

Discipline, Allowances, Organizational Performance And Job Satisfaction In Four Star Hotels

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ABSTRACT

This research examines the influence of discipline and allowances on organizational performance and job satisfaction within human resource management practices at four-star hotels in Surabaya. Concurrent with the increasing competition in the hospitality industry, hotels increasingly require an effective HR management system to maintain service consistency and operational stability. Discipline and allowances are assessed as crucial HR mechanisms that play a vital role in shaping employees' work attitudes and supporting the achievement of organizational performance in a service-based work environment. A quantitative approach was employed through the distribution of structured questionnaires to a total of 285 respondents selected using the purposive sampling technique. Data analysis was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. The research findings indicate that discipline has a positive and significant effect on organizational performance and job satisfaction. Allowances also have a positive and significant effect on organizational performance and job satisfaction. These findings affirm the importance of structured HR practices, particularly clear discipline standards and a transparent allowances system, for building positive work perceptions and maintaining organizational effectiveness. This study provides relevant managerial implications and contributes to the development of HR studies within the hospitality industry.

Keywords: Discipline; Allowances; Job Satisfaction; Organizational Performance; Hospitality HRM

INTRODUCTION

The hospitality industry in Surabaya is experiencing increasingly complex dynamics due to intense competition and shifting tourist behavior, which affect hotel occupancy patterns. Hotels can no longer rely on stable room demand throughout the year, requiring continuous operational adjustments. Data from the Central Statistics Agency (BPS, 2025b) show that the Room Occupancy Rate (ROR) for hotels in Surabaya in July 2025 reached 50.78%, indicating market uncertainty despite a slight monthly increase. In the starred hotel segment, the ROR reached 57.16% during the same period, suggesting that four-star hotels face ongoing pressure to maintain premium service quality while ensuring operational efficiency (BPS, 2025b).

Within this competitive environment, the condition of four-star hotels in Surabaya represents a distinct segment within the city's hospitality market. Based on the publication Surabaya Municipality in Figures 2025, Surabaya functions as a major business and tourism destination, supported by the presence of numerous starred hotels that accommodate urban travel activities (BPS, 2025). More specifically, there are 28 four-star hotels operating in Surabaya, reflecting a high concentration of hotels within the same classification in a single urban area (Wikipedia, 2025). The presence of four-star hotels in such numbers indicates a competitive market structure, in which hotels operate under comparable service standards and target similar market segments, thereby increasing pressure on organizational performance and operational efficiency to maintain service quality and competitiveness.

These conditions underscore the importance of internal organizational capacity in managing work processes effectively. Organizational effectiveness is critical in hotel operations, as service quality and operational stability depend heavily on inter-departmental coordination and collective work behavior (Kusluvan et al., 2010). Previous studies emphasize that hotel effectiveness is not only shaped by structural coordination but also by the consistent implementation of service standards across departments, enabling hotels to respond to market fluctuations without compromising service quality (Mohsin et al., 2019).

Discipline is a key factor supporting the smooth execution of hotel operations. It reflects adherence to organizational rules, punctuality, and consistency in service procedures, which directly influence service reliability and guest experience (Hasibuan, 2016). Empirical evidence indicates that effective discipline reduces operational errors, enhances service consistency, and fosters synergy among hotel departments (Angraeni & Musoli, 2025). In starred hotels, where service standards are high and workloads are intensive, discipline functions as a control mechanism that maintains operational stability and ensures procedural compliance (Setiani et al., 2024; Tamunomiebi & Emeh, 2023). Thus, discipline should be viewed as a structural element that supports overall organizational effectiveness rather than merely individual compliance.

In addition to discipline, allowances represent a strategic human resource instrument that shapes employees' perceptions of welfare and fairness. Research

demonstrates that allowances aligned with employees' needs enhance work comfort, security, and positive organizational perceptions (Rahayu & Riana, 2017). Within the hospitality industry, allowances play a particularly important role due to high work pressure, intensive guest interaction, and emotional labor demands (Jolly et al., 2021; Rustandi & Nankus, 2024). Transparently managed allowances systems have been shown to strengthen employee motivation and resilience in handling fluctuating workloads, thereby supporting service continuity (Patiar & Wang, 2020). Consequently, allowances are essential in sustaining service quality under competitive conditions.

