The Influence of Motivation, Leadership, and Work Discipline on Employees’ Work Spirit at Astagina Resort Villa & Spa Kuta Bali.

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Abstract
This research aims to determine the effect of motivation (X1) leadership (X2) and work discipline (X3) on employee morale (Y) at Astagina Resort Villa and Spa Kuta Bali. The respondents used in this research were all employees of Astagina Resort Villa and Spa Kuta Bali with a total of 89 respondents. The data used in the research is primary data, namely from the results of questionnaire answers, then the results of the questionnaire answers are tested using validity and reliability tests followed by classical assumption tests and multiple linear regression analysis. The research results show that motivation (X1) has a positive and significant effect on employee morale at Astagina Resort Villa and Spa Kuta Bali. This is proven by the t-count = 2.783 > t-table = 1.66 and the Sig. = 0.007<0.05. This means that motivation has a positive and significant influence on employee morale. Leadership (X2) has a positive and significant effect on employee morale at Astagina Resort Villa and Spa Legian Bali. This is proven by the t-count = 4.097 > t-table = 1.66 and the Sig. = 0.000<0.05. This means that leadership has a positive and significant effect on employee morale. Work discipline (X3) has a positive and significant effect on employee morale at Astagina Resort Villa and Spa Kuta Bali. This is proven by the t-count value = 4.286 > t-table = 1.66 and the Sig value. = 0.000<0.05. This means that work discipline has a positive and significant effect on employee performance.

**Keywords:** Motivation, Leadership, Work Discipline, Employee Work Spirit.
INTRODUCTION

Tourism is a trip undertaken for recreation or vacation. Indonesia is a country that is very rich in natural resources, has various cultures, customs and also has many islands stretching from Sabang to Merauke. One of the islands in Indonesia is the island of Bali, which is famous for its beautiful nature and culture so that tourists who visit really enjoy the enchanting natural beauty as well as the very friendly Balinese people. Tourists who visit Bali want to enjoy the natural beauty, customs, culture and comfort on the island of Bali. With the increasing number of tourists visiting the island of Bali, it is necessary to provide adequate accommodation and facilities and infrastructure as well as food and beverage services. Tourists who visit Bali want to enjoy the natural beauty, customs, culture and comfort on the island of Bali. Such as the construction of hotels, villas, inns, home stays, guest houses, which aim to support the needs of tourists while visiting Bali.

Astagina Resort Villa and Spa is one of the resorts in the Legian area, Kuta, Bali. Astagina Resort Villa and Spa has 61 rooms and 13 villas. The location of Astagina Resort Villa and Spa is relatively close to Ngurah Rai International Airport, which is around 30 minutes when using land transportation. Astagina Resort Villa and Spa also has 1 Restaurant, 1 Bar, 2 Meeting Venues and 1 Wedding Venue. Plus, the spacious garden is also accompanied by other supporting facilities, namely Spa, Swimming Pool Access, Cooking Class, Bycicle Tour, and Astagina Resort Villa and Spa also promises comfort for guests who stay. With the current competition for hotels, resorts and villas, the management of Astagina Resort Villa and Spa sees the need for good human resource management. Because the success of a company does not only depend on the availability of funds or the superiority of technology owned by a hotel but must also be supported by the quality of its human resources. Efforts made by Astagina Resort Villa and Spa to improve service to staying guests are by motivating each employee, implementing good leadership and maintaining and improving work discipline to achieve company goals. According to Djamarah (2002: 34) states that motivation is a change in energy within a person which is marked by the emergence of feelings and is preceded by a response to a goal. Energy changes within a person take the form of real activity in the form of physical activity. Because a person has certain goals and activities, a person has a strong motivation to achieve them with all the efforts he can make to achieve them.

Motivation is a very important factor in determining employee morale. Without motivation, employee morale in a company tends to decline. Astagina Resort Villa and Spa
was chosen to be the research object because there are still problems in motivation where every employee feels uncomfortable at work so this has a big impact on employee morale. Apart from that, employees also feel less confident, which has an impact on their enthusiasm for taking on work. Apart from that, it is necessary to enforce rules so that employees have a good level of discipline in the company so that employees can complete their work as expected, both for the guests staying and for the company.

Apart from motivation and leadership, each employee also needs awareness to comply with all existing regulations and carry out their duties well. Work discipline is a person’s attitude and behavior that shows obedience, conformity, loyalty, regularity and order to company or organization regulations and applicable social norms. Discipline is a person’s awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2007: 193). Currently at Astagina Resort Villa and Spa there are still employee discipline problems, namely there are still employees arriving late. Discipline is a factor that can influence employee morale in a company, therefore work discipline will ensure a smooth work process in order to increase employee morale. If an employee is disciplined in work and attendance, of course the employee will do things in accordance with the regulations, as well as the duties and responsibilities that are the obligations of each employee.

