 0.652   | 0.186           | 0.000          | Valid      |
|                      | WLB3      | 0.611   | 0.186           | 0.000          | Valid      |
|                      | WLB4      | 0.659   | 0.186           | 0.000          | Valid      |
|                      | WLB5      | 0.646   | 0.186           | 0.000          | Valid      |
| Work Discipline      | WD1       | 0.628   | 0.186           | 0.000          | Valid      |
|                      | WD2       | 0.639   | 0.186           | 0.000          | Valid      |
|                      | WD3       | 0.655   | 0.186           | 0.000          | Valid      |
|                      | WD4       | 0.642   | 0.186           | 0.000          | Valid      |
|                      | WD5       | 0.631   | 0.186           | 0.000          | Valid      |
| Employee Performance | EP1       | 0.668   | 0.186           | 0.000          | Valid      |
|                      | EP2       | 0.674   | 0.186           | 0.000          | Valid      |
|                      | EP3       | 0.701   | 0.186           | 0.000          | Valid      |
|                      | EP4       | 0.712   | 0.186           | 0.000          | Valid      |

#### 3.1.2.2. Reliability Test

Reliability testing evaluated the internal consistency of the instrument for each variable using Cronbach's alpha [17]. All variables recorded alpha values above the minimum threshold of 0.70, indicating strong internal consistency and confirming that the items consistently measure the intended constructs.

Table 3. Reliability Testing Results

| Variable             | Cronbach's Alpha | Reliability Category |
|----------------------|------------------|----------------------|
| Work-Life Balance    | 0.882            | Reliable             |
| Work Discipline      | 0.874            | Reliable             |
| Employee Performance | 0.901            | Reliable             |

### 3.1.3. Assumption Testing

Prior to hypothesis testing, three classical assumption diagnostics—normality, multicollinearity, and heteroscedasticity—were conducted to ensure the robustness, efficiency, and validity of the regression estimates. The normality of residuals was examined using the Kolmogorov-Smirnov (K-S) test [18], with results (Table 4) indicating an Asymp. Sig. value of 0.076 ( $> 0.05$ ), thereby confirming that the residuals follow a normal distribution and satisfying the assumption required for unbiased and consistent parametric estimates [19]. Multicollinearity was assessed through Tolerance and Variance Inflation Factor (VIF) values (Table 5), where both work-life balance and work discipline recorded Tolerance values of 0.616 ( $> 0.10$ ) and VIF values of 1.623 ( $< 10$ ), confirming the absence of multicollinearity and demonstrating that each predictor explains a unique proportion of variance in employee performance without significant redundancy [20]. Heteroscedasticity was tested using the Glejser method [21], which regresses the absolute residuals on the independent variables to detect variance instability in the error terms; results (Table 6) showed significance values of 0.573 for work-life balance and 0.977 for work discipline, both exceeding the

0.05 threshold, thereby confirming homoscedasticity and ensuring that regression estimates are efficient and free from bias due to unequal variance [22].

Table 4. Results of Normality Test (Kolmogorov–Smirnov)

| Parameter                | Value  |
|--------------------------|--------|
| N                        | 112    |
| Mean                     | 0.0000 |
| Std. Deviation           | 2.8494 |
| Most Extreme Diff. (Abs) | 0.080  |
| Most Extreme Diff. (Pos) | 0.066  |
| Most Extreme Diff. (Neg) | –0.080 |
| Test Statistic           | 0.080  |
| Asymp. Sig. (2-tailed)   | 0.076  |

Table 5. Results of Multicollinearity Test

| Variable          | Tolerance | VIF   | Conclusion           |
|-------------------|-----------|-------|----------------------|
| Work-Life Balance | 0.616     | 1.623 | No multicollinearity |
| Work Discipline   | 0.616     | 1.623 | No multicollinearity |

Table 6. Results of Heteroscedasticity Test (Glejser Method)

| Variable          | Sig. (p-value) | Conclusion            |
|-------------------|----------------|-----------------------|
| Work-Life Balance | 0.573          | No heteroscedasticity |
| Work Discipline   | 0.977          | No heteroscedasticity |

### 3.1.4. Hypothesis Test

Multiple linear regression analysis was conducted to assess the effects of work-life balance ( $X_1$ ) and work discipline ( $X_2$ ) on employee performance ( $Y$ ) at Aston Batam Hotel and Residence, with results (Table 7) showing an Adjusted  $R^2$  of 0.533, indicating that 53.3% of the variance in employee performance is jointly explained by the two predictors, while 46.7% is attributable to other factors not included in the model [19], [20]; the F-test produced a value of 62.835 ( $p < 0.001$ ), confirming a significant simultaneous effect, while the t-test results revealed that work-life balance ( $\beta = 0.657$ ,  $t = 6.788$ ,  $p < 0.001$ ) exerts a strong positive influence, consistent with studies highlighting that balanced management of work and personal life enhances engagement and productivity in hospitality contexts [1], [11], [13], and work discipline ( $\beta = 0.309$ ,  $t = 3.196$ ,  $p = 0.002$ ) also has a significant positive effect, indicating that compliance with organizational rules, punctuality, and commitment directly contribute to improved performance [9], [14], thereby supporting the hypothesis and aligning with the Job Demands–Resources (JD–R) model, which posits that adequate personal resources (e.g., work-life balance) combined with structural support (e.g., discipline) lead to optimal job outcomes [3], [19].