Discipline and allowances also directly influence organizational performance. Organizational performance in hotels is largely determined by effective coordination and collaboration among departments in daily operations (Arenhart et al., 2023). Studies further reveal that organizations implementing structured discipline systems and providing adequate allowances tend to achieve higher operational stability and superior organizational performance (Agbeyinka, 2024; Ranta & Ylinen, 2024). Strong organizational and employee relationships have likewise been identified as critical factors in sustaining service quality and enhancing overall operational effectiveness (Kusluvan et al., 2010). Therefore, organizational performance reflects the integration between structured work systems and employees' positive responses to management policies.

Job satisfaction emerges as another important outcome influenced by discipline and allowances. Employees who experience higher job satisfaction tend to demonstrate more consistent service behavior, improved operational efficiency, and stronger organizational commitment (Sembiring & Setyawan, 2024). Job satisfaction also enhances employee–guest interactions, which are central to service-based hotel operations (Azic, 2017; Chi & Gursoy, 2009). Prior empirical research suggests that job satisfaction plays an important role in supporting organizational performance by fostering stable and effective patterns of employee behavior (Andriani et al., 2023; Gazi et al., 2024). Accordingly, discipline and allowances policies that support employee well-being may simultaneously strengthen organizational performance.

Although discipline, allowances, job satisfaction, and organizational performance have been widely studied, much of the existing literature has focused on employee performance or examined these variables separately. Empirical research that jointly examines discipline and allowances as human resource mechanisms in relation to organizational performance and job satisfaction remains relatively scarce, particularly within four-star hotels characterized by high service standards and intensive operational demands. This condition underscores the importance of examining how internal human resource mechanisms influence organizational effectiveness and employees' work experiences within the premium hospitality sector.

This study positions discipline and allowances as strategic human resource mechanisms for strengthening organizational performance and enhancing job satisfaction. This research applies a survey-based quantitative design and analyzes the data using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to investigate how discipline

and allowances affect organizational performance and job satisfaction in four-star hotels in Surabaya. This study extends empirical understanding of human resource practices within the hospitality industry while offering practical insights for hotel managers in designing policies that support operational effectiveness and employee well-being.

THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES

Discipline

Discipline refers to a behavioral control mechanism that ensures employees' compliance with organizational rules and procedures, enabling operational activities to run consistently (Ferdinandus, 2020). Within service-based organizations such as hotels, discipline supports service stability by facilitating inter-departmental coordination and consistent adherence to service standards, particularly under conditions of high workload (Angraeni & Musoli, 2025; Tamunomiebi & Emeh, 2023). Conceptually, discipline reflects employees' responsibility and awareness in complying with formal and informal operational norms, particularly standard operating procedures that directly affect service quality and guest experience (Rivaldo & Nabella, 2023; Setiani et al., 2024).

Empirical studies indicate that effective discipline, supported by clear rules and supervision, enhances service consistency, reduces operational errors, and strengthens organizational effectiveness in hospitality operations (Hakim et al., 2020; Simamora et al., 2023). In this study, discipline is conceptually represented through several key dimensions, namely punctuality, compliance with rules, neatness and work ethics, and job responsibility, as commonly emphasized in established human resource management literature (Azhar et al., 2020; Ferdinandus, 2020; Hasibuan, 2016; Rivaldo & Nabella, 2023).

Allowances

Allowances represent a form of indirect financial compensation provided beyond basic salary to support employees' welfare and work comfort, thereby strengthening perceptions of organizational support (Rahayu & Riana, 2017). In the hospitality industry, allowances play a strategic role due to high work pressure, emotional labor, and intensive guest interactions, which require employees to maintain stable physical and psychological readiness (Jolly et al., 2021). Empirical studies indicate that fair and transparent allowances enhance employees' sense of security, motivation, and organizational attachment, contributing to more consistent work behavior and service delivery (Priliani et al., 2021; Rustandi & Nankus, 2024).

