

Journal of Engineering Science and Technology Management

| ISSN (Online) 2828 -7886 |



Article

Analysis of the Influence of Work Discipline, Work Environment, Leadership and Job Satisfaction on Performance

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DOI: 10.31004/jestm.v5i2.328

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ARTICLE INFORMATION

Volume 5 Issue 2
Received: 12 September 2025
Accepted: 29 September 2025
Publish Online: 30 September 2025
Online: at <https://JESTM.org/>

A B S T R A C T

This study is a quantitative study that aims to determine the effect of work discipline, work environment, leadership and job satisfaction on performance. The population used in this study was all 50 employees of Toptel Hotel Pekanbaru. The research sample was determined using a census sampling technique, which involves taking the entire population as the sample. Therefore, the sample size in this study was 50 employees. The data analysis technique used was quantitative analysis using multiple linear regression with the help of the Statistical Package for the Social Sciences (SPSS) program. The results of the study are as follows: 1) Work discipline has a positive and significant effect on performance. 2) The work environment has a positive and significant effect on performance. 3) Leadership has a positive and significant effect on performance. 4) Job satisfaction has a positive and significant effect on performance. 5) Together or simultaneously, work discipline, work environment, leadership, and job satisfaction have a positive and significant effect on performance.

Keywords

Work Discipline
Work Environment
Leadership
Job Satisfaction
Performance

1. Introduction

During the current era of modernisation, it is necessary to be able to intensify value for companies and optimise the prosperity of owners and employees. Therefore, employees are a very important human resource (HR) asset. In operational terms, HR is a key asset as the driving force of an entity. All entities recognise that competent, professional, meticulous, and trustworthy HR is the key to achieving organisational goals.

One of the businesses operating in Indonesia is the hospitality industry, which is an asset capable of boosting the tourism industry in Indonesia. The development of business competition in Indonesia is an interesting phenomenon to observe, especially in the context of economic globalisation. This globalisation provides more opportunities for foreign tourists to visit Indonesia. The impact of globalisation has led to the rapid development of various service industries, such as hospitality, telecommunications, banking and transportation.

In Pekanbaru, the hospitality industry is growing rapidly, resulting in intense business competition. Therefore, companies must be able to utilise their human resources for the advancement of the company. Human resources are the core assets of an entity, as they act to achieve organisational objectives. The quality of an organisation's human resources will have an impact on its goals. One of the hospitality businesses in Pekanbaru is Toptel Hotel Pekanbaru, a two-star hotel that provides good service and relatively affordable prices.

Targets and actual results at Toptel Hotel Pekanbaru over a four-year period, during which the company was unable to achieve its set targets, with actual results each year remaining below 80% of the existing targets. The data for each year between the target and actual figures is as follows: 65% in 2021, 79% in 2022, 79% in 2023, and 76% in 2024.

The failure to achieve the company's targets indicates that employee performance is problematic. Therefore, the company needs to improve employee performance so that the company's targets can be achieved. One factor that affects performance is work discipline. The company needs to improve employee work discipline, as this can be used as a tool to change behaviour and also increase employee awareness of the need to comply with all

existing regulations. The company must be firm about discipline, because without good work discipline, the company will not be able to maximise its human resources, and therefore the company's objectives will not be achieved. In line with Afandi opinion (2018), work discipline is useful for training employee personality, which will be able to improve work performance.

In line with the research by Nancy et al. (2019), Syamsuddin et al. (2021), Perkasa et al. (2023), Tanjung & Rasyid (2023), Prayoho et al. (2024) and Efendi et al. (2020), which states that work discipline affects performance. However, this is not in line with the research by Widarto et al. (2022) and Pradipta (2020), which states that work discipline does not affect performance.

Based on employee attendance data at Toptel Hotel Pekanbaru, it can be seen that the percentage has increased every year. The employee attendance rate in 2022, when compared to 2021, increased by 6.25%, in 2023 it increased by 82.35%, and in 2024 it increased by 83.87%. This indicates that the level of employee discipline is very low, therefore the company needs to conduct an evaluation so that the company's objectives can be achieved.

