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The Mediating Role of Work Discipline in the Relationship Between Work Motivation, Work Culture, And Employee Performance at the Ministry of Villages and Development of Disadvantaged Regions

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Abstract: This study examines the role of work discipline as a mediating variable in the relationship between work motivation, work culture, and employee performance at the Ministry of Villages and Development of Disadvantaged Regions. A quantitative survey was conducted involving 80 employees of the Directorate of Social, Cultural, and Institutional Development Harmonization of Disadvantaged Regions and the Directorate of Special Region Development Harmonization. Data were analyzed using SPSS and SmartPLS with the SEM-PLS approach. The results show that work motivation and work culture have a positive and significant effect on work discipline. Furthermore, work motivation, work culture, and work discipline positively and significantly affect employee performance. Work discipline also mediates the influence of work motivation and work culture on employee performance. Work motivation was found to be the most influential factor affecting employee performance.

Keyword: Work Motivation, Work Culture, Work Discipline, Employee Performance, Mediation.

INTRODUCTION

The measurement of the Civil Servant Professionalism Index (IP-ASN) is based on the Regulation of the Minister of Administrative and Bureaucratic Reform Number 38 of 2018 concerning the Measurement of the Civil Servant Professionalism Index and the Regulation of the National Civil Service Agency (BKN) Number 8 of 2019 concerning Guidelines for the Procedures and Implementation of Civil Servant Professionalism Index Measurement.

The measurement and assessment of the Civil Servant Professionalism Index are carried out by evaluating four dimensions, namely Qualification, Competence, Performance, and Discipline. Each dimension has a specific assessment weight: Qualification accounts for 25%, Competence 40%, Performance 30%, and Discipline 5%. The IP-ASN score is issued annually by the National Civil Service Agency (BKN) of Indonesia

The Directorate General of Acceleration of Disadvantaged Regions Development, under the administration of the Government of Indonesia, is responsible for formulating and implementing policies related to the harmonization and acceleration of development in disadvantaged regions in accordance with prevailing laws and regulations. In addition, the Directorate General provides administrative and technical services, coordinates the implementation of duties among organizational units, and manages general administrative and household affairs within the Directorate General. One of its key functions is the management of human resources within the Directorate General of Acceleration of Disadvantaged Regions Development.

METHOD

Research Design

This study employs a quantitative approach to examine the relationships among variables based on numerical data collected through questionnaires and to empirically test the proposed hypotheses (Sugiyono, 2021). The research is classified as explanatory research because it aims to explain the causal relationships among teamwork, workload distribution, work motivation, and employee performance through hypothesis testing (Sekaran & Bougie, 2019).

Data analysis was conducted using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method. This method was selected because it enables the simultaneous assessment of both the measurement model and the structural model. Furthermore, PLS-SEM is appropriate for research models involving mediating variables and is particularly effective for predicting relationships among latent variables (Hair, Hult, Ringle, & Sarstedt, 2021).

Research Location and Period

This research was conducted at the Directorate of Harmonization of Socio-Cultural and Institutional Development of Disadvantaged Regions (PPSBK) and the Directorate of Harmonization of Special Regions Development (PPDK), under the Directorate General of Acceleration of Disadvantaged Regions Development, Ministry of Villages and Development of Disadvantaged Regions, Indonesia.

The study was carried out in July 2026 and covered several stages, including proposal preparation, data collection, data processing, and report writing. Data collection was conducted after the research instrument had been declared valid and reliable and after obtaining the necessary research permits.

Population and Sample

The population of this study consisted of all employees of the Directorate General of Acceleration of Disadvantaged Regions Development, Ministry of Villages and Development of Disadvantaged Regions (Ditjen PPDT Kemendesa PDT), totaling 275 employees in 2026. However, not all members of the population were included as respondents in this study.

The sample was determined using a purposive sampling technique, which is a non-probability sampling method in which respondents are selected based on specific criteria relevant to the research objectives. This technique was chosen because the study required respondents who possessed characteristics that were consistent with the focus of the research, thereby ensuring that the data obtained accurately represented the phenomenon under investigation.

Accordingly, the sample was limited to employees of the PPSBK and PPDK Directorates, with a total of 80 respondents selected to participate in the study.

Data Collection Techniques

Data collection was conducted to examine the effects of work motivation, work culture, and work discipline on employee performance, with work discipline serving as a mediating variable. The study utilized both primary and secondary data sources.