Furthermore, allowances are recognized as an integral component of performance management strategies that support operational effectiveness, employee retention, and service continuity in hotel organizations (Patiar & Wang, 2020). In this study, allowances are conceptually represented through several key dimensions, including fairness and adequacy, economic adequacy, payment consistency, performance-based allowances, and satisfaction with the allowances system, as commonly discussed in established

compensation and human resource management literature (Dessler, 2020; Newman et al., 2017; Williams et al., 2006).

Organizational Performance

Organizational performance refers to an organization's ability to achieve its strategic objectives through effective internal processes, efficient resource utilization, and consistent service outcomes (Sari et al., 2023). In the hospitality industry, organizational performance is closely linked to service quality, operational consistency, and the ability to sustain productivity under dynamic market conditions, given the labor-intensive and service-oriented nature of hotel operations (Anwuri & Odion, 2022). Previous studies emphasize that organizational performance in hotels reflects the effectiveness of internal coordination, service reliability, and employees' collective work behavior in delivering consistent service quality (Arenhart et al., 2023; Kusluvan et al., 2010).

Organizational outcomes are strongly shaped by human resource management practices through employees' service orientation, involvement, and consistent work behavior, which directly support organizational effectiveness (Kusluvan et al., 2010; Paniran et al., 2024). Accordingly, organizational performance represents the integration of structured work systems and coordinated organizational behavior that sustain hotel competitiveness. In this study, organizational performance is conceptually represented through several key dimensions, namely effectiveness, efficiency, service quality, productivity, employee involvement, and organizational adaptability, as commonly emphasized in established organizational performance and management literature (Denison & Mishra, 1995; Harter et al., 2002; Pritchard, 1990; Setyawan, 2021).

Job Satisfaction

Job satisfaction refers to employees' positive emotional state resulting from their evaluation of overall work experiences and the extent to which job outcomes meet their expectations (Nadiri & Tanova, 2010; Tandelilin & Adam, 2010). In the hospitality industry, job satisfaction is particularly important due to intensive guest interactions and the need for consistent service quality, making employees' psychological well-being central to organizational effectiveness (Chi & Gursoy, 2009). Empirical studies indicate that job satisfaction shapes employees' service behavior, commitment, and the quality of employee-guest interactions, which ultimately influence guests' perceptions and organizational outcomes (Azic, 2017).

Furthermore, supportive working conditions, including adequate supervision, fair rewards, and positive interpersonal relationships, enhance job satisfaction and contribute to service consistency, employee retention, and sustainable hotel performance (Gunawan & Heryanda, 2021; Patrichi et al., 2025). In this study, job satisfaction is conceptually represented through several key dimensions, namely the work itself, promotion opportunities, supervision, and co-workers, as commonly emphasized in established organizational behavior literature (Luthans, 2011).

Hypothesis

From the relationships depicted among the variables, the following hypotheses are derived:

H1: Discipline positively influences organizational performance.

H2: Allowances positively influence organizational performance.

H3: Discipline positively influences job satisfaction.

H4: Allowances positively influence job satisfaction.

H5: Job satisfaction positively influences organizational performance.

RESEARCH METHODS

This research adopts a quantitative explanatory approach to analyze how discipline and allowances affect organizational performance and job satisfaction in four-star hotels located in Surabaya. Data were collected through a survey method aimed at capturing employees' perceptions regarding organizational outcomes and the implementation of human resource management practices. The study population comprised employees working at four-star hotels in Surabaya. Respondents were determined using a purposive sampling approach by including active hotel employees who had worked for at least three months and were directly involved in operational activities. Primary data were obtained through an online structured questionnaire administered via Google Forms, yielding 285 valid responses for analysis.

