The Influence of Work Motivation and Work Discipline Through Work Culture on Employee Performance at Ametis Villa Bali

*1I Ketut Budiasa, 2Surya Nugraha, 3Ni Putu Widhya Pibriari

*1Universitas Triatma Mulya, Indonesia  
2Akademi Komunitas Manajemen Perhotelan Indonesia, Indonesia

*Correspondence:  
ketut.budiasa@triatmamulya.ac.id

Submission History:  
Submitted: August 14th, 2023  
Revised: September 20th, 2023  
Accepted: November 14th, 2023  
Available Online: December 31st, 2023

This article is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Abstract

The performance of employees at Ametis Villa Bali has a big role in achieving organizational goals, therefore improving employee performance is very important to do. There are many factors that can influence employee performance, namely work motivation, work discipline and work culture. The aim of this research is to determine the influence of work motivation and work discipline through work culture on employee performance at Ametis Villa Bali. The data in this research was collected using a questionnaire method which was distributed to respondents, namely 75 employees at Ametis Villa Bali. The data analysis technique used to achieve the objectives of this research is path analysis which tests the direct and indirect influence between variables. The research results show that (1) work motivation and work discipline have a direct positive and significant influence on work culture, (2) work motivation, work discipline and work culture have a direct positive and significant influence on employee performance and (3) work motivation and work discipline has a significant influence indirectly through work culture on employee performance. It is recommended that employees at Ametis Villa Bali be more diligent in their work, honest in their work, be professional and be responsible for the results of their work.

Keywords: Work Motivation, Work Discipline, Work Culture and Employee Performance
INTRODUCTION

1.1 Background

In the current era of globalization, which is characterized by rapid changes, an organization or institutional institution is required to make adjustments in all aspects of the organization. With limited human resources available, organizations are expected to be able to optimize so that the organizational goals that have been set are achieved. Human resources are part of the application of science, development and technology. Human resources have a very important role, in their interaction with capital, material, method and machine factors. Colquit (2019) explains that humans are the most valuable resource, and behavioral science provides many techniques and programs that can guide the effective use of human resources, this aims to achieve increasing human resource performance.

Performance can generally be interpreted as a person’s success in carrying out a job. Good performance is performance that follows procedures or procedures according to established standards. According to Armstrong (2016) performance is the result of a person’s work, where all of these results can be proven concretely and can be measured. Performance that can be assessed and measured objectively will increase motivation to work better, but if performance is assessed subjectively and there are no clear measurements it will cause employees to decrease motivation and create dissatisfaction at work.

Every organization is required to be competent in order to survive in global competition. The strategy to be able to compete is to strengthen organizational capacity and human resources. However, human resources are a challenge for management because the success of management depends on the quality of human resources. If human resources can run effectively then the organization will run effectively, in other words the survival of the organization depends on the performance of its employees.

Ametis Villa Bali is one of the villas located near Canggu beach which takes care of the implementation of villa operational financing, maintenance costs for villa facilities and infrastructure, employee education and training, and labor costs. The management of Ametis Villa Bali, in carrying out its duties and functions, definitely requires sufficient human resources or employees to be able to complete its work, especially serving all the needs and requirements of guests staying at Ametis Villa Bali. Employees at Ametis Villa Bali are divided into contract employees and DW employees, below in Table 1.1 is shown data on the number of employees at Ametis Villa Bali in 2023.
Table 1.1

Number of Contract Employees and DW at Ametis Villa Bali in 2023

<table>
<thead>
<tr>
<th>No.</th>
<th>Employee</th>
<th>Man (Person)</th>
<th>Woman (Person)</th>
<th>Amount (Person)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Contract employees</td>
<td>27</td>
<td>22</td>
<td>49</td>
</tr>
<tr>
<td>2</td>
<td>DW employee</td>
<td>23</td>
<td>21</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>50</td>
<td>43</td>
<td>93</td>
</tr>
</tbody>
</table>

Source: HRD Ametis Villa Bali (2023)

Based on Table 1.1, it can be seen that the number of employees working at Ametis Villa Bali is 93 people. The number of contract employees working at Ametis Villa Bali is 49 people, while the number of DW employees working at Ametis Villa Bali is 44 people. With this number of employees, it is still difficult for Ametis Villa Bali management to carry out their duties optimally due to the sufficient number of employees available. is still minimal, apart from that it is also due to the performance of employees which is still less than optimal.

Based on the results of observations in the field, namely a preliminary study, it is known that the quantity and quality of work produced by employees at Ametis Villa Bali does not meet the established standards, and the punctuality, attendance and effectiveness of the employees are also lacking, which makes performance from Ametis Villa Bali employees to be less than optimal. Performance is a very important part because high performance has very important benefits, an organization wants employees to work seriously according to their abilities to achieve good work results, without good performance from all employees, then success in achieving goals will difficult to achieve (Colquit, 2016). This lack of employee performance can be seen from the factors of work motivation, work discipline and work culture that employees have in carrying out their duties, while job demands require high performance. Low performance is also shown by the existence of employees who lack responsibility and understanding of their duties. The low performance of these employees is proven by the large number of employees who are absent during the working day, causing their performance to decline. Below, Table 1.2 shows the level of employee attendance at Ametis Villa Bali.
Table 1.2
Recap of Ametis Villa Bali employee attendance in 2022

<table>
<thead>
<tr>
<th>No.</th>
<th>Month</th>
<th>Sick (Person)</th>
<th>Permission (Person)</th>
<th>Alpha (Person)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>January</td>
<td>3</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>February</td>
<td>3</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>March</td>
<td>6</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>April</td>
<td>4</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>5</td>
<td>May</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>June</td>
<td>6</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>July</td>
<td>1</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>8</td>
<td>August</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>9</td>
<td>September</td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>October</td>
<td>0</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>11</td>
<td>November</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>12</td>
<td>December</td>
<td>4</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

Sumber: HRD Ametis Villa Bali (2022)

Based on Table 1.2, it can be seen that every month there are always employees who are absent from work either for reasons of illness, permission or neglect or without explanation, which is quite a large number. Quite a number of employees who are absent show low performance. Low performance can also be seen from work results that are not in accordance with the goals, lack of independence in work and results that are not completed on time. This is caused by deviations in subordinates’ instructions or orders from superiors, resulting from ineffective communication, lack of supporting facilities and an uncomfortable working atmosphere. In carrying out their duties, employees have different behavior, some are enthusiastic and full of responsibility, there are also employees who carry out work without a sense of responsibility, arrive not on time and do not obey orders. There are several factors that can influence employee performance at Ametis Villa Bali so they need to be researched so that an appropriate policy can be taken to improve employee performance at Ametis Villa Bali.

Factors that can influence employee performance at Ametis Villa Bali are work motivation which is a driving force and encouragement that triggers a feeling of enthusiasm and is able to change employee behavior towards something better. Work motivation
includes efforts to encourage or give enthusiasm to employees at work (Ardini, 2020). Employee work motivation can come from within a person, which is often known as internal motivation and external motivation which arises due to external influences to encourage someone to do something in accordance with the expected goals. In the process of providing work motivation at Ametis Villa Bali, there are still many problems faced, the indicators of which are caused by wages, working conditions that tend not to be conducive, poor supervision techniques, relationships between employees and superiors that are not yet optimal and a lack of appreciation from superiors to subordinates. If left unchecked, this phenomenon will cause various problems and obstacles in carrying out work because employee work motivation will decrease. Low work motivation in some employees causes decreased employee performance. Very few employees have high motivation. So it is necessary to motivate fellow employees which can make employees able to overcome problems or obstacles at work, and easily improve organizational performance and goals. Apart from work motivation, another factor that can influence employee performance is work discipline.

