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THE EFFECT OF WORK ENVIRONMENT, WORK DISCIPLINE, AND MOTIVATION ON EMPLOYEE PERFORMANCE: A CASE STUDY OF SANCTOO SUITES & VILLAS, GIANYAR REGENCY

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ABSTRACT

This study aims to determine the influence of work environment, work discipline, and work motivation on employee performance at Sanctoo Suites & Villas Gianyar Regency. This study is associative in nature. The population in this study consisted of all 45 employees of Sanctoo Suites & Villas Gianyar Regency. The sampling technique used was Saturation Sampling Technique, where the entire population in this study was taken as a sample. The data analysis technique used was multiple linear regression analysis. The results showed that the work environment had a positive and significant effect on employee performance at Sanctoo Suites & Villas in Gianyar Regency, meaning that the better the work environment, the better the employee performance would be. Work discipline has a positive and significant effect on employee performance at Sanctoo Suites & Villas in Gianyar Regency, meaning that the better the work discipline, the better the employee performance will be. Work motivation has a positive and significant effect on employee performance at Sanctoo Suites & Villas in Gianyar Regency, meaning that the better the work motivation, the better the employee performance will be.

Keywords: employee performance, work environment, work discipline, work motivation

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1. INTRODUCTION

Human resources play an important role in the progress of a company, where human resources in a company are employees who always play an active and dominant role in every organizational activity because humans are the planners, actors, and determinants of the realization of the company's goals. A company will grow rapidly if it has competent human resources (Rifmanesi, 2019) . Human resources are the most important factor in the success or failure of a company. Human resources are required to focus on achieving good results within the company or organization.

Human resources (HR), as the potential and driving force of an organization, play a crucial role. Each individual, as a subject that needs to be empowered, contributes to the progress of the organization because they are assets of the organization. The global view of the meaning of employees is becoming broader and more open. Employees are not only seen as resources but also as assets, capital, and even investments for an organization or company, so it is very important for a company to develop excellent and high-quality human resources (Arifin, et al., 2022).

One thing that companies need to pay attention to is employee performance. Employee performance is closely related to an individual's work results in an organization or company. According to Mangkunegara in (Riski, 2023), performance is defined as the work results of an employee, both in terms of quality and quantity, in carrying out their duties in accordance with their responsibilities. One effort to improve employee performance is by paying attention to their job satisfaction. Employee performance also plays an important role in developing a company, where every company always strives to increase employee productivity. In this regard, leaders need to find ways and solutions to improve employee performance. This is important because performance reflects a deep enjoyment of the work being done, so that work

can be completed more quickly and better results can be achieved (Muslimat, 2020) . Basically, employee performance is the result of an employee's work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given. The level of success of a performance includes quantitative and qualitative aspects. Employee performance can also be described in terms of the achievements of an employee when carrying out the tasks and work assigned to them (Hasibuan, 2018:98) .

In relation to this, this study adopts Sanctoo Suites & Villas in Gianyar Regency, located at Jalan Ulun Suwi II, Singapadu, Kec. Sukawati, Gianyar Regency, as the research location. Based on the results of an interview with one of the permanent employees at Sanctoo Suites & Villas in Gianyar Regency, it was stated that Sanctoo Suites & Villas experienced a decline in employee performance, which was largely triggered by the seniority system that is still a culture in the operational activities.This system creates an uncomfortable work environment, which also has an impact on the decline in employee work commitment, causing employees to be inconsistent in completing their tasks and a decline in employee work discipline. There are several main factors that influence this phenomenon, including the work environment, work discipline, and work motivation.

The work environment is something that exists in the workers' work environment that can affect them in carrying out their tasks, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the adequacy of work equipment. The work environment can be defined as all the tools used, the surrounding work environment where a person works, their work methods, and the influence of their work, both individually and as a group. Sutrisno (2020) states that the work environment is all the work facilities and infrastructure around employees who are performing work that can affect the execution of their work. A conducive work environment provides comfort and enables employees to work optimally.