In addition to work discipline, the work environment also influences performance. A pleasant work environment makes employees feel more comfortable at work, thereby increasing their enthusiasm. The work environment is considered good or suitable if employees can perform optimally, healthily, safely and comfortably. Therefore, a conducive work environment is necessary to support employee performance in carrying out their work so that optimal results can be achieved.

In line with the research by Maisyaroh & Rosyidi (2024), Astuti & Rahardjo (2021) and Jopanda (2021), which states that the work environment affects performance. However, research by Khairana et al. (2025) and Pradipta (2020) states that the work environment does not affect performance.

In addition to work discipline and work environment, leadership can also influence performance. According to Siagian (2020), effective leadership is leadership that can improve employee performance, so that leadership within an organisation plays a very dominant role in the success of that organisation in carrying out its various activities, which is particularly evident in the performance of its

employees. However, employees also need guidance, encouragement and motivation to be able to devote their energy, time, thoughts and skills for the benefit of the company.

In line with the research by Perkasa et al. (2023), Prayoho et al. (2024) and Maisyaroh & Rosyidi (2024), which states that leadership influences performance. However, research by Jopanda (2021), Mufida et al. (2025), Khoiriyah et al. (2023) and Khairana et al. (2025) suggests that leadership does not influence performance.

The phenomenon regarding leadership variables at Toptel Hotel is that leaders are unable to establish partnerships with stakeholders, which is one of the factors causing the company to fail to achieve its targets. In addition, leaders are unable to behave fairly, as evidenced by their tendency to favour employees with whom they have a closer relationship, both in terms of material and non-material rewards.

In addition, job satisfaction also improves performance. According to Robbins (2024), employee performance is influenced by their level of job satisfaction. Organisations with more employees who are satisfied with their work are more effective and have an impact on improving performance, so job satisfaction has a strong influence on employee performance.

Job satisfaction is essentially an individual matter. Theoretically, each individual has a different level of satisfaction according to their own value system. The higher the assessment of an activity that is perceived to be in line with an individual's desires, the higher their satisfaction with that activity. Thus, satisfaction is an evaluation that describes a person's feelings of happiness or unhappiness, satisfaction or dissatisfaction at work. Meanwhile, job satisfaction is an emotional state in which employees view a job as pleasant or unpleasant.

In line with the research by Maisyaroh & Rosyidi (2024), Pradipta (2020), Astuti & Rahardjo (2021), which states that job satisfaction does not affect performance. This is not in line with the research by Khoiriyah et al. (2023) and Khairana et al. (2025), which states that job satisfaction does not affect performance.

The phenomenon regarding the job satisfaction variable at Toptel Hotel Pekanbaru is the lack of recognition given by the organisation to high-performing employees. There are still high-performing employees with

good performance who do not receive recognition, while there are employees who do not perform well who do receive recognition. In addition, the lack of harmony among employees is evident in the way they shift responsibility to one another.

2. Literature Review

2.1 Performance

According to Wibowo (2014), performance is the result of work that has a strong relationship with the organisation's strategic objectives, customer satisfaction, and contributes to the economy. Robbins and Judge (2018) define performance as the results achieved by employees in their work according to certain criteria applicable to a job. According to Wirawan (2018), performance indicators are: quantity of work output, quality of work, and efficiency.

2.2 Work Discipline

According to Sutrisno (2019), work discipline is an attitude of respect for company rules and regulations, which exists within employees, causing them to voluntarily adapt to company rules and regulations. Meanwhile, according to Hasibuan (2016), discipline is a person's awareness and willingness to obey all regulations, including attendance, tardiness, and employee departure times. Therefore, this is a form of employee indiscipline that needs to be addressed properly by management. According to Zainal (2022), the indicators of work discipline are: attendance, compliance with work regulations, compliance with work standards, a high level of alertness, working ethically, and meeting work targets.