Work discipline has a very big influence on employee performance, where work discipline functions as the most important human resource management operative, because the better the employee’s work discipline, the higher the work performance they can achieve, whereas if there is no implementation of good work discipline it will be difficult for organizations to achieve optimal results (Hasibuan, 2017). According to Chong (2020), discipline is also useful for educating employees to obey and comply with existing regulations, procedures and policies so as to produce good performance. Work discipline at Ametis Villa Bali is important to implement to encourage employees to follow various standards and rules, so that violations can be prevented, with the indicators being understanding the applicable regulations, obeying time rules, obeying organizational regulations and obeying the rules of behavior at work. These indicators will be able to encourage self-discipline among employees to comply with existing regulations. By complying with existing regulations and carrying out tasks according to standards, it is hoped that performance will increase, through discipline it will reflect strength, because usually someone who is successful in their work is those who have high discipline.

Apart from work motivation and work discipline factors, work culture factors also influence employee performance at Ametis Villa Bali. Work culture is a subjective aspect of what happens within an organization, referring to abstractions such as values and norms that cover all or part of a job. This may not be defined, discussed or even noticed, but culture
can have an influence on a person's behavior at work (Sedarmayanti, 2016). In general, the conditions for implementing the work culture at Ametis Villa Bali are not paid enough attention, this can be seen from the fact that the personal culture of the service is very varied, such as employees' habits in carrying out their work which are normative, tend to miss obligations, procrastinate work and are not punctual. Ideally, the hope of all parties is to create a work culture that is more positive and supports organizational performance. The existing work culture or indicators are the attitude of employees who are diligent and honest in their work, have high commitment, are responsible and professional in carrying out their work. This kind of work culture needs to be maintained and improved. The lack of attention to this work culture in the long term is a concern for the achievement of government programs in the education sector, one of which is improving the quality of education.

Based on the explanation above, it is necessary to improve the quality of employee performance at Ametis Villa Bali in order to achieve the desired goals. Work motivation, work discipline and work culture are factors that greatly influence employee performance at Ametis Villa Bali. The better the work motivation, work discipline and work culture, the more employee performance will improve, conversely, if it gets worse and the lack of work motivation, work discipline and work culture will result in decreased employee performance. So, it can be concluded that work motivation, work discipline and work culture really support employees in carrying out their work and improve employee performance, for this reason the author is interested in conducting research by choosing the title "The Influence of work motivation and work discipline through work culture on employee performance at Ametis Villa Bali".

**Problem Formulation**

Based on the background above, several main problems can be formulated, namely as follows:

1. Does work motivation have a direct effect on employee work culture at Ametis Villa Bali?
2. Does work discipline have a direct effect on the work culture of employees at Ametis Villa Bali?
3. Does work motivation have a direct effect on employee performance at Ametis Villa Bali?
4. Does work discipline have a direct effect on employee performance at Ametis Villa Bali?
5. Does work culture have a direct effect on employee performance at Ametis Villa Bali?
6. Does work motivation have an indirect effect through work culture on employee performance at Ametis Villa Bali?
7. Does work discipline have an indirect effect through work culture on employee performance at Ametis Villa Bali?

**Research Objectives**

Based on the problem formulation above, the objectives of this research are:

1. To analyze the direct influence of work motivation on employee work culture at Ametis Villa Bali?
2. To analyze the direct influence of work discipline on employee work culture at Ametis Villa Bali?
3. To analyze the direct influence of work motivation on employee performance at Ametis Villa Bali?
4. To analyze the direct influence of work discipline on employee performance at Ametis Villa Bali?
5. To analyze the direct influence of work culture on employee performance at Ametis Villa Bali?
6. To analyze the influence of work motivation indirectly through work culture on employee performance at Ametis Villa Bali?
7. To analyze the influence of work discipline indirectly through work culture on employee performance at Ametis Villa Bali?

**Benefits of Research**

It is hoped that the results of this research will be useful both theoretically and practically, namely:

**Theoretical Benefits**

The results of this research are expected to theoretically provide benefits or information, as follows:

1. This research can be used as one of the results of an empirical study relating to the influence of work motivation and work discipline through work culture on employee performance at Ametis Villa Bali.
2. The results of this research can provide input in the development of knowledge, especially those related to employee performance.
3. The results of this research can confirm previously existing theories and also contribute ideas for future researchers related to employee performance.

**Practical Benefits**

The practical benefits expected from all research stages and the research results obtained are:

1. The results of this research can be input or consideration for the Bangli Regency Education Office in making policies regarding employee performance issues.
2. This research can be a useful tool in increasing insight and knowledge regarding employee performance in Bangli Regency and is an opportunity to apply the knowledge that has been learned in college.
3. This research can be used as a benchmark to determine students' abilities in compiling scientific papers.

**Literature review**

**Empirical Study**

The research carried out will certainly not be separated from previous research as a basis and reference for the direction of this research. There are several studies that examine similar things as the researchers did. The results of various previous studies are very necessary and can be used as support and reference in this research. Several previous studies will be described briefly, although the scope of the research is almost the same, because the objects, areas and time periods used are different, there are many things that are not the same so they can be used as complementary material.

Research conducted by Ahmad Subardi from Brawijaya University (2019), with the research title "The Influence of Work Discipline and Work Motivation on the Performance of Makassar City Land and Building Tax Service Office Employees Through Work Culture". The data analysis technique used is path analysis. The results of this research state that (1) work discipline factors have a positive and significant direct influence on the work culture of Makassar City land and building tax service office employees, (2) work motivation factors have a direct positive and significant influence on the work culture of office employees Makassar City land and building tax services, (3) work discipline factors have a positive and significant direct influence on the performance of Makassar City land and building tax service office employees, (4) work motivation factors have a direct positive and significant influence on the performance of office employees Makassar City land and building tax services, (5)
work culture factors have a positive and significant influence directly on the performance of Makassar City land and building tax service office employees, (6) work discipline factors have a significant influence indirectly through work culture on performance Makassar City land and building tax service office employees and (7) work motivation factors have a significant indirect influence through work culture on the performance of Makassar City land and building tax service office employees.

The similarities between the research conducted by Ahmad Subardi and this research are that they both use work discipline and work motivation variables as independent variables, use work culture variables as connecting variables and use employee performance variables as dependent variables, and both use path analysis (analysis). path) as a data analysis technique. The difference between the research conducted by Ahmad Subardi and this research is that the research location was located at the Makassar City Land and Building Tax Service Office while this research was located at the Bangli Regency Education Office and the research time period was 2019 while the time period for this research was 2023.

Research conducted by Bambang Kurniawan from Jambi State Islamic University (2020), with the research title "Factors that Influence Employee Performance at Post Offices in Jambi City". The data analysis technique used is multiple linear regression analysis. The results of this research state that (1) work motivation factors have a partially positive and significant influence on employee performance at the Post Office in Jambi City, (2) work discipline factors have a partially positive and significant influence on employee performance at the Post Office in the City Jambi, (3) work environment factors have a partially positive and significant influence on employee performance at the Post Office in Jambi City and (4) work motivation factors, work discipline and work environment have a simultaneous significant influence on employee performance at the Post Office in the City Jambi.