This statement is in line with previous empirical studies conducted by Sihaloho and Siregar (2019) , Tangkawarouw (2019) , Sihotang (2020) and Heruwanto (2020) which state that the work environment has a positive effect on employee performance. In contrast, research conducted by Widyasti (2024) states that the work environment has a negative effect on employee performance. Another factor that affects employee performance is work discipline. According to Hasibuan (2018:212) , discipline is an attitude, behavior, and action that complies with company regulations, both written and unwritten. The regulations in question include attendance, tardiness, and early departure of employees. Discipline is also referred to as an attitude and behavior that is carried out voluntarily and consciously, as well as the state of following regulations established by the government, both written and unwritten. The loss of discipline will affect work efficiency and effectiveness. If discipline cannot be enforced, it is likely that the objectives set cannot be achieved effectively and efficiently. For example, if a government only pays attention to education, expertise, and technology without considering the enthusiasm and work discipline of its employees, then even high levels of education, expertise, and technology will not produce maximum results if the employees concerned cannot utilize them regularly and have a high level of work discipline. Discipline is also a form of attitude of each individual and group that ensures compliance with orders and the initiative to take necessary action when orders are given.

Therefore, this is an in disciplinary attitude of employees that needs to be addressed properly by management. Many people interpret discipline as employees always arriving and leaving work on time. This opinion is only one of the requirements of the organization. Therefore, discipline can be interpreted as written and unwritten behavior, which requires employees to improve their attitude so that they are able to be polite in making decisions. In this study, to measure the level of employee work discipline, employee attendance data was measured as shown in Table 1 below:

Table 1. Employee Attendance Data at Sanctoo Suites & Villas, Gianyar Regency Year 2023

Month	Employees (people)	Working Days	Expected Working	Absences (days)	Actual of Working	Absenteeism Rate (%)

1	2	(days) 3	Days (days) 4=2x3	5	Days (days) 6=4-5	7 = (5/4) x 100%
January	45	25	1125	99	1026	8.80%
February	45	25	1125	101	1024	8.98%
March	45	25	1125	87	1088	7.73%
April	45	25	1125	88	1087	7.82%
May	45	25	1125	97	1028	8.62%
June	45	25	1125	104	1021	9.24%
July	45	25	1125	96	1029	8.53%
August	45	25	1125	78	1047	6.93%
September	45	25	1125	107	1018	9.51%
October	45	25	1125	93	1032	8.27%
November	45	25	1125	84	1041	7.47%
December	45	25	1125	76	1049	6.76%
Total						98.67%
Average						8.22%

Source: Sanctoo Suites & Villas Gianyar Regency, 2023

Based on Table 1, it can be explained that the average employee absence rate is 8.82%. This means that the employee absence rate is relatively high because, according to Murdiartha (2018:93), a reasonable absence rate is below 3%, while above 3% to 10% is considered high. A high absence rate indicates that the performance of Sanctoo Suites & Villas Gianyar Regency employees is declining because the average is above 3%. In other words, employee performance still needs to be evaluated because employee morale has declined. This statement is in line with previous empirical studies conducted by Hestini (2020) , Puspita (2020) , Sidharta (2022) and Suwuh (2022) which state that work discipline has a positive effect on employee performance. In contrast, research conducted by Suryadewi (2020) states that work discipline has a negative effect on employee performance.

In addition to the two factors above, there is also the factor of work motivation. Employee work motivation is an important activity that causes, channels, and maintains human behavior in carrying out their work. Employee work motivation is an important subject for leaders who must work with and through other people. Work motivation significantly affects employee performance because it encompasses factors such as recognition, needs, achievement, satisfaction, compensation, leadership style, and work environment. Addressing these factors can increase motivation, leading to improved performance and better organizational results. Researchers can describe the understanding and interpretation of employee work motivation based on several expert opinions. According to , employee work motivation is the desire within a person that causes them to perform certain actions in carrying out their duties. This statement is in line with previous empirical studies conducted by Yanthi (2019) , Suwanto (2019) , Nababan (2020) and Cahya (2021) which state that work motivation has a positive effect on employee performance. In contrast, research conducted by Putri & Muttaqin (2023) states that work discipline has a negative effect on employee performance.