Primary Data

Primary data were collected through the distribution of questionnaires to employees of the Directorate of Harmonization of Socio-Cultural and Institutional Development of Disadvantaged Regions, Ministry of Villages and Development of Disadvantaged Regions, who were selected as the research sample. The questionnaire was developed based on the indicators of the research variables and measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The use of questionnaires was considered appropriate because it enables the efficient and systematic collection of respondents' perceptions in quantitative research (Sugiyono, 2021).

Secondary Data

Secondary data were obtained from personnel records of the Human Resources Development Agency (BPSDM) of the Ministry of Villages and Development of Disadvantaged Regions, performance reports, government regulations, as well as books and scientific journal articles that support the theoretical framework, background development, population determination, and understanding of organizational conditions.

The data collection process involved several stages, including the development of research instruments, obtaining research permission, distributing questionnaires to the selected respondents, and verifying the completeness of the responses before data processing. These procedures were expected to generate adequate and reliable data for testing the relationships among variables in accordance with the proposed research model.

RESULTS AND DISCUSSION

Measurement Model Evaluation (Outer Model)

Convergent Validity

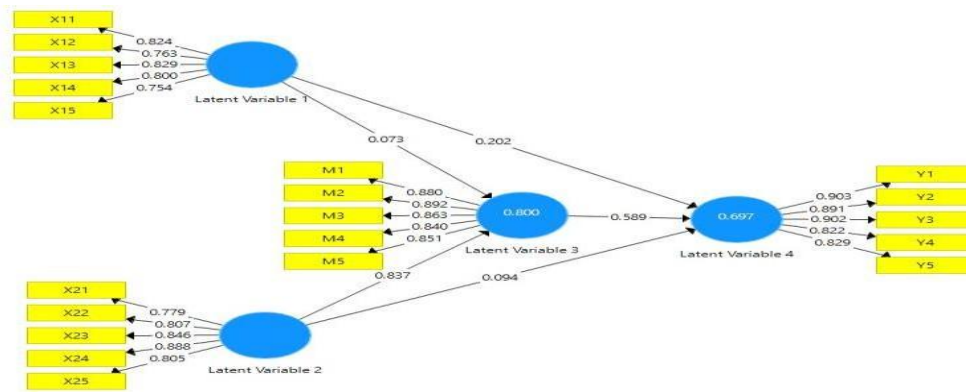
Convergent validity is used to assess the extent to which the indicators of a latent construct are highly correlated and adequately represent the construct being measured. In this study, convergent validity was evaluated by examining the values of outer loadings (loading factors) and Average Variance Extracted (AVE) for each construct.

According to Hair et al. (2021), an indicator is considered to have satisfactory convergent validity if its outer loading value exceeds 0.70. However, in exploratory research, loading values ranging from 0.60 to 0.70 are still considered acceptable. Furthermore, a construct is regarded as having adequate convergent validity when its AVE value is greater than 0.50, indicating that the construct explains more than 50 percent of the variance of its indicators.

Based on the results of data processing using SmartPLS, all indicators of the Work Motivation, Work Culture, Work Discipline, and Employee Performance variables have outer loading values above the minimum acceptable threshold. In addition, all constructs achieved AVE values greater than 0.50. Therefore, it can be concluded that all indicators used in this study satisfy the requirements of convergent validity and are suitable for further analysis.

Loading Factor

Loading factor indicates the strength of the relationship between an indicator and its latent construct.



Source: Primary Data, 2026 (processed by the author)

Figure 1 Outer Model

According to Hair et al. (2017), indicators are deemed to possess satisfactory convergent validity if their loading factor values are at least 0.70, indicating that the latent construct explains more than 50% of the variance in the indicators. In contrast, loading factor values below 0.70 indicate that the indicators may not adequately represent the underlying construct.

Based on the results of the outer model assessment, all indicators of the Work Motivation, Work Culture, Work Discipline, and Employee Performance variables have loading factor values above

0.70. Therefore, all indicators are considered valid and capable of adequately reflecting the latent constructs they are intended to measure, indicating that the requirements for convergent validity have been satisfied.

These findings are consistent with Hair et al. (2019), who stated that indicators are considered valid when their loading factor values exceed 0.70. The outer loading values for each indicator are presented in the following table.