The similarity between the research conducted by Bambang Kurniawan and this research is that they both use work motivation and work discipline variables as independent variables and use employee performance variables as dependent variables. The difference between the research conducted by Bambang Kurniawan and this research is that the research location was located at the Post Office in Jambi City, while this research was located at the Bangli Regency Education Office and the research time period was 2020, while the time period for this research was 2023 and the data analysis technique used was multiple linear regression analysis while this research uses path analysis.
Research conducted by Andri Pratiwi from Diponegoro University (2021), with the research title "The Influence of Work Culture and Work Discipline on Employee Performance (Empirical Study at the Ministry of Finance, Central Java Regional Office)". The data analysis technique used is multiple linear regression analysis. The results of this research state that (1) work culture has a positive and partially significant effect on employee performance, (2) work discipline has a partially significant effect on employee performance and (3) work culture and work discipline have a simultaneous significant effect on employee performance.

The similarity between the research carried out by Andri Pratiwi and this research is that they both use the work discipline variable as the independent variable and use the employee performance variable as the dependent variable.

The difference between the research conducted by Andri Pratiwi and this research is that the research location is located at the Ministry of Finance Central Java Regional Office while this research is located at the Bangli Regency Education Office and the research time period is 2021 while the time period for this research is 2023 and the data analysis techniques used are is multiple linear regression analysis while this research uses path analysis.

**Theoretical Study**

**Human resource management theory**

Human resources are an important asset and act as the main driving factor in the implementation of all activities or activities of an organization/agency, so they must be managed well through Human Resources Management (HRM). According to Fuad (2015), human resource management is the attraction, selection, development, maintenance and use of human resources to achieve both individual and organizational goals. According to Hasibuan (2017) human resource management is the science and art of managing the relationships and roles of the workforce so that they are active and efficient in helping to realize the goals of the company, employees and society. According to Mondy (2014) human resource management is the management and utilization of the resources available to individuals.

This management and utilization is developed optimally in the world of work to achieve organizational goals and individual employee development. Based on several opinions from the experts above, it can be concluded that human resource management is managing human resources in an organization effectively and efficiently in order to help
realize the goals of the organization. According to Hasibuan (2017) the role of human resource management is as follows:

1. Determine the number of quality and effective placement of workers in accordance with company needs based on job descriptions, job specifications and job evaluations.
2. Determine the withdrawal, selection and placement of employees based on the principle of the right man in the right job.
3. Establish welfare programs, promotion development and termination.
4. Forecast the supply and demand for human resources in the future.
5. Estimating the state of the economy in general and company development in particular.
6. Closely monitor labor laws and compensation policies of similar companies.
7. Monitor technical progress and the development of trade unions.
8. Carry out education, training and employee performance assessments.
9. Manage employee transfers both vertically and horizontally.
10. Arrange retirement, dismissal and severance pay.

Human resource management has a major impact on the processes and nature of the organization, including the strategic decisions of human resource leaders that influence the organization. Human resource management specializes in matters related to human production factors and all their activities, whether in individual businesses, business entities, companies, institutions or agencies, so that the workforce can be efficient and effective. Human resource management has a big role in determining performance and other factors, in organizing the workforce owned by the organization so that it is useful for achieving goals.

**Employee performance**

Colquit (2016) defines that performance is the result of work functions or activities of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period. Chen (2019) defines performance as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Armstrong (2016), performance is the level of achievement of results from carrying out certain tasks. Based on several expert opinions, it can be concluded that performance is a person’s way of achieving good results in order to realize company goals.

According to Armstrong (2016), performance appraisal is an activity carried out by management to assess employee performance by comparing performance with job descriptions in a certain period. This activity is intended to measure the performance of each
employee in developing work quality, coaching, corrective action for work in accordance with the job description, used for purposes related to other employment issues. Every organization requires a performance assessment to find out the level of success achieved by the organization. The purpose of performance appraisal is to determine the success or failure of employees in carrying out their main duties and functions. The elements that form a performance assessment are as follows (Debora, 2019):

1. **Loyalty**, which means the determination and ability to obey, carry out and practice something that is obeyed with full patience and responsibility.
2. **Work performance** is the performance achieved by a worker in carrying out the tasks and work assigned to him.
3. **Responsibility**, is the employee’s ability to complete tasks as well as possible and on time and dare to take risks regarding the decisions they make.
4. **Honesty**, is the sincerity of workers in carrying out their duties and work as well as their ability not to abuse the authority they have been given.
5. **Collaboration**, is the ability of employees to work together with other employees so that their work results are better.

Performance management provides benefits for various parties (organization/company, organizational leaders, managers and employees). The parties interested in the assessment and its benefits are as follows (Fuad, 2015):

1. **Benefits for assessed employees**. For employees, the benefits of implementing performance appraisals include:
   a. Can resolve employee complaints.
   b. Can provide scheduled forums to discuss work progress, so employees can receive the feedback needed to assess how far they have come and know where they stand.
   c. Provide opportunities for employees to develop new skills and abilities.
2. **The benefits for organizational leaders** of implementing performance appraisals are:
   a. Save time by helping employees make their own decisions and ensuring that they have the knowledge and understanding necessary to make the right decisions.
   b. Reduce the frequency of situations where we do not have information when we need it.
   c. Reduce time-consuming misunderstandings among staff about who is responsible for what.
   d. Reduce errors by helping staff identify the causes of errors.
3. Benefits for companies or organizations, namely:
   a. Improve performance.
   b. Improving performance work culture
   c. Increase commitment
   d. Support core values.
   e. Improve training and development processes
   f. Develop a career planning basis
   g. Align common goals

Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a job. Measuring employee performance in an organization/agency can be done using several indicators. According to Lin (2021) employee performance has five indicators, namely:

1. The quality of employee work can be measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities. The quality of work can be described from the level of good or bad results of the employee’s work in completing the work as well as the employee’s ability and skills in carrying out the tasks assigned to him.

2. Quantity is the amount produced expressed in terms of the number of units, the number of activity cycles completed. Quantity is a measure of the number of unit work results and the number of activity cycles completed by employees so that employee performance can be measured through this number (units/cycles). Like an employee who can complete his work quickly within the time limit set by the company.

3. Timeliness is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities. Employee performance can also be measured by the timeliness of employees in completing the work assigned to them. So that it does not interfere with other work which is part of the employee’s duties.

4. Attendance is the level of an employee who will later be able to go to do work. Whether an employee’s performance increases or decreases can be seen from the intensity of the employee’s presence at work. This means that employees who can continue to be present without being absent from carrying out their work according to their duties have good performance.
5. Effectiveness is the level of use of organizational resources (energy, money, technology and raw materials) which is maximized with the aim of increasing the results of each unit in the use of resources. That in utilizing resources, both human resources themselves and resources in the form of technology, capital, information and raw materials in the organization, employees can be used as fully as possible.

This employee performance indicator is a measure of performance for employees in an organization or certain agency in achieving predetermined goals. In an organization or agency, the existence of performance indicators plays an important role because it influences the achievement of goals.

**Work motivation**

Work motivation is one of the things that influences human behavior, work motivation is also called a driver, desire, support or needs that can make someone enthusiastic and motivated to work to reduce and fulfill their own urges, so that they can act and act according to certain ways. certain things that will lead to the optimal direction. Work motivation comes from the Latin word (movemore) which means encouragement or moving. Work motivation (motivation) in management is only aimed at human resources in general and subordinates in particular.