2.3 Work Environment

According to Sedarmayanti (2017), the work environment is the entirety of the tools and materials encountered, the surrounding environment where a person works, their work methods, and their work arrangements, both individually and as a group. Meanwhile, according to Nuraini (2019), the work environment is something that exists in the workers' environment that can affect them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the adequacy or inadequacy of work equipment. According to Handoko (2018),

it is the conditions surrounding a person while they are working, which include physical and non-physical conditions. The indicators of the work environment according to Afandi (2018) are: lighting, air temperature, space to move, relationships between employees, and relationships with superiors.

2.4 Leadership

According to Robbins (2024), leadership is the ability to influence a group to achieve goals. Meanwhile, according to Siagian (2020), leadership is the ability of a person to influence others (their subordinates) in such a way that others are willing to do the leader's will even though they may not personally like it. Leadership indicators according to Yukl (2015) are: recognising employee achievements, correcting problems, instilling pride in subordinates, emphasising collective meaning, leaders who have high confidence, and leaders who are able to teach subordinates.

2.5 Job Satisfaction

According to Robbins & Judge (2018), job satisfaction is a positive feeling that employees have towards their work, which is generated from an evaluation of its characteristics. Job satisfaction encompasses relationships or interactions with superiors, subordinates and fellow colleagues, as well as the ability to follow the rules and policies of the company where they work. Handoko (2018) defines job satisfaction as a pleasant or unpleasant emotional state based on an employee's view of their work. According to Robbins & Judge (2018), the indicators of job satisfaction are: the job itself, salary, promotion, colleagues, and supervision.

2.5 Relationships Between Variables

2.5.1 The Influence of Work Discipline on Performance

Companies need to improve employee work discipline, as this can be used as a tool to change behaviour and also increase employee awareness of the need to comply with all existing regulations. Companies must be firm about discipline, because without good work discipline, they will not be able to maximise their human resources and therefore will not achieve their objectives. In line with Afandi's (2018: 15) opinion, work discipline is useful for training employees' personalities, which will

improve work performance.

In line with the research by Nancy et al. (2019), Syamsuddin et al. (2021), Perkasa et al. (2023), Tanjung & Rasyid (2023), Prayoho et al. (2024) and Efendi et al. (2020), which states that work discipline affects performance. However, this is not in line with the research by Widarto et al. (2022) and Pradipta (2020), which states that work discipline does not affect performance.

2.5.2 The Influence of Work Environment on Performance

A pleasant working environment also makes employees feel more comfortable at work, thereby increasing their enthusiasm. Working conditions are considered good or suitable if employees can perform optimally, healthily, safely and comfortably. Therefore, a conducive working environment is needed to support employee performance in carrying out their work so that optimal results can be achieved.

In line with the research by Maisyaroh & Rosyidi (2024), Astuti & Rahardjo (2021) and Jopanda (2021), which states that the work environment affects performance. However, research by Khairana et al. (2025) and Pradipta (2020) states that the work environment does not affect performance.

2.5.3 The Influence of Leadership on Performance

According to Siagian (2020), effective leadership is leadership that can improve employee performance, so that leadership within an organisation plays a very dominant role in the success of that organisation in carrying out its various activities, particularly as seen in the performance of its employees. However, employees also need guidance, encouragement and motivation to be able to devote their energy, time, thoughts and skills for the benefit of the company.

In line with the research by Perkasa et al. (2023), Prayoho et al. (2024) and Maisyaroh & Rosyidi (2024), which states that leadership affects performance. However, research by Jopanda (2021), Mufida et al. (2025), Khairiyah et al. (2023) and Khairana et al. (2025) suggests that leadership does not affect performance.

2.5.4 The Effect of Job Satisfaction on Performance

Robbins (2024) states that employee

performance is influenced by the level of employee job satisfaction. Organisations with more employees who are satisfied with their work are more effective and have an impact on performance improvement, so job satisfaction has a strong influence on employee performance.

Job satisfaction is essentially an individual matter. Theoretically, each individual has a different level of satisfaction according to their own value system. The higher the assessment of an activity that is perceived to be in line with an individual's desires, the higher their satisfaction with that activity. Thus, satisfaction is an evaluation that describes a person's feelings of happiness or unhappiness, satisfaction or dissatisfaction at work. Meanwhile, job satisfaction is an emotional state in which employees view a job as pleasant or unpleasant.