2. LITERATURE AND HYPOTHESIS

Goal Setting Theory

This study uses Goal Setting Theory proposed by Locke as the main theory (grand theory). Goal Setting Theory is a form of motivation theory. Goal Setting Theory emphasizes the importance of the relationship between set goals and resulting performance (Pramesti, 2021:97) .

Employee Performance

According to Hasibuan (2018:98) , employee performance is the quality and quantity of work achieved by

an employee in carrying out their duties in accordance with the responsibilities assigned to them.

Work Environment

According to , the work environment is everything in the workplace that is related to the conditions in which workers perform their duties, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the adequacy of work equipment.

Work Discipline

According to discipline is an attitude, behavior, and action that complies with company regulations, both written and unwritten. Good discipline creates a structured and efficient work environment, maximizes individual potential, and encourages optimal work results (Agustina et al., 2024).

Work Motivation

According to , employee work motivation is the desire within a person that causes them to perform certain actions in carrying out their duties. Motivation encourages individuals to work together and enthusiastically achieve organizational goals, which ultimately contributes to the success of the organization (Permadi et al., 2022).

3. RESEARCH METHODOLOGY

This research was conducted at Sanctoo Suites & Villas in Gianyar Regency, located at Jalan Ulun Suwi II, Singapadu, Kec. Sukawati, Gianyar Regency. The research objects used in this study were the work environment, work discipline, work motivation, and employee performance at Sanctoo Suites & Villas in Gianyar Regency. The population in this study consisted of all 45 employees of Sanctoo Suites & Villas in Gianyar Regency. The researcher took a sample of 45 employees, excluding the management, using a census or saturated sample method. Data collection was carried out through the distribution of questionnaires and analyzed through multiple linear regression analysis.

4. RESULTS AND DISCUSSION

Research Instrument Test

a) Validity Test

Table 2. Results of Instrument Validity Testing

Statement Items	Pearson Correlation	Standard	Description
Employee Performance (Y)			
Y.1	0.662	0.3	Valid
Y.2	0.501		Valid
Y.3	0.593		Valid
Y.4	0.405		
Y.5	0.460		Valid
Work Environment (X1)			
X1.1	0.433	0.3	Valid
X1.2	0.580		Valid
X1.3	0.332		Valid
X1.4	0.580		Valid
Work Discipline (X2)			
X2.1	0.680	0.3	Valid
X2.2	0.580		Valid
X2.3	0.673		Valid
Work Motivation (X3)			
X3.1	0.674	0.3	Valid
X3.2	0.657		Valid
X3.3	0.681		

X3.4	0.628	Valid
X3.5	0.440	Valid

Source: Data Processed, 2025

Based on the analysis results in Table 2, it shows that all pearson correlation values of the instruments are above 0.30. This means that all instruments used to collect data in the form of questionnaires are valid.

b) Reliability Test

Table 3. Instrument Reliability Test Results

Variable	Instrument	Cronbach's Alpha	Standard	Description
Employee Performance (Y)	5	0.915	0.60	Reliable
Work Environment (X1)	4	0.891		Reliable
Work Discipline (X2)	3	0.838		Reliable
Work Motivation (X3)	5	0.887		Reliable

Source: Data Processed, 2025

Based on the analysis results in Table 3, the Cronbach's Alpha value for each variable is greater than 0.60. This means that all instruments are reliable and the research can continue.