Lack of motivation, leadership and work discipline at Astagina Resort Villa and Spa can cause a decrease in employee morale. Comments from guests at Astagina Resort Villa And Spa quoted from online guest comments, for example, include front office employees who treat guests differently and guest orders do not match expectations. Based on comments given by guests, there is still a lack of employee morale at Astagina Resort Villa and Spa so that the company should pay more attention to employee morale to achieve company goals. Based on the problems described, researchers conducted research entitled "The Influence of Motivation, Leadership and Work Discipline on Employee Work Morale at Astagina Resort Villa and Spa". In accordance with the problem above, there is a problem formulation as follows:

1. Does motivation influence employee morale at Astagina Resort Villa and Spa Kuta Bali?
2. Does leadership influence employee morale at Astagina Resort Villa and Spa Kuta Bali?
3. Does work discipline affect employee morale at Astagina Resort Villa and Spa Kuta Bali?
Based on the problem formulation above, there are the following research objectives, namely:

1. To determine the effect of motivation on employee morale at Astagina Resort Villa and Spa Kuta Bali
2. To determine the influence of leadership on employee morale at Astagina Resort Villa and Spa Kuta Bali
3. To determine the effect of work discipline on employee morale at Astagina Resort Villa and Spa Kuta Bali

**RESEARCH METHODS**

Based on the problems previously discovered, the author identified two variables, namely:

1. **Independent Variable**
   Independent variables are variables that influence other variables. The independent variables referred to in this research are motivation symbolized by X1, leadership symbolized by X2 and work enthusiasm symbolized by X3.

2. **Dependent Variable**
   Dependent variables are variables that are influenced by other variables. The dependent variable referred to in this research is employee morale which is symbolized by Y.

There are 2 types of data in research, namely:

1. **Quantitative Data**
   Quantitative Data is data that can be calculated and expressed in numbers, such as: Number of employees, results of questionnaire answers.

2. **Qualitative Data**
   Qualitative Data is data in the form of exposure or not in the form of numbers such as hotel locations and facilities owned.

   There are 2 sources of data in this research, namely:

1. **Primary data**
   Primary data is data obtained directly from the research object and first processed by the researcher, such as data obtained from the results of questionnaires regarding motivation, leadership, work discipline and employee morale.

2. **Secondary Data**
   Secondary data is data obtained through existing data or processed by other parties, such as company documents.
The population in this study were all employees of Astagina Resort Villa and Spa Kuta Bali, totaling 89 people. According to Arikunto (2010:134-185) The sample is a portion or representative of the population studied. Based on this understanding, it can be concluded that the sample is part of the population to be studied and represents the characteristics of the population. If the research population is less than 100 then the entire sample taken, however if the research population is more than 100 then the sample can be taken between 10-15% or 20-25% or more. This research is population research.

The data collection technique used to examine the influence of motivation and work discipline on employee performance at Astagina Resort Villa and Spa is:

1. Questionnaire
   A questionnaire is a data collection technique using a set of questions asked to respondents to obtain written data from employees who have been designated as research samples. The contents of the questionnaire consist of: the identity of the respondent and questions regarding the respondent's response to the variables: motivation, leadership, work discipline and employee morale.

2. Documentation
   Documentation is a data collection technique obtained from documents and other secondary data sources that can support primary data obtained through interviews and observations at Astagina Resort Villa and Spa such as: hotel location, facilities and number of employees.

Data analysis technique

The results of the questionnaire were distributed to respondents and collected, after which data analysis was carried out to discuss the problems raised in this research using the SPSS (Statistical Package for Social Science) program. The data analysis techniques used in this research are:

Validity and Reliability Test of Research Instruments

The seriousness of the respondents in answering the questionnaire is very important in this research, therefore the validity of the research results is determined by the instruments used and the data obtained.

1. Validity Test
   The validity test is used to determine the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher. To find the validity
of an item, we correlate the item score with the total of these items. If the coefficient between the item and the total items is equal to or above 0.3 then the item is declared valid, but if the correlation value is below 0.3 then the item is declared invalid, Sugiyono (2016:177).