Wibowo (2020) explains that work motivation is formed from employee attitudes in facing work situations in the company (situation). Work motivation is a condition or energy that moves employees who are directed or focused on achieving the company's organizational goals. There are several goals that can be obtained from providing work motivation, namely:

1. Increase employee morale and job satisfaction.
2. Improve employee performance.
3. Increase employee discipline.
5. Make employee procurement more effective.
6. Create a good working atmosphere and relationships.
7. Increase loyalty, creativity and participation.
8. Increase the level of employee welfare.
9. Increase employees’ sense of responsibility for their duties.
10. Increase the efficiency of using tools and raw materials.
Chen (2019) states that several factors influence employees in carrying out their work, namely:

1. **Internal factors**
   a. The desire to live, this factor is the most basic factor that exists in every living creature on this earth. In order to maintain life, humans must work to get food.
   b. The desire to be able to have, the factor of wanting to have something that is not owned and the desire to have more of something makes someone have to work harder to increase their income.
   c. The desire to gain appreciation, that everyone always wants to be appreciated, whatever their level of education, work or social level, they always want to be appreciated. So this factor becomes a very big driver in motivating employees to work better and more efficiently.

2. **External factors**

   Conditions/environment, the work in which employees are working greatly influences employee activities at work and is supported by adequate facilities and infrastructure. The work environment and interactions between employees are also important factors in work.

Nawawi (2018) explains that work motivation can be measured by several indicators, namely:

1. **Wages** are remuneration paid to workers based on a mutually agreed agreement. An employee’s work motivation is largely determined by the wages he receives, the greater the wages given, the greater the employee’s motivation to work. Meanwhile, if the wages given are small, it will reduce the motivation of employees to work because the wages given do not match their expectations.

2. **Working conditions** are a series of conditions or conditions of the working environment of a company which is the place of work for employees who work in that environment. What is meant here is good working conditions, namely comfortable and supporting workers to be able to carry out their activities well. Includes everything in the employee’s environment that can determine his motivation in carrying out work.

3. **Comfortable, safe and conducive working conditions** will be able to increase employee work motivation.

4. **Supervision techniques** are a way of carrying out supervision by first determining control points so that a conclusion can be drawn regarding the overall state of the organization’s activities. The process of implementing supervision can be carried out through several stages, where these stages are a series of processes carried out in
supervision. With good and appropriate supervision techniques, you can motivate employees to do their work.

5. Interpersonal relationships are interactions between a person and other people in work situations and within organizations as motivation to work together productively so that economic, psychological and social satisfaction is achieved. The better and closer the relationship between employees, directly or indirectly, will determine the work motivation of employees.

6. Rewards are incentives to develop employee motivation in working so that they can encourage the achievement of goals, which are usually given in financial form, namely providing incentives, allowances, bonuses and commissions. Awards can also be interpreted as a form of reward given to workers who have certain abilities which have benefits for the company or group in the form of financial or non-financial which aims to develop employee enthusiasm, motivation, commitment, or can influence other workers to carry out something even better, then creating positive competition between employees.

Based on the explanation above, it can be concluded that work motivation is an impulse from within the individual based on behavior in a certain way to fulfill his or her desires and needs. Motivating work can be interpreted as providing motives as incentives for people to act, trying to achieve organizational goals. Work motivation is the (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. This assessment can be carried out on one's work, the assessment is carried out as a sense of appreciation for achieving one of the important values in the work.

**Work discipline**

Work discipline is an attitude, behavior and actions that comply with the regulations of the organization/company, both written and unwritten (Sunyoto, 2015). Lin (2021) defines work discipline as an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten and being able to carry them out and not refusing to accept sanctions if they violate the duties and authority given to them. Work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an effort to increase a person’s awareness and willingness to comply with all company regulations and applicable social norms.

The main goal of work discipline is to increase results as much as possible by preventing waste of existing resources. In addition, work discipline tries to prevent damage
or loss of property, machines, equipment and work equipment caused by carelessness, joking or theft. Work discipline tries to overcome errors and negligence caused by lack of attention, incompetence and delay. Discipline tries to try to start work too late or end work too early due to delays or benefits. Work discipline also seeks to overcome differences of opinion between employees and prevent disobedience caused by misunderstanding and misinterpretation (Nawawi, 2018).

All activities in terms of disciplining all employees in an agency are not easy and require support from all employees of the agency. All disciplinary activities must be educational. There are three types of work discipline within an agency, namely (Mondy, 2014):

1. Preventive Discipline, namely discipline that aims to prevent employees from behaving in a way that is not in accordance with the regulations. This action encourages employees to comply with various applicable regulations and meet the standards that have been set. This means that through clarity and explanation of the patterns of attitudes, actions and behavior desired by the agency, efforts are made to prevent employees from behaving negatively so that abuses can be prevented. The main goal is to encourage employee self-discipline. The success of implementing employee discipline (preventive discipline) lies in the personal discipline of employees in the agency. In this case, there are three things that management needs to pay attention to in implementing personal discipline, namely:
   a. Employees in agencies need to be encouraged to have a sense of ownership, because logically someone will not damage something that belongs to them.
   b. Employees need to be given an explanation of the various provisions that must be adhered to and the standards that must be met. The intended explanation should be accompanied by complete information regarding the background of various normative provisions.
   c. Employees are encouraged to determine their own methods of self-discipline within the framework of provisions that generally apply to all employees in the agency.

2. Corrective Discipline, namely discipline that aims to prevent employees from committing violations that have already been committed. If there is an employee who has clearly violated the applicable provisions or failed to meet the established standards, he will be subject to disciplinary sanctions. The severity or lightness of a sanction is of course adjusted to the level of the violation that has occurred. This is an effort to apply
discipline to employees who have clearly violated applicable provisions or failed to meet established standards and are subject to sanctions in stages. If in his instructions an employee from a work group unit has clear duties and has listened to problems that need to be addressed in his duties, and the leadership has tried to help carry out his duties well, and the leadership provides critical wisdom in carrying out his duties, but the employee is still If you fail to reach the standards of disciplinary criteria, then even if you are somewhat reluctant, it is necessary to force yourself to use corrective action, in accordance with the applicable disciplinary rules. Corrective sanctions should be carried out in stages, starting from the lightest to the most severe. There are four stages of providing corrective sanctions, including:

a. Oral Warning (Oral Warning)
b. Writing Warning (Written Warning)
c. Temporary Dismissal Discipline (Discipline Layoff)
d. Dismissal

3. Progressive Discipline, namely discipline that aims to give employees the opportunity to take corrective action before more serious punishments are implemented but also allows management to correct mistakes by providing heavier penalties for repeated violations. Activities aimed at disciplining employees are of course positive in nature and do not break employee morale. Disciplinary activities must be educational and correct mistakes so that in the future the same mistakes do not happen again.

Understanding the applicable regulations is intended for employees to be able to understand and be able to practice the regulations that apply in the organization so that employees have attitudes, behavior and actions that comply with existing provisions and rules, both written and unwritten. If an employee understands the regulations that apply in the organization better, his discipline at work will be better.

1. Obey the time rules Adhering to time regulations in an organization is very important, both in terms of arriving and completing work. An employee's obedience to this time rule is very important because it determines the employee's discipline. The more employees obey the time rules at their place of work, the better the employee's discipline will be.