Classical Assumption Test

a) Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		45
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviations	0.60111324
Most Extreme Differences	Absolute	0.135
	Positive	0.135
	Negative	-0.096
Kolmogorov-Smirnov Z		0.906
Asymp. Sig (2-tailed)		0.384

Source: Data Processed, 2025

From Table 4, it can be seen that the Asymp. Sig. (2-tailed) value is 0.384. This value is greater than 0.05, which means that the variable can be said to be normally distributed.

b) Multicollinearity Test

Table 5. Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Work Environment (X1)	0.900	1.111
Work Discipline (X2)	0.985	1.016
Work Motivation (X3)	0.913	1.095

Source: Data Processed, 2025

Table 5 shows that the Tolerance value is greater than 0.10 and the VIF value is less than 10. Therefore, it can be concluded that there is no multicollinearity in the regression model.

c) Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

Variables	Sig.
Work Environment	0.216
Work Discipline	0.252
Work Motivation	0.638

Source: Data Processed, 2025

From Table 6, it can be seen that the significance value between the independent variable and the absolute residual value (ABS_RES) is greater than 0.05. This means that there is no heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	0.287	0.556		0.516	0.609
Individual Characteristics (X1)	0.368	0.142	0.338	2.590	0.013
Work-Life Balance (X2)	0.239	0.096	0.311	2.496	0.017
Organizational Culture (X3)	0.241	0.111	0.280	2.167	0.036
a. Dependent Variable: Employee Performance					
R					0.711[a]
Adjusted R Square					0.727

Source: Data Processed, 2025

Based on the multiple linear regression equation in Table 7, the regression line equation provides the following information: The constant α is 0.287, which means that if the work environment, work discipline, and work motivation are constant, employee performance will remain constant. b_1 is 0.368, which means that if the work environment and work discipline are considered constant or fixed, then an increase in work motivation will be followed by an increase in employee performance. b_2 is 0.239, which means that if work discipline and work motivation are considered constant or fixed, then an improvement in the work environment will be followed by an increase in employee performance. b_3 is 0.241, which means that if work motivation and work environment are considered constant or fixed, then an increase in work discipline will be followed by an increase in employee performance. Positive regression coefficients indicate a direct influence, whereby the better the work environment, work discipline, and work motivation, the higher the employee performance at Sanctoo Suites & Villas in Gianyar Regency.

Based on the analysis results in Table 7, the multiple correlation coefficient (R) is 0.711. Based on the guidelines for interpreting correlation coefficients according to Sugiyono (2018), a multiple correlation coefficient of 0.711 is between 0.61 and 0.80, which means that the correlation is strong.

Based on the analysis results in Table 7, the coefficient of determination (Adjusted R Square) is 0.727. This means that the contribution of work environment, work discipline, and work motivation to employee performance is 72.7%, while the remaining 27.3% is influenced by other variables not discussed in this study.

Based on the analysis results in Table 7 above, it can be concluded that the significance value obtained from the analysis is 0.013 < 0.05. This indicates that the work environment has a significant positive effect on employee performance, based on the analysis results, a significance value of 0.017 < 0.05 was obtained. This indicates that work discipline has a significant positive effect on employee performance, based on the analysis results, a significance value of 0.036 < 0.05 was obtained. This indicates that work

motivation has a significant positive effect on employee performance.

Discussion of Research Results

The Effect of Work Environment on Employee Performance

The work environment has a positive and significant effect on employee performance at Sanctoo Suites & Villas in Gianyar Regency. This is indicated by the positive regression coefficient value of the work environment variable, which is 0.368, and a significance value of 0.013 < 0.05. These results also mean that the better the work environment, the higher the employee performance. Thus, the first hypothesis (H_1) is accepted. This statement is in accordance with the theory proposed by Hustia (2020) that the work environment is the physical, social, and psychological life within a company that affects the performance and productivity of employees in a company. A company must have a pleasant work environment so that all employees feel comfortable and at ease when doing work that is in line with their field. The work environment is the entirety of the tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and as a group. The work environment is something that exists in the work environment of workers that can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the adequacy of work equipment. The work environment can be defined as all the tools encountered, the surrounding work environment where a person works, their work methods, and the influence of their work, both as an individual and as a group. According to Widyawati, et al. (2024), the work environment is one of the factors that can affect employee performance. If the workspace is uncomfortable, hot, has inadequate air circulation, is too crowded, or is dirty and noisy, it will certainly have a significant impact on employee comfort at work. The work environment has a direct influence on employees in fulfilling their responsibilities to the company. This statement is in line with previous empirical studies conducted by Sihaloho and Siregar (2019) , Tangkawarouw (2019) , Sihotang (2020) and Heruwanto (2020) which state that the work environment has a positive effect on employee performance.