Table 7. Multiple Linear Regression Analysis Results

| Variable          | B      | Std. Error | Beta  | t     | Sig.  |
|-------------------|--------|------------|-------|-------|-------|
| Constant          | 15.432 | 2.781      | –     | 5.548 | 0.000 |
| Work-Life Balance | 0.657  | 0.097      | 0.602 | 6.788 | 0.000 |
| Work Discipline   | 0.309  | 0.097      | 0.274 | 3.196 | 0.002 |

### 3.2. Discussion

The present study examined the effects of work-life balance and work discipline on employee performance within the context of a four-star hospitality organization in Batam, Indonesia. The results indicate that both work-life balance and work discipline exert positive and statistically significant effects on employee performance, with work-life balance demonstrating a stronger standardized coefficient. These findings suggest that, in this setting, maintaining a healthy equilibrium between professional

responsibilities and personal life plays a more immediate and substantial role in enhancing performance than compliance-related factors alone. This is consistent with the Job Demands–Resources (JD–R) model, which posits that adequate personal resources—such as time and energy balance—reduce burnout and enhance engagement, thereby improving task execution [3], [11].

The significant effect of work-life balance aligns with prior empirical studies in the hospitality sector showing that employees who can effectively manage the intersection of work and personal life tend to display higher productivity, service quality, and customer satisfaction outcomes [1], [13], [15]. Balanced employees are less likely to experience work–family conflict, which has been linked to reduced absenteeism and greater consistency in service delivery [4], [7]. Moreover, intrinsic benefits of work-life balance, such as reduced stress and enhanced well-being, contribute to sustained motivation and proactive service behaviors [6], [11].

The positive and significant influence of work discipline on performance further reinforces the importance of compliance with organizational policies, punctuality, and adherence to standard operating procedures in maintaining operational excellence in hospitality environments [9], [14]. Previous research indicates that disciplined employees not only execute tasks more efficiently but also contribute to a predictable and cohesive service culture, which is crucial in high-contact service industries [8], [20]. Discipline ensures that employees meet established service standards, reduces variability in guest experiences, and supports overall operational reliability [21].

The joint significance of work-life balance and work discipline, as indicated by the F-test, underscores the importance of integrating personal well-being initiatives with robust organizational control mechanisms. Prior studies advocate for a combined approach, where employee support systems are complemented by clear rules and performance expectations, to produce synergistic effects on individual and organizational outcomes [11], [19]. For hospitality managers, this implies that while fostering work-life balance can yield immediate performance gains, sustaining these outcomes requires a disciplined workforce that consistently adheres to service protocols.

From a practical perspective, the findings highlight the need for hotel management in emerging tourism destinations like Batam to implement policies that enhance work-life balance—such as flexible scheduling, adequate rest periods, and employee wellness programs—while reinforcing work discipline through transparent performance evaluations, regular training on service standards, and recognition for compliance excellence. By addressing both the human and procedural dimensions of performance, organizations can ensure that their workforce is both motivated and operationally reliable, which is essential for maintaining competitive advantage in the hospitality industry [8], [14], [19].

#### 4. CONCLUSION

This study investigated the effects of work-life balance and work discipline on employee performance at Aston Batam Hotel and Residence, Indonesia, and found that both variables were positively associated with performance, with work-life balance demonstrating a stronger and statistically significant effect, indicating that the ability to maintain equilibrium between professional and personal responsibilities plays a more immediate role in enhancing performance than compliance-related factors alone; work discipline also had a positive and significant impact, highlighting the importance of punctuality, adherence to organizational policies, and commitment to work tasks in sustaining operational reliability; the combined influence of both variables significantly predicted employee performance, suggesting potential synergy between initiatives that support employee well-being and systems that reinforce organizational discipline, thereby extending the hospitality human resource management literature with empirical evidence from a rapidly developing tourism hub and offering practical implications for hotel managers to implement flexible scheduling, wellness programs, and recognition systems alongside strict adherence to service standards, while recommending that future research explore additional determinants such as leadership style, organizational culture, and employee engagement, and employ longitudinal or multi-property study designs to enhance the generalizability of findings.

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