2. Comply with organizational regulations Obedience to organizational regulations is the attitude of an employee in complying with and implementing existing regulations in the organization, so that the employee has high work discipline. The more obedient
employees are in complying with organizational regulations, the more discipline they will have in working

3. Obey the rules of behavior at work Obedience to the rules of behavior at work is the attitude of employees who always obey or wear work uniforms along with the specified attributes at work, which shows the employee's behavior at work. The more obedient an employee's behavior at work will be, the greater their work discipline will be.

4. Comply with other regulations Obedience to other regulations is intended for the attitude of employees who comply with existing regulations, both written and unwritten, such as always using work equipment in accordance with the standards given, which indicates whether or not the employee is disciplined at work.

Based on what has been described above, it can be concluded that work discipline is an action used by superiors to communicate with their subordinates or employees so that they are willing to change behavior and as an effort to increase employee awareness and willingness to comply with all regulations and norms. applies. If it is related to the organization, then work discipline in the organization shows an attitude that every employee should have. Without work discipline, the organization cannot move forward towards the goals it wants to achieve.

**Work culture**

Dimas (2019) explains, "work culture is a habit that is carried out repeatedly by employees in an organization, there are no strict sanctions for violations of this habit, but organizational actors have morally agreed that this habit is a habit that must be obeyed in order to implementation of work to achieve goals". Meanwhile, Mondy (2014) stated, "work culture is a group of basic thoughts or mental programs that can be used to increase work efficiency and human cooperation owned by a group of people." Sunyonto (2015) explained, "a strong culture has a clear influence on the behavior of organizational members. They agree and empower their members to do everything with others who wish to achieve the best company goals.

 Ideally, work culture should be designed to realize organizational goals, while also realizing the goals of individual workers. Work culture is often considered the most common activity and leaders support work culture because through work culture, workers will become more skilled and therefore more productive even though these benefits must be taken into account with the time spent when workers are being trained. Chen (2019) said that the function of organizational culture is as follows.
1. Acts as a boundary, which clearly differentiates one organization from other organizations.
2. As an identity for members.
3. Facilitate the emergence of broader commitment.
4. Establish a social system that helps unite the organization.
5. As a guide in shaping employee attitudes and behavior.

Meanwhile, Wheelen & Hunger (in Wibowo, 2020) stated that the function of work culture is as follows.
1. Helps create a sense of identity for workers.
2. Can be used to develop personal power with agencies.
3. Helping the stability of the agency as a social system.
4. Becomes a guideline for behavior, as a result of the behavioral norms that have been formed.

Work culture differs from one organization to another, this is because the foundation and behavioral attitudes reflected by each employee are different. A work culture that is formed in a positive way will be beneficial because every member in an organization needs to share suggestions, opinions and even constructive criticism regarding the scope of their work for the sake of progress in the educational institution, but work culture will have bad consequences if employees in an organization express different opinions. This is because there are differences between each individual in expressing their opinions, energy and thoughts, because each individual has abilities and expertise according to their respective fields. Suprihanto (2013) suggests that there are five indicators that can measure work culture, namely:
1. Being diligent at work is the attitude of employees who work seriously, always focus and try hard to complete the work they are given. The more diligent employees are at work, the more they will be able to form a good work culture.
2. Honesty at work is employee behavior or actions that match the words and actions, so the employee’s words will be in accordance with reality and not making things up. This honest attitude refers to aspects of character, morals and connotes positive and virtuous attributes such as integrity, honesty and candor, including candor in behavior. Employees who are honest at work will be able to form a good work culture.
3. Work commitment can be interpreted as an attachment to doing something. Commitment can be proven by partiality or a tendency to feel attached to something, be
it a relationship, promise, job, trust, activity, and so on. Commitment is very important for an employee to have, because an employee’s commitment can measure the amount of consistency and responsibility, whether in conditions that are easy or difficult, happy or difficult, or light or heavy, because without commitment, there will be no consistency. Work commitment in an organization can be interpreted as the attitude or behavior displayed by a person towards the organization by proving loyalty to achieving the organization’s vision, mission, values and goals. This loyalty is formed due to mutual trust, emotional closeness, and alignment of expectations between members and the organization. Therefore, a member has a strong desire to remain an important part of the organization.

4. Responsibility is the attitude shown by an employee towards what has been assigned to him. Being responsible for what the leadership delegates will guarantee the trust of the leadership and maintain work comfort and work productivity. Responsibility is a form of individual commitment in every activity. Employees who are very responsible for the results of their work will be able to build a good work culture in carrying out their work.

5. Professionalism is an attitude that employees must develop when they are in the workplace. Each employee can have a variety of different characters, but in this case each attitude and character must be placed in the right and appropriate portion, which characterizes the employee’s professionalism at work.

Based on what has been explained above, work culture is the values that are the characteristics, habits and driving forces that are shared by every individual in the work environment of an organization. If it is related to an organization, the work culture in an organization shows how organizational values are learned, that is, planted and expressed using certain means many times, so that members of the organization and society can observe and feel them.
Conceptual Framework and Hypothesis

Research Conceptual Framework

Based on Figure 3.1, it can be seen how the conceptual framework in this research is described. In this research, the influence of work motivation and work discipline through work culture will be examined on employee performance at Ametis Villa Bali.

Research Hypothesis

A hypothesis is a guess or temporary answer that still needs to be proven true (Sugiyono, 2018). The hypothesis will contain the relationship between theories or concepts which can be a temporary answer in research. The hypothesis will provide a guideline in compiling systematic research. Based on the main problem and literature review described above, the hypothesis in this research is as follows:

1. The influence of work motivation on work culture?
2. The influence of work discipline on work culture?
3. The influence of work motivation on employee performance?
4. The influence of work discipline on employee performance?
5. The influence of work culture on employee performance?
6. The influence of work motivation on employee performance through work culture?
7. The influence of work motivation on employee performance through work culture?
Research Methods

Research design

Based on the characteristics of the problem studied and the data used, this research can be classified as a type of quantitative research, because in general this research aims to analyze relationships and influences (cause and effect) empirically by testing predetermined hypotheses and then interpreting the results of the analysis to obtain a conclusion or decision. According to Siregan (2017), quantitative research methods are used to show relationships between variables, test theories and look for generalizations that have predictive value.

The type of quantitative research in this research is analyzing data obtained from the results of distributing research questionnaires from respondents regarding work motivation, work discipline, work culture and employee performance at the Ametis Villa Bali. This quantitative research approach was carried out using descriptive and inferential statistical analysis which aims to determine whether there is a relationship or influence between the variables or constructs in this research.

Population and Sample Determination

Population is all the elements of concern in a research that have certain qualities and characteristics determined by the researcher to be studied and then conclusions will be drawn (Siregan, 2017). The population in this study were all employees at the Ametis Villa Bali. Based on data from the Ametis Villa Bali, the number of employees, both Contract employees and DW Employees, working is 93 people.