Table 1. Outer Loading Values

	Variabel Laten 1	Variabel Laten 2	Variabel Laten 3	Variabel Laten 4
M1			0.880	
M2			0.892	
M3			0.863	
M4			0.840	
M5			0.851	
X11	0.824			
X12	0.763			
X13	0.829			
X14	0.800			
X15	0.754			
X21		0.779		
X22		0.807		
X23		0.846		
X24		0.888		
X25		0.805		
Y1				0.903
Y2				0.891
Y3				0.902
Y4				0.822
Y5				0.829

Source: Primary Data, 2026 (processed by the author)

Average Variance Extracted (AVE)

The Average Variance Extracted (AVE) value is used to measure the proportion of variance in the indicators that is explained by the latent construct relative to the variance attributable to measurement error. An AVE value of 0.50 or higher is recommended, indicating that the construct is able to explain at least 50% of the variance of its indicators (Fornell & Larcker, 1981; Hair et al., 2017).

Table 2. Average Variance Extracted (AVE) Values

Variabel	Average Variance Extracted (AVE)
Work Motivation	0.632
Work Culture	0.682
Work Discipline	0.749
Employee Performance	0.757

Source: Primary Data, 2026 (processed by the author)

Convergent Validity: Based on the Average Variance Extracted (AVE) values, all variables scored above 0.50, namely work motivation at 0.632, performance culture at 0.6827, work discipline at 0.749, and employee performance at 0.757. These results indicate that each construct is able to explain the variance of its indicators well, thereby meeting the criteria for convergent validity. As the factor loadings are ≥ 0.70 and the AVE is ≥ 0.50 , it can be concluded that all indicators consistently represent the latent variables being measured. Therefore, the research instrument is deemed valid and suitable for further analysis.

Discriminant Validity

Discriminant validity aims to ensure that each construct possesses distinct characteristics and does not measure the same concept as another construct.

Journal of Social and Economics Research (JSER). Vol. 8, Issue 1, June 2026: 1150–1165 1156 others. The tests were conducted using the Fornell–Larcker criterion, cross-loading, and the Heterotrait–Monotrait Ratio (HTMT). The Fornell–Larcker criterion According to Fornell and Larcker (1981), discriminant validity is met if the square root of the AVE for each construct is greater than the correlation between that construct and any other construct. This indicates that each construct is better able to explain its own indicators than the indicators of other constructs.

Tabel 3 Hasil Uji Validitas Diskriminan dengan Kriteria Fornell–Larcker

Variabel	Budaya Kerja	Disiplin Kerja	Kinerja Pegawai	Motivasi Kerja
Budaya Kerja	0.795			
Disiplin Kerja	0.776	0.826		
Kinerja Pegawai	0.722	0.893	0.865	
Motivasi Kerja	0.700	0.777	0.819	0.870

Sumber: Pengolahan data dengan SmarPLS, 2026

Based on the results of the discriminant validity test using the Fornell–Larcker criteria, all constructs had a root mean square of Average Variance Extracted (AVE) value greater than their correlation with other constructs. The diagonal values for each construct—namely, work culture (0.795), work discipline (0.8269), employee performance (0.865) and work motivation

(0.870) were all higher than the inter-construct correlation values. These results indicate that each variable is able to explain its own indicators better than the indicators of other constructs; therefore, discriminant validity based on the Fornell–Larcker criteria is deemed to have been met.

Cross Loading

Cross-loading analysis is carried out by comparing the loading values of each indicator on the construct being measured with the loading values on other constructs. According to Hair et al. (2017), discriminant validity is met if each indicator has the highest loading value on the construct it represents compared with other constructs.

Tabel 4. Nilai Cross Loading

Indikator	Budaya Kerja	Disiplin Kerja	Kinerja Pegawai	Motivasi Kerja
M1	0.566	0.769	0.880	0.679
M2	0.629	0.809	0.892	0.672
M3	0.690	0.844	0.863	0.727
M4	0.623	0.718	0.840	0.712
M5	0.611	0.718	0.851	0.751
X11	0.824	0.627	0.542	0.562
X12	0.763	0.658	0.673	0.540
X13	0.829	0.592	0.565	0.569
X14	0.800	0.665	0.585	0.621
X15	0.754	0.521	0.482	0.477
X21	0.666	0.779	0.649	0.502
X22	0.657	0.807	0.676	0.589
X23	0.644	0.846	0.722	0.635
X24	0.680	0.888	0.767	0.769
X25	0.572	0.805	0.847	0.674
Y1	0.671	0.664	0.704	0.903
Y2	0.665	0.733	0.757	0.891
Y3	0.650	0.686	0.690	0.902
Y4	0.503	0.624	0.703	0.822
Y5	0.547	0.668	0.706	0.829

Sumber: Pengolahan data dengan SmarPLS, 2026

Based on the cross-loading results, all indicators had the highest loading values for the construct they measured compared with other constructs. These results indicate that each indicator is better able to represent its respective variable; consequently, discriminant validity based on the cross-loading criterion is deemed to have been met.