Primary data for this study were collected using a structured questionnaire developed based on relevant prior empirical research. All measurement items were assessed using a five-point Likert scale, with response options ranging from strongly disapprove (1) to strongly approve (5). Data analysis was performed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The analysis process consisted of the evaluation of the measurement model followed by the assessment of the structural model.

RESULTS AND DISCUSSIONS

Respondent Profile

Table 1. Respondent Profile

Information	Description	Frequency	Percentage
Gender	Male	142	49.8
	Female	143	50.2
Age	20-30 years old	172	60.4
	31-40 years old	104	36.5
	41-50 years old	8	2.8
	>50 years	1	0.4
Education	High School	150	52.6
	Diploma	79	27.7
	Bachelor	56	19.6
Position	Staff	255	89.5
	Supervisor	22	7.7
	Manager	8	2.8
Employment Status	Contract Employees	277	97.2

Department	Permanent Employees	8	2.8
	Administration & General	1	0.4
	Engineering	37	13.0
	Finance/Accounting	32	11.2
	Food & Beverage	61	21.4
	Front Office	53	18.6
	Housekeeping	53	18.6
	Human Resources	14	4.9
	Sales Marketing	32	11.2
	Security	2	0.7
Length of Work	3 Month – 1 Year	55	19.3
	1-3 Years	138	48.4
	3-5 Years	85	29.8
	>5 Year	7	2.5
Monthly Income	IDR 4.000.000 – 6.000.000	37	13.0
	IDR 6.000.000 – 8.000.000	141	49.5
	IDR 8.000.000 – 10.000.000	99	34.7
	>IDR 10.000.000	8	2.8

Source: Data Processed (2025)

Table 1 presents the profile of 285 valid respondents from four-star hotels in Surabaya who met the established criteria. The majority of respondents were female (50.2%) and aged 20–30 years (60.4%). Most respondents held a senior high school education (52.6%), were contract employees (97.2%), and occupied staff-level positions (89.5%), with the food and beverage department representing the largest proportion (21.4%). Most respondents had a tenure of 1–3 years (48.4%), and the highest proportion reported a monthly income of IDR 6,000,000–8,000,000 (49.5%).

Measurement Model

Table 2. Outer Loading

Variables	Dimensions	Item Code	Outer Loading
Discipline	Punctuality	D1.1	0.841
		D1.2	0.828
		D1.3	0.830
	Compliance With Rules	D2.1	0.855
		D2.2	0.855
		D2.4	0.861
	Neatness and Work Ethics	D3.1	0.861
		D3.2	0.856
		D3.3	0.866
	Job Responsibility	D4.1	0.867
		D4.2	0.832
		D4.4	0.828
Allowances	Fairness and Adequacy of Allowances	A1.1	0.855
		A1.3	0.835
		A1.4	0.847
	Economic Adequacy	A2.1	0.836
		A2.2	0.867
		A2.3	0.830

	Payment Consistency	A3.1	0.819	
		A3.2	0.856	
		A3.3	0.819	
	Performance-Linked Allowances	A4.1	0.841	
		A4.3	0.823	
		A4.4	0.849	
	Satisfaction with The Allowances System	A5.1	0.813	
		A5.2	0.832	
		A5.4	0.839	
Job Satisfaction	The Work Itself	JS1.1	0.837	
		JS1.2	0.836	
		JS1.4	0.840	
	Promotion Opportunities	JS2.1	0.842	
		JS2.2	0.811	
		JS2.4	0.814	
	Supervision	JS3.1	0.823	
		JS3.2	0.841	
		JS3.4	0.850	
	Co-workers	JS4.1	0.868	
		JS4.2	0.859	
		JS4.3	0.861	
	Organizational Performance	Effectiveness	OP1.1	0.870
			OP1.2	0.883
			OP1.3	0.835
Efficiency		OP2.1	0.865	
		OP2.2	0.859	
		OP2.3	0.852	
Service Quality		OP3.1	0.858	
		OP3.3	0.841	
		OP3.4	0.840	
Productivity		OP4.1	0.847	
		OP4.4	0.862	
		OP4.5	0.832	
Employee Involvement		OP5.1	0.866	
		OP5.2	0.850	
		OP5.3	0.845	
Organizational Adaptability		OP6.1	0.871	
		OP6.2	0.836	
		OP6.3	0.848	