The sample is a part of the population that is able to represent all the characteristics of the population itself. Determining the number of samples in this study used the Slovin formula. Sugiyono (2018) explains that the Slovin formula is a formula or formulation that can calculate the number of representative samples from the entire existing population based on an estimate of the margin of error that can be tolerated, provided that the population size can be clearly known. The formulation of the Slovin formula in this research is as follows:
\[ n = \frac{N}{1+Ne^2} = \frac{93}{1+93(0,05)^2} = \frac{93}{1+93(0,0025)} = \frac{93}{1+0,2325} = \frac{93}{1,2325} = 75,46 \]

Information:
- \( n \) = number of samples
- \( N \) = total population
- \( e \) = margin of error

Based on the results of the Slovin formula formulation above, the number of samples in this study was 75.46 which was rounded up to 75 samples. The sampling method in this research uses the Probability Sampling method with the Proportional Stratified Random Sampling sampling technique. According to Siregan, (2017) this sampling technique is a random sampling technique with a population that has strata or levels and the number of samples taken from each stratum in the population is comparable, according to the proportion of size. The strata in this research are employee status, namely Contract employees and DW employee. The number of samples taken based on strata in this study can be described as follows:

<table>
<thead>
<tr>
<th>No.</th>
<th>Uraian</th>
<th>Populasi (Orang)</th>
<th>Formulasi</th>
<th>Sampel (Orang)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Contract employees</td>
<td>49</td>
<td>(49/93)×75 = 39,51</td>
<td>40</td>
</tr>
<tr>
<td>2</td>
<td>DW employee</td>
<td>44</td>
<td>(44/93)×75 = 35,48</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>93</td>
<td></td>
<td>75</td>
</tr>
</tbody>
</table>

Source: Secondary data processed (2023)

Based on the calculations above, the samples in this study will be taken randomly from each stratum in a predetermined number, so this will reduce errors in sampling and also fulfill the number of samples in carrying out data analysis.

**Research Variables and Operational Definitions**

To provide guidance and direction in this research, it is necessary to identify and define each variable in this research, which can be described as follows.
Research variable

According to Sugiyono (2018), a research variable is an attribute or trait or value of a person, object or activity that has certain variations that can be studied and then conclusions drawn. The variables in this research can be identified into three, namely:

**Dependent variable (dependent variable)**

The dependent variable (Y) is a variable that is dependent and influenced by other variables or as a result of the presence of other variables (Sugiyono, 2018). The dependent variable in this research is the performance of employees at the Bangli Regency Education Office (Y).

**Intervening variables**

The connecting variable (Z) is a variable that becomes the medium for a relationship between the independent variable and the dependent variable (Sugiyono, 2018). The connecting variable in this research is work culture (Z).

**Independent variable (independent variable)**

The independent variable (X) is a variable that is not dependent and is not influenced by other variables, but influences other variables (Sugiyono, 2018). The independent variables in this research are work motivation (X1) and work discipline (X2).

**Operational definition**

An operational definition is an explanation of the meaning of a variable so that it can be observed and measured. The operational definition of this research includes:

1. **Employee Performance (Y2)**
   Employee performance in this research is defined as the work results of employees at Ametis Villa Bali, both in terms of quality and quantity, which can be achieved in accordance with the responsibilities given. Employee performance variables in this study were measured using indicators of quality, quantity, timeliness, attendance and effectiveness.

2. **Work culture (Y1)**
   Work culture in this research is defined as the values that are the traits, habits and driving forces that are shared by every employee at Ametis Villa Bali. Work culture shows how organizational values are learned, namely planted and expressed using certain means many times, so that employees at the Ametis Villa Bali Regency Education
Office can observe and feel them. The work culture variable in this study was measured using indicators of being diligent at work, honest at work, work commitment, responsibility for work and professionalism.

3. Work motivation (X1)

Work motivation in this research is defined as a potential strength that exists within employees at Ametis Villa Bali which can be developed by a number of strengths by understanding goals, behavior and expectations that are in line with the goals of Ametis Villa Bali. The work motivation variable in this study was measured using indicators of wages, working conditions, supervision techniques, interpersonal relationships and rewards.

4. Work discipline (X2)

Work discipline in this research is defined as the attitude of obedience and loyalty of employees at Ametis Villa Bali to written and unwritten regulations which are reflected in the form of behavior and actions to achieve the goals of Ametis Villa Bali. The work discipline variable in this research is measured using indicators of understanding applicable regulations, obeying time rules, obeying organizational regulations, obeying behavioral rules at work, obeying other regulations.

**Research instrument**

Collecting data in this research was carried out using several methods that require tools or instruments. Research instruments are tools used to collect and measure quantitative information that contains character and objective variables (Siregan, 2017). The research instrument will be a measuring tool used in the data collection process in the field. The research instrument used to collect data for this research uses a questionnaire or questionnaire which contains a list of statements for each statement item or indicator for each variable in the research which is measured using a Likert scale.

**Data Types and Sources**

The types of data and data sources that the author used in writing this research can be described as follows:

1. **Data type**

   Based on its nature, data types can be divided into two, namely qualitative data and quantitative data (Sugiyono, 2018).
a. Qualitative data is data in the form of verbal sentences, not in the form of numerical symbols or numbers that cannot be calculated. Quantitative data in this research is data in the form of sentences or narratives that review the problems in this research.

b. Quantitative data is data in the form of numerical symbols or numbers and can be calculated. The quantitative data in this research is data in the form of numbers regarding work motivation, work environment, work discipline and work culture at Ametis Villa Bali.

**Data source**

Data sources based on how they were obtained can be divided into two, namely primary data and secondary data (Sugiyono, 2018).

a. Primary data is data obtained or collected directly in the field by researchers from the person concerned. Primary data in this research are work motivation, work environment, work discipline and work culture at Ametis Villa Bali which were obtained directly from employees at Ametis Villa Bali.

b. Secondary data is data obtained or collected by people conducting research from existing sources. Secondary data in this research is the number of employees and other supporting data, which was obtained from Ametis Villa Bali.

**Method of collecting data**

Data collection is a very important process, because the data collected will be used to solve the problem being studied or to test the hypothesis created. The techniques used to obtain the data needed in this research in order to achieve the objectives of this research can be described as follows.

1. A questionnaire or questionnaire is a data collection technique that is carried out by distributing a written list of questions to respondents in order to obtain answers to questions or statements posed to them (Siregan, 2017). This research will use a closed type of questionnaire, where the answers to the statements given to respondents are in the form of choices. This method is used to find relevant data from respondents with the aim of answering the problems in the research.

2. Literature study is a method or technique for collecting data by reviewing various books, literature, notes and various reports related to the problem you want to solve (Siregan, 2017). A literature study was carried out to obtain supporting data for this research, which was obtained from books, journals, laws and other sources.
Test Research Instruments

Testing the instruments or tools used to collect and measure data in this research can be described as follows:

1. The validity test is used to see the ability of a measuring instrument to measure the meaning of a concept or construct that it measures. The validation value obtained will reflect the accuracy of the measuring instrument used in the form of indicators or question items in explaining a construct according to the reality in the field (Ghozali 2018).

2. Reliability tests are used to determine the consistency of measurement results, if measurements are carried out again on the same symptoms using the same measuring instrument (Siregan 2017). Each measuring instrument should have the ability to report consistent measurement results. Reliability testing can be done using Cronbach's alpha.

Analysis Method

Data analysis techniques are activities carried out to change the research data obtained, which is then used to answer problems in the research, so that the research objectives can be achieved. The data analysis technique used in this research is path analysis.

Descriptive statistical analysis

Descriptive statistical analysis is used to provide a general description of the characteristics of respondents as well as research variable data used, including minimum value, maximum value, average, total and standard deviation (Siregan 2017). Descriptive statistical analysis in this research was carried out by presenting research data in frequency tables and calculating and interpreting the TCR (respondent achievement level) values obtained. The TCR value will describe or provide an overview of this research variable.