In line with the research by Maisyaroh & Rosyidi (2024), Pradipta (2020), Astuti & Rahardjo (2021), which states that job satisfaction does not affect performance. This is not in line with the research by Khoiriyah et al. (2023) and Khairana et al. (2025), which states that job satisfaction does not affect performance.

2.5.5 The Influence of Work Discipline, Work Environment, Leadership and Job Satisfaction on Performance

Work discipline is a tool used by organisations to change behaviour and as an effort to increase employee awareness and willingness to comply with all company regulations and applicable norms. Discipline must be enforced in a company because without the support of good employee discipline, it will be difficult for the company to achieve its goals. So it can be said that discipline is the key to a company's success in achieving its predetermined goals.

Similarly, a conducive working environment provides a sense of security and enables employees to work optimally. If employees enjoy the environment in which they work, they will feel comfortable in their workplace and carry out their activities so that working time is used effectively. The working environment in an organisation is important for the individuals who work in it, because this environment will directly or indirectly influence the people in it. There are three reasons for this: evidence shows that tasks can be completed

better in a good organisational work environment; evidence shows that managers can influence the work environment in the organisation or work unit they lead; and compatibility between individuals and the organisation plays a very important role in achieving individual achievement and satisfaction within the organisation.

In addition, the sustainability of an organisation is greatly influenced by the leadership of a superior. A superior is required to be a leader who is capable of managing all available resources so that the organisation's goals can be achieved. Good leadership will improve employee performance, enabling employees and resources to be utilised to the maximum. With exemplary leadership, employee performance goals will be achieved. Leaders are a very important factor in influencing employee and company performance, because leaders are the driving force in achieving a company's goals. With exemplary leadership, employee performance goals will be achieved. Leaders are a very important factor in influencing employee and company performance, because leaders are the driving force in achieving a company's goals.

Similarly, if employee job satisfaction is high, high employee performance can be achieved. Without job satisfaction, employees will not work as expected by the company, resulting in low employee performance and the company's goals not being fully achieved. Organisations with more satisfied employees tend to be more effective, thereby improving performance. Achieving job satisfaction will create the most favourable conditions for the company, as employees will enjoy their work and behave appropriately in accordance with their job requirements, which will have an impact on improving performance.

In line with the research by Maisyaroh & Rosyidi (2024), which states that work discipline, work environment, leadership, and job satisfaction simultaneously affect performance.

3. Research Methodology

3.1 Research Design

The research design used was descriptive quantitative analysis (descriptive analysis, a method that provides an overview of the actual state of the research object through the

collection and compilation of data, which is then analysed and conclusions are drawn). Meanwhile, the research technique used to support this study was a case study, which examined the problems faced by the organisation.

3.2 Population and Sample

The population is a generalised area consisting of objects or subjects that have certain quantities and characteristics determined by the researcher, to be studied and then conclusions drawn. The population in this study is all 50 employees of Toptel Hotel Pekanbaru.

Meanwhile, the sampling technique used was a census, which involved taking the entire population as the sample because the population size was less than 100. Therefore, the sample size in this study was 50 employees.

3.3 Data Collection Techniques

1. Questionnaire: Providing written questions or statements to respondents to be answered using a measurement scale, namely the Likert scale.
2. Documentation: Collecting data from companies, publications and relevant sources.

3.4 Data Analysis Techniques

1. Research instrument testing: Validity testing and reliability testing.
2. Classical assumptions: Normality testing, multicollinearity testing and heteroscedasticity testing.
3. Multiple linear regression testing: Regression equation
4. Hypothesis testing: F-test, t-test and coefficient of determination test.