Source: Data Processed (2025)

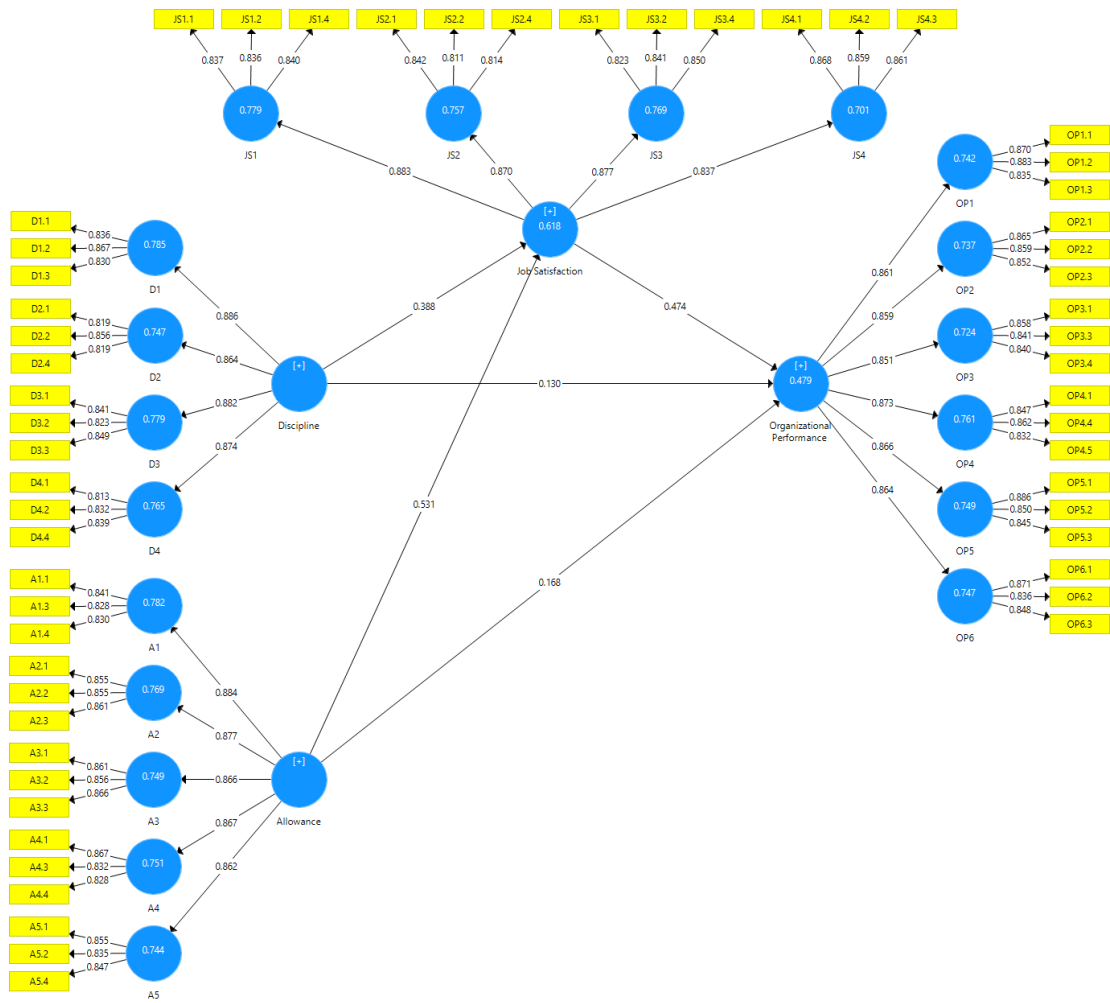


Figure 1. Outer Model

Table 2 and Figure 1 indicate that all indicators met the required measurement standards and were suitable for inclusion in the proposed research model. The outer loading values exceeded the recommended threshold of 0.70, confirming that the indicators adequately represented the respective constructs.