2. Reliability Test

Reliability Test is a tool for measuring a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable if a person’s answers to questions are consistent or stable over time. In this research, data reliability is tested using the internal consistency reliability method which uses the Cronbach Alpha test to identify how well the items in the questionnaire relate to one another. A construct or variable is declared reliable if it provides a Cronbach Alpha value > 0.60

**Classic Assumption Test**

Based on the total score of each variable, the next stage is SPSS (Statistical Package for Social

1. Normality test

The data normality test is used to determine the data in the variables that will be used in research. Data that is good and suitable for use in research is data that has a normal distribution (Bhuono, 2005: 18). The data normality test can be carried out using One Sample Kolmogorov Smirnov, namely if the significant value is above 0.05 then the data is normally distributed. Meanwhile, if the One Sample Kolmogorov Smirnov results show a significant value below 0.05, then the data is not normally distributed. Science). (Ghozali, 2011).

2. Multicollinearity Test

Multicollinearity test is needed to determine whether there are independent variables that are similar to other independent variables in one model. The multicollinearity test is used to determine whether there is an influence between the independent variables. The analysis technique used is Product Moment correlation. By using this correlation analysis, intercorrelation values between the independent variables will be obtained. If the Variance Inflation Factor (VIF) value is no more than 10 and the tolerance value is no less than 0.1, then the model can be said to be free from multicollinearity and can be used in research (Bhuono, 2005: 58).
3. Heteroscedasticity Test

Heteroscedasticity test according to Ghozali (2012: 193), the heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another observation. If the variance from the residual from one observation to another observation is constant, it is called homoscedasticity and if it is different it is called hesteroscedasticity.

Multiple Regression Analysis

Multiple regression analysis is used to determine changes in the dependent variable which are influenced by the independent variables simultaneously with the formula according to Hasan (2003) is: \( Y = a + b_1X_1 + b_2X_2 + b_3X_3 \)

The multiple regression analysis in this research was calculated using the SPSS (Statistical Package for T test)

Gozali (2011:88) explains that "the t statistic shows how far the influence of an explanatory or independent variable individually is in explaining variations in the dependent variable and is used to determine whether or not there is an influence of each independent variable individually on the dependent variable being tested." The t test is used to see the significance of the individual independent influence on the dependent variable by assuming that other variables are constant. The testing steps are as follows:

1. Hypothesis Testing
   a. Ho: \( \beta \leq 0 \), meaning there is no influence between the independent variable and the dependent variable.
   b. Ha: \( \beta > 0 \), meaning there is an influence between the independent variable and the dependent variable.

2. Determine the significance level (\( \alpha \)), which is 5%

3. Determine the criteria for accepting or rejecting Ho, namely by looking at the significant values:
   a. If Sig < 0.05 then there is a significant influence between the independent variable and the dependent variable
   b. If Sig > 0.05 then there is no significant influence between the independent variable and the dependent variable

4. Decision making

The t test is carried out by comparing the p-value produced by each independent variable in the regression equation above with the degree of significance (\( \alpha \)), namely
0.05. The criteria used to draw conclusions about the hypothesis above are if the p-value < α (α = 0.05) then Ho is rejected or Ha is accepted.

The T test was carried out to test the significance of each coefficient, so that it is known whether there is an influence between motivation, communication and work discipline on employee performance at Astagina Resort Villa and Spa Kuta Bali occurred significantly or was only obtained by chance Social Science) program.

RESULT AND DISCUSSION

Validity and Reliability Test Results

Validity and reliability tests are used in statistical analysis to be able to proceed to further analysis. The results of the validity analysis must have a positive value and a magnitude above 0.3, then the question item is declared valid. Meanwhile, the limit value reliability test used to assess an acceptable level of reliability is 0.60 and above. The following is a recapitulation of validity and reliability tests which can be seen in table

<table>
<thead>
<tr>
<th>Variable</th>
<th>Items</th>
<th>Alpha Cronbach</th>
<th>Information</th>
<th>Correlation coefficient</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>X1.1</td>
<td>0.922</td>
<td>Reliable</td>
<td>0.836</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X1.2</td>
<td></td>
<td></td>
<td>0.884</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X1.3</td>
<td></td>
<td></td>
<td>0.668</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X1.4</td>
<td></td>
<td></td>
<td>0.811</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X1.5</td>
<td></td>
<td></td>
<td>0.806</td>
<td>Valid</td>
</tr>
<tr>
<td>Leadership</td>
<td>X2.1</td>
<td>0.950</td>
<td>Reliable</td>
<td>0.922</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.2</td>
<td></td>
<td></td>
<td>0.895</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.3</td>
<td></td>
<td></td>
<td>0.816</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.4</td>
<td></td>
<td></td>
<td>0.805</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.5</td>
<td></td>
<td></td>
<td>0.875</td>
<td>Valid</td>
</tr>
<tr>
<td>Work discipline</td>
<td>X3.1</td>
<td>0.774</td>
<td>Reliable</td>
<td>0.722</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X3.2</td>
<td></td>
<td></td>
<td>0.607</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X3.3</td>
<td></td>
<td></td>
<td>0.513</td>
<td>Valid</td>
</tr>
<tr>
<td>Employee morale</td>
<td>Y1</td>
<td>0,956</td>
<td>Reliable</td>
<td>0,913</td>
<td>Valid</td>
</tr>
<tr>
<td>-----------------</td>
<td>----</td>
<td>-------</td>
<td>----------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td></td>
<td>Y2</td>
<td>0,855</td>
<td></td>
<td>0,900</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Y3</td>
<td>0,813</td>
<td></td>
<td>0,809</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Y4</td>
<td>0,902</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: processed data