3.5 Operational Definition of Variables

Table 1. Operational Definitions

Variable	Operational Definition	Indicator
Work Discipline (X1)	Work discipline is an attitude of respect for company rules and regulations, which exists within employees, causing them to voluntarily adapt to company rules and regulations.	Attendance, adherence to work regulations, adherence to work standards, high level of alertness, ethical work

Variable	Operational Definition	Indicator
Work Environment (X2)	The working environment is something that exists in the workers' environment that can affect them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the adequacy or inadequacy of work equipment.	practices and work targets
Leadership (X3)	Leadership is the ability to influence a group to achieve goals.	Recognising employee achievements, correcting problems, instilling pride in subordinates, emphasising collective meaning, leaders who have high confidence and leaders who are able to teach subordinates.
Job Satisfaction (X4)	Job satisfaction is a pleasant or unpleasant emotional state resulting from an employee's view of their work.	The job itself, salary, promotions, colleagues and supervision
Performance (Y)	Performance is the result achieved by employees in their work according to certain criteria applicable to a job.	Quantity of work output, quality of work and efficiency

4. Results and Discussion

4.1 Research Instrument Testing

According to Basuki & Prawoto (2017), for this study to be more accurate, an item should have a correlation (r) as seen from the Corrected Item-Total Correlation value with a total score for each variable ≥ 0.30 .

Tabel 2. Validity Test

Statement	Variabel				
	WD	WE	LD	JS	PF
1	0,472	0,546	0,658	0,536	0,790
2	0,458	0,704	0,535	0,694	0,505
3	0,743	0,625	0,814	0,635	0,692
4	0,753	0,517	0,789	0,538	0,801
5	0,489	0,614	0,509	0,721	0,497
6	0,726		0,791		0,802

Based on the results of the study, all statements from the five variables had a Corrected Item-Total Correlation value greater than 0.30. Therefore, it can be concluded that all statements are valid.

Next is the reliability test, which is determined by Cronbach's Alpha value, which should be above 0.60.(Sugiyono, 2019).

Tabel 3. Reliability Test

No	Variabel	Cronbach's Alpha
1	Work Discipline	0,831
2	Work Environment	0,811
3	Leadership	0,874
4	Job Satisfaction	0,828
5	Performance	0,794

Based on the research results, the Cronbach Alpha value is > 0.60, so it can be concluded that the statements used in this study are reliable.

4.2 Classical Assumptions

One of the classical assumptions that must be met is the normality test, where in this study the normality test looks at the asymp sig (2-tailed) value. If the asymp sig (2-tailed) value is > 0.05, then the data used is normally distributed.

Tabel 4. Uji Normalitas

One-Sample Kolmogorov-Smirnov Test						
	WD	WE	LD	JS	PF	
N	50	50	50	50	50	
Most	Absolute	.118	.102	.119	.104	.120
Extreme	Positive	.118	.102	.090	.104	.120
Differences	Negative	-.085	-.081	-.119	-.096	-.092
Test Statistic	.118	.102	.119	.104	.120	
Asymp. Sig. (2-tailed) ^c	.079	.200 ^e	.074	.200 ^e	.070	

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.
e. This is a lower bound of the true significance.

Based on the results of the study, the asymp sig (2-tailed) values for each variable are as follows: work discipline variable (WD) 0.079,

work environment variable (WE) 0.200, leadership variable (LD) 0.074, job satisfaction variable (JS) 0.200, and performance variable (PF) 0.070. It can be concluded that all variables have an asymp sig (2-tailed) value > 0.05, which means that the data is normally distributed and the model meets the assumptions for use in multiple linear regression testing.

In addition, the multicollinearity test compares low tolerance values with high VIF values (because $VIF = 1/tolerance$), which can be seen as follows:

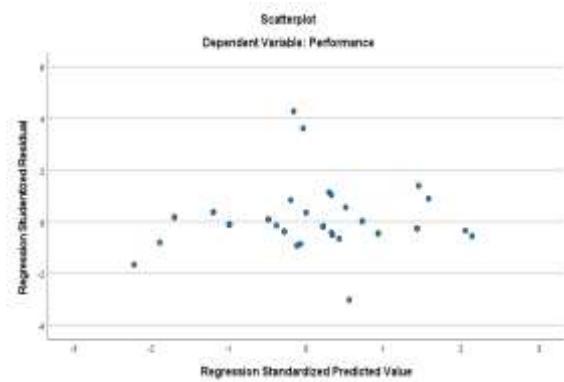
Table 5. VIF and Tolerance Values

Model	Coefficients ^a		Collinearity Statistics	
	Tolerance	VIF		
1 (Constant)				
Work Discipline	.211	4.743		
Work Environment	.477	2.097		
Leadership	.703	1.422		
Job Satisfaction	.202	4.957		

a. Dependent Variable: Performance

Based on Table 5, it can be analysed that the VIF value in the model is < 10 and the tolerance value is > 0.10, which leads to the conclusion that the model is free from multicollinearity.