Path analysis (Path Analysis)

This research aims to analyze data and test hypotheses using a significance level of five percent. Next, for inferential statistical analysis, hypothesis testing is carried out using "Path Analysis". Based on the model created, this researcher aims to test that employee performance variables at Ametis Villa Bali can be directly influenced by work motivation, work discipline and work culture variables, but employee performance at Ametis Villa Bali can also be influenced indirectly by work motivation and discipline variables. work through
work culture. Based on this, the work culture variable here acts as a bridging (intervening) variable.

**Results and Discussion**

The general description of the object of this research will generally describe the data obtained in the field with the aim of knowing the characteristics or conditions of the respondents in this research. The respondents in this research were employees at Ametis Villa Bali, totaling 75 respondents.

**Path analysis results**

The analysis model used in this research is path analysis, namely to determine the influence of work motivation and work discipline through work culture on employee performance, both directly and indirectly. Processing data from this research was carried out using the help of Statistical Product and Service Solution (SPSS) software. Based on the results of data processing and combining Model I and Model II, the path relationships of the variables in this study can be described.

<table>
<thead>
<tr>
<th>No.</th>
<th>Influence of Variables</th>
<th>Direct Influence</th>
<th>Indirect Influence</th>
<th>Total Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The influence of work motivation (X1) on work culture (Z)</td>
<td>0,542</td>
<td></td>
<td>0,542</td>
</tr>
<tr>
<td>2</td>
<td>The influence of work discipline (X2) on work culture (Z)</td>
<td>0,376</td>
<td></td>
<td>0,376</td>
</tr>
<tr>
<td>3</td>
<td>The influence of work motivation (X1) on employee performance (Y)</td>
<td>0,654</td>
<td></td>
<td>0,654</td>
</tr>
<tr>
<td>4</td>
<td>The influence of work discipline (X2) on employee performance (Y)</td>
<td>0,422</td>
<td></td>
<td>0,422</td>
</tr>
<tr>
<td>5</td>
<td>The influence of work culture (Z) on employee performance (Y)</td>
<td>0,233</td>
<td></td>
<td>0,233</td>
</tr>
</tbody>
</table>
The influence of work motivation (X1) through work culture (Z) on employee performance (Y)

|   | The influence of work motivation (X1) through work culture (Z) on employee performance (Y) | 0,126  
(0,542 × 0,233) | 0,126 |
|---|---|---|---|
| 7 | The influence of work discipline (X2) through work culture (Z) on employee performance (Y) | 0,087  
(0,376 × 0,233) | 0,087 |

Clarifying the results of the path of influence between variables or the structural model of path analysis of the influence of work motivation and work discipline through work culture on employee performance, can be seen in Figure 5.3 below:

Structural Path Analysis Model

Finding the error term values (ε1 and ε2) from the model that has been created can be done using the following formulation:
*Error term* \((\varepsilon_1) = \sqrt{1 - R^2.1} = \sqrt{1 - 0.762} = 0.487\)

*Error term* \((\varepsilon_2) = \sqrt{1 - R^2.2} = \sqrt{1 - 0.861} = 0.372\)

Based on Table 5.12 and Figure 5.3, one structural equation can be created in this research model, namely:

- Work culture = 0.542 + 0.376 + 0.487
- Employee performance = 0.654 + 0.422 + 0.233 + 0.372

Based on the structural equation created, it can explain the Path Analysis model in this research, namely the influence of work motivation and work discipline through work culture on employee performance. To find out whether the influence of work motivation and work discipline through work culture is significant or not on employee performance, both directly and indirectly, requires hypothesis testing. Hypothesis testing can be described as follows.

**Direct hypothesis test results**

This direct hypothesis test was carried out to test whether the influence of work motivation and work discipline through work culture was significant or not on employee performance directly. Direct hypothesis testing in this research was carried out by comparing the calculated t value with the t table value or comparing the significance value (p-value) with the level of significance (\(\alpha\)) value, namely 0.05, then a decision was made according to the test criteria. The t table value can be obtained with the formulation \(t_{table} = t[\alpha ; (n-k)] = t[0.05 ; (75-4)] = t[0.05 ; (71)] = 1.986\) which can be found in the t distribution table. The results of direct hypothesis testing in this research can be seen in Table 5.13 below.
The following describes direct hypothesis testing for each variable in this research. 

a. The influence of work motivation (X1) on work culture (Z) 

Based on Table 5.13, it can be seen that the calculated t value of the influence of work motivation (X1) on work culture (Z) is 5.721 and the significance value (p-value) is 0.000. This parameter interprets that work motivation has a significant direct influence on work culture, because the calculated t value is greater than the t table (5.721 > 1.986) or the significance value (p-value) is smaller than five percent (0.000 < 0.050).

Research discussion

Analyzing employee performance is an effort to find out and explain as well as test where the variables of work motivation, work discipline and work culture can influence employee performance empirically. Based on the analysis and hypothesis testing that has been carried out, the discussion can be described as follows:

1. The work motivation variable (X1) empirically and statistically has a positive and significant direct effect on work culture (Z), because the path coefficient value obtained is positive, namely 0.542 and also because the calculated t value is greater than the t
table value (5.721 > 1.986) or a significance value (p-value) smaller than five percent (0.000 < 0.050) which proves that work motivation has a positive and significant direct effect on the work culture of employees at Ametis Villa Bali. So the first hypothesis in this study was proven correct. These results mean that the better or increased work motivation will be able to improve the work culture of employees at Ametis Villa Bali, where this happens because the higher the wages, the more conducive working conditions, satisfying relationships and rewards, the better the work culture will be.

2. The work discipline variable (X2) empirically and statistically has a positive and significant direct effect on work culture (Z), because the path coefficient value obtained is positive, namely 0.376 and also because the calculated t value is greater than the t table value (3.983 > 1.986) or a significance value (p-value) smaller than five percent (0.000 < 0.050) which proves that work discipline has a direct positive and significant effect on the work culture of employees at Ametis Villa Bali. So the second hypothesis in this study was proven correct. These results mean that the better or improved work discipline will be able to improve the work culture of Ametis Villa Bali employees, where this happens because the higher or better the employees are in understanding the applicable rules, obeying time rules, obeying organizational regulations and other regulations, then it will be able to improve the work culture for the better.

3. The work motivation variable (X1) empirically and statistically has a positive and significant direct effect on employee performance (Y), because the path coefficient value obtained is positive, namely 0.654 and also because the calculated t value is greater than the t table value (2.832 > 1.986) or a significance value (p-value) smaller than five percent (0.009 < 0.050) which proves that work motivation has a positive and significant direct effect on employee performance at Ametis Villa Bali. So the third hypothesis in this study was proven correct. These results mean that the better or increased work motivation will be able to improve employee performance at Ametis Villa Bali, where this happens because the better the wages given, conducive working conditions, good relationships and rewards, the better the performance of employees will be.

4. The work discipline variable (X2) empirically and statistically has a positive and significant direct effect on employee performance (Y), because the path coefficient value obtained is positive, namely 0.422 and also because the calculated t value is greater than the t table value (3.571 > 1.986) or a significance value (p-value) smaller than five
percent (0.000 < 0.050) which proves that work discipline has a direct positive and significant effect on employee performance at Ametis Villa Bali. So the fourth hypothesis in this study was proven correct. These results mean that better or increased work discipline will be able to improve employee performance at Ametis Villa Bali, where this happens because employees who increasingly understand the applicable rules, obey time rules, obey organizational regulations and other regulations will be able to improve the performance of employees.