The Influence of Work Discipline on Employee Performance

Work discipline has a positive and significant effect on employee performance at Sanctoo Suites & Villas in Gianyar Regency. This is indicated by the positive regression coefficient value of the work discipline variable, which is 0.239, and a significance value of 0.017 < 0.05. These results also mean that the better the work discipline, the higher the employee performance. With, the second hypothesis (H_2) is accepted. This statement is in accordance with the theory proposed by Afandi (2021:11) that work discipline is an order or regulation issued by the management of an organization so that the members of the organization comply with the applicable regulations, thereby through a series of behaviors that emerge and are formed that demonstrate the values of obedience and order. Agustini (2019:81) argues that work discipline is also the willingness and obedience to behave in accordance with the regulations in the relevant agency. According to Saraswati, et al. (2021), discipline is a form of willingness that arises from one's own consciousness to follow the rules, so that work discipline often becomes a reflection of a person's obedience to all company rules and applicable social norms. This statement is in line with previous empirical studies conducted by Hestini (2020) , Puspita (2020) , Sidharta (2022) and Suwuh (2022) which state that work discipline has a positive effect on employee performance.

The Influence of Work Motivation on Employee Performance

Work motivation has a positive and significant effect on employee performance at Sanctoo Suites & Villas in Gianyar Regency. This is indicated by the regression coefficient value of the work motivation variable, which is positive at 0.241 and has a significance value of 0.036 < 0.05. These results also mean that the better the work motivation, the higher the employee performance. Thus, the third hypothesis (H_3) is accepted. This statement is in accordance with the theory proposed by Maruli (2020), which states that work motivation is everything that arises from a person's desires, arousing passion and desire from within a person that can influence, direct, and maintain behavior to achieve goals or desires in accordance with the scope of work. This is supported by Ferdinatus (2020), who states that work motivation is something that must be built with a good personality or character, because work motivation based on wrong

principles and reasons will result in personal and organizational losses. Work motivation and performance are interrelated. An increase in work motivation will influence an increase in performance and vice versa. This statement is in line with previous empirical studies conducted by Yanthi (2019) , Suwanto (2019) , Nababan (2020) and Cahya (2021) which state that work motivation has a positive effect on employee performance.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

The research results can be concluded that the work environment has a positive and significant effect on employee performance at Sanctoo Suites & Villas in Gianyar Regency. This means that the better the work environment, the higher the employee performance. Work discipline has a positive and significant effect on employee performance at Sanctoo Suites & Villas in Gianyar Regency. This means that the better the work discipline, the higher the employee performance. Work motivation has a positive and significant effect on employee performance at Sanctoo Suites & Villas in Gianyar Regency. This means that the better the work motivation, the higher the employee performance.

Recommendations

Based on the findings of this study, the following recommendations are suggested for the management of Sanctoo Suites & Villas in Gianyar Regency: First, regarding the work environment variable, it is important for the management to pay closer attention to the condition of the employee workspaces to prevent disturbances from noise during work hours. This can be addressed by reorganizing the workspace layout, adding curtains to the windows, and installing automatic door closers to ensure that doors close on their own when employees enter, minimizing noise from the outside. Second, with respect to work discipline, the management should take firm action against employees who violate established regulations by imposing appropriate sanctions, such as salary deductions or work suspensions. A suspension should require employees to work for an entire week without taking leave. Finally, regarding work motivation, the management should encourage all employees to establish good communication with their colleagues, fostering an environment of mutual support and collaboration. This can be achieved by providing opportunities for employees to voice their opinions, criticisms, and suggestions, allowing management to identify field issues and evaluate their performance.

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