Furthermore, the heteroscedasticity test aims to examine the variance of the data, whether it is homogeneous or heterogeneous. From the data processing, the following heteroscedasticity test results can be obtained:

**Figure 1** Heteroscedasticity Test

Based on Figure 1 above, it can be seen that the points are scattered randomly above and below the number 0 on the Y-axis. This means that the model does not exhibit heteroscedasticity.

4.3 Multiple Linear Regression Analysis

This test was conducted to examine the direction of the significant influence when the independent variables are combined with the dependent variable. The results are shown in Table 6 as follows:

Table 6. Multiple Linear Regression

Model	Coefficients ^a			
	B	Std. Error	t	Sig.
1 (Constant)	-1.794	1.683	-1.066	.292
Work	.356	.132	2.692	.010
Discipline				
Work	.293	.106	2.751	.009
Environment				
Leadership	.146	.068	2.150	.037
Job	.407	.161	2.525	.015
Statisfaction				

a. Dependent Variable: Performance

Based on Table 3, the resulting multiple linear regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

$$Y = -1,794 + 0,356 + 0,293 + 0,146 + 0,407$$

The meaning of the numbers in the regression equation above is as follows:

1. The constant value (a) is -1.794. This means that if the independent variables (work discipline, work environment, leadership and job satisfaction) are absent or have a value of zero (0), then performance will have a value of -1.794 units.
2. The regression coefficient value for the work discipline variable is 0.356. This means that every 1-unit increase in work discipline will increase performance by 0.356 units.
3. The regression coefficient value for the work environment variable is 0.293. This means that every 1-unit increase in the work environment will increase performance by 0.293 units.
4. The regression coefficient value for the leadership variable is 0.146. This means that every 1-unit increase in leadership will increase performance by 0.146 units.
5. The regression coefficient value for the job satisfaction variable is 0.407. This means that every 1-unit increase in job satisfaction will increase performance by 0.407 units.

4.4 Hypothesis Testing

According to Basuki & Prawoto (2017), the F test in multiple linear regression analysis aims to determine the simultaneous effect of independent variables. The F test results can be seen in Table 7 as follows:

Table 7. Simultaneous Regression Coefficient Test (F Test)

Model	ANOVA ^a			
	Sum of Squares	df	F	Sig.
1 Regression	564.801	4	62.491	.000 ^b
Residual	101.679	45		
Total	666.480	49		

a. Dependent Variable: Performance
b. Predictors: (Constant), Job Satisfaction, Leadership, Work Environment, Work Discipline

Based on Table 4 above, the processing results show a calculated F-value of 62.491 with a significance of 0.000. The F-table at a significance level of 5% can be obtained using the equation $n - k - 1$; $k = 50 - 4 - 1$; $5 = 45$; $5 = 2.579$ where n is the sample size, k is the number of independent variables and 1 is the constant. Thus, it is known that the calculated F-value (62.491) $>$ F-table (2.579) with a significance of 0.000 $<$ 0.05. This means that work discipline, work environment, leadership and job satisfaction together/simultaneously have a significant effect on performance.

The t-test was conducted to determine the effect of each independent variable on the dependent variable partially or individually. The t-test was conducted by comparing the t-count with the t-table. The results of the t-test (Partial Test) can be seen in Table 8 as follows

Table 8. Partial Regression Coefficient Test (t-Test)

Model	Coefficients ^a			
	B	Std. Error	t	Sig.
1 (Constant)	-1.794	1.683	-1.066	.292
Work	.356	.132	2.692	.010
Discipline				
Work	.293	.106	2.751	.009
Environment				
Leadership	.146	.068	2.150	.037
Job	.407	.161	2.525	.015
Statisfaction				

a. Dependent Variable: Performance

It is known that the t-table value at a significance level of 5% can be obtained using the equation $n - k - 1; \alpha/2 = 50 - 4 - 1 ; 0.05/2 = 45 ; 0.025 = 2.014$. Where n is the sample size, k is the number of independent variables and 1 is the constant. Thus, the following results are obtained