Table 3. Reliability and Convergent Validity

Variables	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Discipline	0.921	0.922	0.933	0.537
Allowances	0.940	0.941	0.947	0.546
Job Satisfaction	0.919	0.920	0.931	0.530
Organizational Performance	0.950	0.951	0.955	0.543

Source: Data Processed (2025)

Table 3 presents the reliability and convergent validity results for all constructs in the research model. The results indicate that all constructs met the required reliability and convergent validity standards. The Cronbach's Alpha, rho A, and Composite Reliability

values exceeded the recommended threshold of 0.70, while the Average Variance Extracted (AVE) values were above 0.50 for all constructs.

Table 4. Discriminant Validity

Variables	Discipline	Allowances	Job Satisfaction	Organizational Performance
Discipline	0.733			
Allowances	0.449	0.739		
Job Satisfaction	0.627	0.705	0.728	
Organizational Performance	0.503	0.561	0.674	0.737

Source: Data Processed (2025)

Table 4 presents the discriminant validity results for all constructs in the research model. The results indicate that the square root of the Average Variance Extracted (AVE) for each construct exceeded the inter-construct correlations, confirming that all constructs were adequately differentiated from one another..

Structural Model

Table 5. R-Square (R²)

Variables	R-Square (R²)
Job Satisfaction	0.618
Organizational Performance	0.479

Source: Data Processed (2025)

Table 5 presents the R-Square (R²) results for the endogenous variables in the research model. The R² value for job satisfaction was 0.618, indicating that discipline and allowances explained 61.8% of the variance in job satisfaction. The R² value for organizational performance was 0.479, indicating that discipline, allowances, and job satisfaction explained 47.9% of the variance in organizational performance.

Table 6. F-Square (F²)

Variables	Job Satisfaction	Organizational Performance
Discipline	0.315	0.020
Allowances	0.589	0.027
Job Satisfaction		0.165

Source: Data Processed (2025)

Table 6 presents the F-Square (F²) results for the relationships among variables in the research model. The results indicate that discipline demonstrated a moderate effect on job satisfaction with an F² value of 0.315, while allowances demonstrated a strong effect on job satisfaction with an F² value of 0.589. Job satisfaction also demonstrated a moderate effect on organizational performance with an F² value of 0.165. Meanwhile, discipline and allowances exhibited small effects on organizational performance, with F² values of 0.020 and 0.027, respectively.

Table 7. Hypothesis Testing Results

Relationship	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
Discipline → Organizational Performance	0.130	1.855	0.032	Supported
Allowances → Organizational Performance	0.168	2.127	0.017	Supported
Discipline → Job Satisfaction	0.388	6.243	0.000	Supported
Allowances → Job Satisfaction	0.531	8.061	0.000	Supported
Job Satisfaction → Organizational Performance	0.474	5.650	0.000	Supported

Source: Data Processed (2025)

Table 7 presents the hypothesis testing results for the proposed research model. The results indicate that discipline had positive and significant effects on organizational performance ($\beta = 0.130$; $p = 0.032$) and job satisfaction ($\beta = 0.388$; $p < 0.001$). Allowances also demonstrated positive and significant effects on organizational performance ($\beta = 0.168$; $p = 0.017$) and job satisfaction ($\beta = 0.531$; $p < 0.001$). In addition, job satisfaction showed a positive and significant effect on organizational performance ($\beta = 0.474$; $p < 0.001$). These findings indicate that all proposed relationships in the research model were supported.

The Effect of Discipline on Organizational Performance

The findings indicate that discipline positively affects organizational performance in four-star hotels. Employees' compliance with work regulations and operational procedures supports service consistency and effective organizational operations within hospitality organizations (Saikat et al., 2025; Wei et al., 2024). These results support previous studies reporting that disciplinary practices contribute to operational stability and organizational performance in service-based organizations (Agbeyinka, 2024; Malik et al., 2024). Practically, hotel management should consistently implement work regulations and service standards to support organizational performance improvement.