Based on the original summary of the calculation results for each question item in Table 1, results obtained were above 0.3 and above for the Corrected Item-Total Correlation value and the Cronbach Alpha value for each variable was above 0.60. This shows that the questions in the questionnaire can be declared valid and reliable.

**Classic Assumption Test Results**

The classical assumption test is a statistical requirement that must be met in multiple linear regression based on Ordinary Least Squere (OLS). Multiple linear regression models (multiple regressions) can be called those models with classical assumptions. The classical assumption testing process is carried out together with the regression testing process so that the steps taken in classical assumption testing use the same work steps as the regression test. The Classic Assumption test used is:

1. **Normality Test Results**
   
   Based on the normality test using the One-Sample Kolmogorov-Smirnov Test which shows that the Asymp Sig (2-tailed) value is 0.094. Sig value. The Kolmogorov-Smirnov value is greater than the alpha value of 0.05, indicating that the data used in this study is normally distributed, so it can be concluded that the model meets the normality assumption.

2. **Multicollinearity Test Results**
   
   Multicollinearity testing is carried out by analyzing the tolerance value and VIF value. The tolerance value and VIF value are used to measure the variability of independent variables or the relationship between independent variables. If the tolerance value is less than 0.10 or the VIF value is more than 10, it indicates multicollinearity. According to the results of the analysis, it shows that there are no independent variables that have a tolerance value of less than 0.10 and there are also no independent variables that have
a VIF value of more than 10. So it can be concluded that there is no multicollinearity between the independent variables.

3. Heteroscedasticity Test Results
The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. The test in this research uses a graph plot between the predicted value of the dependent variable, namely ZPRED, and the residual SRESID. The results of the heteroscedasticity test with a scatter plot graph show that there is no clear pattern, and the points are spread above and below the number 0 on the Y axis. This can be concluded that there is no heteroscedasticity in the regression model.

Results of Multiple Linear Regression Analysis
This analysis aims to determine the magnitude of the influence of motivation, communication and work discipline on employee performance at Astagina Resort Villa and Spa Kuta Bali, so the analysis used is multiple linear regression analysis processed using SPSS 24 as presented in Table 2.

Table 2
Results of Statistical Analysis Between Motivation (X1), Leadership (X2) and Work Discipline (X3) on Employee Work Morale (Y) at Astagina Resort Villa and Spa Legian Bali

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>b</th>
<th>Double R</th>
<th>Beta</th>
<th>T count</th>
<th>Sig .t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee morale</td>
<td>Motivation</td>
<td>0.366</td>
<td></td>
<td>0.263</td>
<td>2.783</td>
<td>0.007</td>
</tr>
<tr>
<td></td>
<td>Leadership</td>
<td>0.460</td>
<td>0.802</td>
<td>0.383</td>
<td>4.097</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Disiplin kerja</td>
<td>0.790</td>
<td>0.318</td>
<td></td>
<td>4.286</td>
<td>0.000</td>
</tr>
<tr>
<td>Regression equation</td>
<td>Y= - 2.021 + 0.366X1 + 0.460X2 + 0.790X3</td>
<td>(0.05:86)=1.66</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: processed data

Based on Table 2, it can be seen that the regression equation formed Y= -2.201+0.366X1+0+0.460X2+790X3 can be interpreted as meaning that motivation has a positive regression coefficient of 0.366, which means that an increase in motivation can increase employee morale, leadership has a regression coefficient. positive of 0.460, which
means that an increase in leadership can increase employee morale and work discipline has a positive regression coefficient of 0.790, which means that an increase in work discipline can increase employee morale.