1. Work discipline is known to have a t-value (2.692) $>$ t-table (2.014) and is significant at $0.010 < 0.05$. This means that work discipline has a positive and significant effect on performance.
2. Work environment is known to have a t-value (2.751) $>$ t-table (2.014) and is significant at $0.009 < 0.05$. This means that work environment has a positive and significant effect on performance.
3. Leadership is known to have a t-value (2.150) $>$ t-table (2.014) and is significant ($0.03 < 0.05$). This means that leadership has a positive and significant effect on performance.
4. Job satisfaction is known to have a t-value (2.525) $>$ t-table (2.014) and is significant at $0.015 < 0.05$. This means that job satisfaction has a positive and significant effect on performance.

The coefficient of determination (R^2 or R square) essentially measures the extent to which the model is able to explain the variation in the dependent variable in percentage terms. An R^2 value close to one means that the independent variables provide almost all the information needed to predict the variation in the dependent variable. The results of the coefficient of determination calculation can be seen in Table 9 as follows:

Table 9 Coefficient of Determination Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 ^a	.847	.834	1.50317

a. Predictors: (Constant), Job Satisfaction, Leadership, Work Environment, Work Discipline
b. Dependent Variable: Performance

The results of the coefficient of determination test in the study showed a value of 0.834 or 83.4%, which means that work discipline, work environment, leadership and job satisfaction can have an influence on the performance variable of 83.4%, with the remaining 16.6% influenced by other factors not

examined in this study.

4.5 Discussion of Results

4.5.1 Work Discipline Affects Performance

Based on the results of testing the hypothesis of the effect of work discipline on performance, it shows that work discipline has a positive and significant effect on performance. This means that if the work discipline of employees at Toptel Hotel Pekanbaru increases, employee performance will also increase. Thus, it can be interpreted that work discipline has a positive and significant effect on performance, so the results of this study are in line with the research hypothesis.

Companies need to improve employee work discipline, as work discipline can be used as a tool to change behaviour and also increase employee awareness to comply with all existing regulations. Companies must be firm about discipline, because without good work discipline, companies will not be able to maximise their human resources, and thus their objectives will not be achieved. In line with Afandi's (2018: 15) opinion, work discipline is useful for training employees' personalities, which will improve work performance.

In line with the research by Nancy et al. (2019), Syamsuddin et al. (2021), Perkasa et al. (2023), Tanjung & Rasyid (2023), Prayoho et al. (2024) and Efendi et al. (2020), which states that work discipline affects performance. However, this is not in line with the research by Widarto et al. (2022) and Pradipta (2020), which states that work discipline does not affect performance.

4.5.2 Work Environment Affects Performance

Based on the results of testing the hypothesis of the influence of the work environment on performance, it shows that the work environment has a positive and significant effect on performance. This means that if the work environment of employees at Toptel Hotel Pekanbaru improves, employee performance will also increase. Thus, it can be interpreted that the work environment has a positive and significant effect on performance, so the results of this study are in line with the research hypothesis.

A pleasant work environment also makes employees feel more comfortable working, thereby increasing their enthusiasm for work.

Work environment conditions are considered good or appropriate if employees can perform optimally, healthily, safely, and comfortably. Therefore, a conducive work environment is needed to support employee performance in carrying out their work so that optimal work results can be achieved.

In line with the research by Maisyaroh & Rosyidi (2024), Astuti & Rahardjo (2021) and Jopanda (2021), which states that the work environment affects performance. However, research by Khairana et al. (2025) and Pradipta (2020) states that the work environment does not affect performance.

4.5.3 Leadership Influences Performance

Based on the results of testing the hypothesis of the influence of leadership on performance, it shows that leadership has a positive and significant effect on performance. This means that if leadership at Toptel Hotel Pekanbaru improves, employee performance will also increase. Thus, it can be interpreted that leadership has a positive and significant effect on performance, so the results of this study are in line with the research hypothesis.