The Effect of Allowances on Organizational Performance

The findings indicate that allowances positively affect organizational performance in four-star hotels. Well-managed allowance systems help strengthen employees' motivation, commitment, and work engagement, which support operational effectiveness and performance stability (Ampong, 2024; Okwuse & Ndudi, 2023). This finding aligns with previous studies emphasizing that allowance policies contribute to organizational performance and service sustainability in hospitality organizations (Ekere & Amah, 2014; Matloob, 2017). Practically, hotel management should implement fair and transparent allowance systems aligned with organizational objectives to support sustainable organizational performance.

The Effect of Discipline on Job Satisfaction

The findings indicate that discipline positively affects job satisfaction among employees in four-star hotels. Compliance with work rules and operational standards helps create workplace order and role clarity, which contribute to positive job perceptions and employee satisfaction (Febiola et al., 2024; Gunawan & Heryanda, 2021; Syauqy & Apriadi, 2025). Previous studies also reported that effective discipline supports workplace stability and enhances job satisfaction in service organizations (Angraeni & Musoli, 2025; Sanuar et al., 2024). Practically, hotel management should consistently enforce work regulations and maintain clear operational standards to support employee job satisfaction.

The Effect of Allowances on Job Satisfaction

The findings indicate that allowances positively affect job satisfaction among employees in four-star hotels. Fair and adequate allowances are perceived as a form of organizational support that enhances employees' welfare, comfort, and satisfaction at work (Mabaso, 2017; Rahayu & Riana, 2017). These findings are supported by previous studies showing that allowance systems strengthen job satisfaction and positive employee attitudes toward organizational reward practices (Bustamam et al., 2014; Roringkon et al., 2021). From a practical perspective, hotel management should provide transparent and well-managed allowance systems aligned with employees' needs to foster job satisfaction and support service quality.

The Effect of Job Satisfaction on Organizational Performance

The findings indicate that job satisfaction positively affects organizational performance in four-star hotels. Employees with higher job satisfaction tend to demonstrate stronger commitment, more coordinated work behavior, and more consistent service performance, which support organizational effectiveness (Bakotic, 2016; Latif et al., 2013; Zanabazar & Jigjiddorj, 2021). This finding is consistent with previous studies reporting that job satisfaction contributes to organizational performance through improved productivity and service quality in hospitality organizations (Eberegbe & Giovanis, 2020; Kanapathipillai, 2021; Mrak & Kvasic, 2021). Practically, hotel management should prioritize initiatives that support employee job satisfaction to sustain organizational performance and service excellence.

CONCLUSION, SUGGESTION, AND LIMITATION

This study confirms that discipline and allowances positively affect organizational performance and job satisfaction in four-star hotels. The findings indicate that discipline supports organizational performance through the implementation of work regulations and operational consistency, while also enhancing job satisfaction by creating workplace order and role clarity. In addition, allowances contribute to organizational performance by strengthening employees' motivation and work engagement, as well as improving job satisfaction through fair and well-managed welfare policies. Furthermore, job satisfaction

positively contributes to organizational performance by supporting coordinated work behavior and service effectiveness within hospitality organizations.

From a practical perspective, hotel management should consistently implement clear work regulations and transparent allowance policies aligned with employees' needs to support sustainable organizational performance and employee satisfaction. Academically, this study contributes empirical evidence to the hospitality human resource management literature regarding the relationships among discipline, allowances, job satisfaction, and organizational performance.

This study is limited to employees working in four-star hotels and focuses only on discipline, allowances, job satisfaction, and organizational performance. Future research may expand the analysis by involving different hotel classifications or regions, incorporating additional organizational variables such as leadership or organizational culture, and applying longitudinal or mixed-method approaches to obtain broader insights into employee and organizational outcomes in the hospitality industry.

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