**The Influence of Motivation (X1) on Employee Morale (Y) at Astagina Resort Villa and Spa Kuta Bali.**

To determine the effect of motivation (X1) on employee morale (Y) at Astagina Resort Villa and Spa Kuta Bali, it can be analyzed using the multiple regression coefficient (b), the regression coefficient $b_{1X1} = 0.366$ means that for every one unit increase in motivation (X1) where leadership (X2) and work discipline (X3) are constant, employee morale will increase by 0.366. So it can be concluded that motivation has a positive influence on employee morale at Astagina Resort Villa and Spa Kuta Bali. Results of the analysis of $t$ count $b_{1X1}$: $t$ count $= 2.783 > t$ table 1.66 and $\text{sig } t = 0.007 \ (p<0.05)$. This shows that $H_0$ is rejected and $H_a$ accepts and has a significant effect. This means that there is a positive and significant influence between motivation (X1) on employee morale (Y) at Astagina Resort Villa and Spa Kuta Bali. So it can be concluded that motivation has a positive and significant effect on employee morale at Astagina Resort Villa and Spa Kuta Bali.

**Leadership (X2) on Employee Work Morale (Y) at Astagina Resort Villa and Spa Kuta Bali.**

To determine the influence of leadership (X2) on employee morale (Y) at Astagina Resort Villa and Spa Kuta Bali, it can be analyzed using the multiple regression coefficient (b), regression coefficient $b_{2X2} = 0.460$ which means that for every increase in one unit of leadership (X2) where motivation (X1) and work discipline (X3) are constant, employee morale will increase by 0.460. So it can be concluded that leadership has a positive influence on employee morale at Astagina Resort Villa and Spa Kuta Bali. Results of $t$ calculated $b_{2X2}$ analysis: $t$ calculated $= 4.097 > t$ table 1.66 and $\text{sig } t = 0.000 \ (p<0.05)$. This shows that $H_0$ is rejected and $H_a$ accepts and has a significant effect. This means that there is a positive and significant influence between leadership (X2) on employee morale (Y) at Astagina Resort Villa and Spa Kuta Bali. So it can be concluded that leadership has a positive and significant effect on employee morale at Astagina Resort Villa and Spa Kuta Bali.

**The Influence of Work Discipline (X3) on Employee Work Morale (Y) at Astagina Resort Villa and Spa Kuta Bali.**

To determine the effect of work discipline (X3) on employee work morale (Y) at Astagina Resort Villa and Spa Kuta Bali, it can be analyzed using the multiple regression
coefficient (b), regression coefficient b3X3 = 0.790 which means that for every one unit increase in work discipline (X3) where motivation (X1) and leadership (X2) are constant, employee morale will increase by 0.790. So it can be concluded that work discipline has a positive influence on employee morale at Astagina Resort Villa and Spa Kuta Bali. Results of the analysis of t count b3X3: t count = 4.286 > t table 1.66 and sig t = 0.000 (p<0.05). This shows that Ho is rejected and Ha accepts and has a significant effect. This means that there is a positive and significant influence between work discipline (X3) on employee morale (Y) at Astagina Resort Villa and Spa Kuta Bali. So it can be concluded that work discipline has a positive and significant effect on employee morale at Astagina Resort Villa and Spa Kuta Bali.

CONCLUSION

Based on the results of data analysis and discussion, the following research conclusions can be drawn:

1. Motivation has a positive and significant effect on employee morale at Astagina Resort Villa and Spa Kuta Bali. This is proven by the t-count = 2.783 > t-table = 1.66 and the Sig. = 0.007 < 0.05. This means that motivation has a positive and significant influence on employee morale.

2. Leadership has a positive and significant effect on employee morale at Astagina Resort Villa and Spa Kuta Bali. This is proven by the t-count value = 4.097 > t-table = 1.66 and the Sig value. = 0.000 < 0.05. This means that leadership has a positive and significant influence on employee morale.

3. Work discipline has a positive and significant effect on employee morale at Astagina Resort Villa and Spa Kuta Bali. This is proven by the t-count value = 4.286 > t-table = 1.66 and the influence on employee morale.

SUGGESTION

Based on the results of the analysis carried out in this research, suggestions that can be put forward for management at Astagina Resort Villa and Spa Kuta Bali are:

1. Motivation has a positive and significant influence on employee morale, therefore management should be able to provide more encouragement and pay attention to financial and non-financial motivation so that employees feel satisfied in taking on work so that it can influence employee morale.
2. Leadership has a positive and significant influence on employee morale, therefore leaders should maintain good relationships with employees, so that employees can work in the right direction.

3. Work discipline has a positive and significant influence on employee morale, therefore management should maintain and if necessary improve employee work discipline because it will directly impact employee morale.

BIBLIOGRAPHY