According to Siagian (2020), effective leadership is leadership that can improve employee performance, so that leadership within an organisation plays a very dominant role in the success of that organisation in carrying out its various activities, especially as seen in the performance of its employees. However, employees also need guidance, encouragement, and motivation to be able to devote their energy, time, thoughts, and skills for the benefit of the company.

This is in line with the research by Perkasa et al. (2023), Prayoho et al. (2024), and Maisyaroh & Rosyidi (2024), which states that leadership affects performance. However, research by Jopanda (2021), Mufida et al. (2025), Khoiriyah et al. (2023) and Khairana et al. (2025) suggests that leadership does not affect performance.

4.5.4 Job Satisfaction Affects Performance

Based on the results of testing the hypothesis of the effect of job satisfaction on performance, it was found that job satisfaction has a positive and significant effect on performance. This means that if employee job satisfaction at Toptel Hotel Pekanbaru is higher,

employee performance will also increase. Thus, it can be interpreted that job satisfaction has a positive and significant effect on performance, so the results of this study are in line with the research hypothesis.

Robbins (2024) states that employee performance is influenced by the level of employee job satisfaction. Organisations with more employees who are satisfied with their work are more effective and have an impact on performance improvement, so job satisfaction has a strong influence on employee performance.

Job satisfaction is essentially an individual matter. Theoretically, each individual has a different level of satisfaction according to their own value system. The higher the assessment of an activity that is perceived to be in line with an individual's desires, the higher their satisfaction with that activity. Thus, satisfaction is an evaluation that describes a person's feelings of happiness or unhappiness, satisfaction or dissatisfaction at work. Meanwhile, job satisfaction is an emotional state in which employees view a job as pleasant or unpleasant.

In line with the research by Maisyaroh & Rosyidi (2024), Pradipta (2020), Astuti & Rahardjo (2021), which states that job satisfaction does not affect performance. This is not in line with the research by Khoiriyah et al. (2023) and Khairana et al. (2025), which states that job satisfaction does not affect performance.

4.5.5 Work Discipline, Work Environment, Leadership and Job Satisfaction Affect Performance

Based on the results of the study, it was proven that work discipline, work environment, leadership and job satisfaction collectively have a positive and significant effect on the performance of Toptel Hotel Pekanbaru employees. This indicates that work discipline, work environment, leadership, and job satisfaction can have a positive and significant impact on improving employee performance. This means that the better the work discipline, work environment, leadership, and job satisfaction at Toptel Hotel Pekanbaru, the greater the impact on improving employee performance.

This aligns with the research by Maisyaroh & Rosyidi (2024), which states that work discipline, work environment, leadership,

and job satisfaction simultaneously influence performance.

5. Conclusion

Based on the results of the data analysis that has been carried out and the discussion that has been described, the results of this study can be concluded as follows:

1. Work discipline has a positive and significant effect on employee performance. Therefore, the higher the work discipline of Toptel Hotel Pekanbaru employees, the more they will be able to improve their performance.
2. The work environment has a positive and significant effect on employee performance. Therefore, the better the work environment at Toptel Hotel Pekanbaru, the more it will be able to improve performance.
3. Leadership has a positive and significant effect on employee performance. Therefore, the better the leadership at Toptel Hotel Pekanbaru, the more it will be able to improve performance.
4. Job satisfaction has a positive and significant effect on employee performance. Therefore, the higher the job satisfaction of Toptel Hotel Pekanbaru employees, the more it will be able to improve performance.
5. Work discipline, work environment, leadership, and job satisfaction collectively have a positive and significant impact on performance.

Acknowledgement (If Applicable)

The author would like to express sincere gratitude to all individuals and organisations that have contributed to the success of this research. Special thanks are extended to the management and employees of Toptel Hotel Pekanbaru for allowing the researcher to conduct research at the company. The author also thanks the academic institute for its constructive feedback and for providing facilities during the research. The continuous encouragement and support from family and friends also played an important role in the completion of this research.

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