5. The work culture variable (Z) empirically and statistically has a positive and significant direct effect on employee performance (Y), because the path coefficient value obtained is positive, namely 0.233 and also because the calculated t value is greater than the t table value (4.284 > 1.986) or a significance value (p-value) smaller than five percent (0.000 < 0.050) which proves that work culture has a positive and significant direct effect on employee performance at Ametis Villa Bali. So the fifth hypothesis in this study was proven correct. These results mean that a better or improved work culture will be able to improve employee performance at Ametis Villa Bali, where this happens because employees who are more diligent, honest, committed, responsible and professional will make employee performance increase.

6. The work motivation variable (X1) empirically and statistically has a positive and significant effect indirectly through work culture (Z) on employee performance (Y), because the path coefficient value obtained is positive, namely 0.126 and also because the calculated t value is more The large t table value (3.148 > 1.986) proves that work motivation has a significant indirect effect through work culture on employee performance at Ametis Villa Bali. So the sixth hypothesis in this study was proven correct. These results mean that work motivation is able to influence employee performance at Ametis Villa Bali through work culture, where this happens because employees who have high work motivation will build a good work culture so that they can improve the performance of employees at Ametis Villa Bali.

7. The work discipline variable (X2) empirically and statistically has a positive and significant effect indirectly through work culture (Z) on employee performance (Y), because the path coefficient value obtained is positive, namely 0.087 and also because the calculated t value is more The large t table value (3.693 > 1.986) proves that work discipline has a significant indirect effect through work culture on employee performance at Ametis Villa Bali. So the seventh hypothesis in this study was proven
correct. These results mean that work discipline is able to influence employee performance at Ametis Villa Bali through work culture, where this happens because employees who have good work discipline will build a good work culture so that they can improve the performance of employees at Ametis Villa Bali.

Conclusions and recommendations

Conclusion

Based on the results of the analysis and hypothesis testing that has been carried out, several conclusions can be obtained, namely as follows:

1. Work motivation has a positive and significant direct effect on the work culture of employees at Ametis Villa Bali, this means that the higher the work motivation of Ametis Villa Bali employees, the more they will be able to create a good work culture and vice versa.

2. Work discipline has a direct positive and significant effect on the work culture of employees at Ametis Villa Bali, this means that the higher the work discipline of employees at Ametis Villa Bali, the more they will be able to create a good work culture and vice versa.

3. Work motivation has a direct positive and significant effect on employee performance at Ametis Villa Bali, this means that the higher the work motivation, the better the performance of employees at Ametis Villa Bali will be and vice versa.

4. Work discipline has a direct positive and significant effect on employee performance at Ametis Villa Bali, this means that the higher the work discipline, the better the performance of employees at Ametis Villa Bali will be and vice versa.

5. Work culture has a direct positive and significant effect on employee performance at Ametis Villa Bali, this means that the better the work culture, the better the performance of employees at Ametis Villa Bali will be and vice versa.

6. Work motivation has a significant indirect effect through work culture on employee performance at Ametis Villa Bali, this means that work culture is able to mediate the influence of work motivation on employee performance at Ametis Villa Bali.

7. Work discipline has a significant indirect effect through work culture on employee performance at Ametis Villa Bali, this means that work culture is able to mediate the influence of work discipline on the performance of employees at Ametis Villa Bali.
Suggestion

Based on the discussion and conclusions above, several suggestions can be put forward that can be useful for parties in need and can become input in further research in the future. The following suggestions can be given, including:

1. Considering that work motivation has a direct positive and significant influence on the work culture of employees at Ametis Villa Bali, it can be recommended to the head of the Education Service and other officials at Ametis Villa Bali to motivate their employees to build a good work culture.

2. Because work discipline has a direct positive and significant influence on the work culture of employees at Ametis Villa Bali, it is hoped that all employees at Ametis Villa Bali will be able to understand and obey applicable regulations, whether written or not, so that they can build a good work culture.

3. Because work motivation has a positive and significant direct effect on employee performance at Ametis Villa Bali, it can be suggested to officials at Ametis Villa Bali to strive to increase income/wages, provide opportunities to develop themselves, give freedom to use new ways of doing things, work to be more effective and efficient as well as giving appreciation or appreciation to employees who have good performance, where this will be able to improve employee performance at Ametis Villa Bali.

4. Because work discipline has a positive and significant direct effect on employee performance at Ametis Villa Bali, it can be recommended that employees at Ametis Villa Bali better understand the applicable regulations, try to complete the assigned tasks on time and be able to use work equipment in accordance with the standards provided, which will be able to improve employee performance at Ametis Villa Bali.

5. Considering that work culture has a positive and significant direct influence on employee performance at Ametis Villa Bali, it can be recommended to employees at Ametis Villa Bali to be more diligent in their work, honest in their work, be professional and responsible for the results of their work, which will build a good work culture and be able to improve employee performance at Ametis Villa Bali.

6. Because work motivation has a significant indirect effect through work culture on employee performance at Ametis Villa Bali, it can be suggested to officials at Ametis Villa Bali to provide motivation to their subordinates, which will create a good work culture and be able to improve performance of employees at Ametis Villa Bali.

7. Because work discipline has a significant indirect effect through work culture on employee performance at Ametis Villa Bali, it can be recommended to employees at
Ametis Villa Bali to always comply with and comply with existing regulations, so that this will create a good work culture and can improve the performance of employees at Ametis Villa Bali.

**Research Implications**

The implications of the results of this research, both theoretical and practical, are:

1. **Theoretical implications**, Theoretically, this research shows that several concepts are related to employee performance. It has been proven that conceptually work motivation, work discipline and work culture have a large influence on employee performance, which still needs to be proven empirically to strengthen existing theories. Different research contexts, places and time periods will allow different research results so that this is a phenomenon that needs to be resolved.

2. **Practical implications**, Practically, this research shows the importance of employee management at Ametis Villa Bali, considering that individual attitude mechanisms such as work motivation and work discipline have an important role in forming a good work culture and are able to encourage increased employee performance. It is important to keep employees satisfied with their work, in addition to making them feel well connected to the organization. So it is hoped that this will help management at Ametis Villa Bali to be able to formulate policies in terms of better management and development of human resources in the future.

**Research Limitations**

This research was carried out by collecting data through questionnaires from employees at Ametis Villa Bali. The general research objective is to see the impact/influence of work motivation and work discipline through work culture on employee performance. In terms of the design and research methods that have been determined previously, this research is not free from several limitations which may result in several shortcomings appearing in the research. Limitations identified in this research include the following:

1. This research does not differentiate samples based on personal characteristics, including examining the relationship with personal perceptions of things other than those stated in the model. Because this research focuses more on testing the causal relationship between the independent variables and the connecting variables on the dependent variable whose measurement instruments were developed from previous theoretical and empirical studies.
2. This research only focuses on employees at Ametis Villa Bali, so the results are limited to the scope of research objects and locations, so the results are less able to generalize the results to a wider level and case study.

3. This research was only conducted at one time (cross sectional study), meaning that the research was not longitudinal in nature, did not consider different time durations. This research cannot compare the perceptions of employees at Ametis Villa Bali over a continuous period of time so the results of this research cannot provide information regarding the consistency of research results from time to time.

REFERENCES