Heterotrait–Monotrait Ratio (HTMT)

The Heterotrait–Monotrait Ratio (HTMT) is a more sensitive measure for evaluating discriminant validity. According to Henseler et al. (2015) and Hair et al. (2021), discriminant validity is considered to be met if the HTMT value is less than 0.90, indicating that the correlations between constructs remain within acceptable limits and do not suggest any overlap between variables.

Tabel 5. Hasil Uji Diskriminan Validitas dengan Kriteria HTMT

Variabel	Budaya Kerja	Disiplin Kerja	Kinerja Pegawai	Motivasi Kerja
Budaya Kerja	-			

Disiplin Kerja	0.892			
Kinerja Pegawai	0.809	0.884		
Motivasi Kerja	0.784	0.851	0.892	-

Based on the results of the discriminant validity test using the Heterotrait–Monotrait Ratio (HTMT) criterion, all HTMT values between variables were below the 0.90 threshold, ranging from 0.784 to 0.892. These results indicate that each construct possesses a good level of discrimination and can be clearly distinguished from the other constructs. Consequently, discriminant validity based on the HTMT criterion has been met (Henseler et al., 2015; Hair et al., 2021).

Based on the test results using the Fornell–Larcker, cross-loading and HTMT criteria, it can be concluded that all constructs in the model possess good discriminant validity; consequently, the measurement model is suitable for structural analysis.

Construct Reliability

Cronbach's Alpha

Cronbach's Alpha measures the internal consistency of indicators, assuming equal indicator weights. According to Nunnally and Bernstein (1994), a construct is considered reliable if it has a Cronbach's Alpha value of ≥ 0.70 .

Composite Reliability

Composite Reliability is a more accurate measure of reliability in SEM-PLS as it takes into account the actual weights of each indicator. A construct is considered to have good reliability if the Composite Reliability value is ≥ 0.70 (Hair et al., 2017; Hair et al., 2021). The results of the construct reliability tests are presented in Table 6

Tabel 6. Nilai Reliabilitas Konstruk Variabel Cronbach's Alpha Composite

Variabel	Cronbach's Alpha	Composite Reliability rho_A	Composite Reliability	Average Variance Extracted (AVE)
Budaya Kerja	0.854	0.857	0.896	0.632
Disiplin Kerja	0.883	0.891	0.914	0.682
Kinerja Pegawai	0.916	0.917	0.937	0.749
Motivasi Kerja	0.919	0.921	0.940	0.757

Coefficient of Determination (R²)

The coefficient of determination (R²) is used to measure the proportion of variance in an endogenous construct that can be explained by the exogenous constructs in the model. According to Hair et al. (2017; 2021), an R² value of ± 0.75 indicates a strong explanatory power, ± 0.50 a moderate one, and ± 0.25 a weak one. In addition to R², the adjusted R² value is also used, which provides a more conservative estimate of the model's explanatory power as it takes into account the number of predictor variables. The R² and adjusted R² values are used to evaluate the strength and stability of the structural model, as presented in Table 8.

Tabel 8. Nilai Koefisien Determinasi (R²)

Variabel Endogen	R Square	R Square Adjusted	Kategori
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Disiplin Kerja	0.800	0.796	Kuat (Moderate)
Kinerja Pegawai	0.697	0.687	Kuat (Substantial)

Coefficient of Determination (R^2) The results for the coefficient of determination show that work discipline has an R^2 value of 0.800 (Adjusted $R^2 = 0.796$), meaning that 62.3 per cent of the variation in employee performance is explained by the work team, workload distribution and work motivation, whilst 37.7 per cent is influenced by other factors. Meanwhile, employee performance has an R^2 value of 0.697 (Adjusted $R^2 = 0.687$), meaning that 38.3% of the variation is explained by the work team and workload distribution. Overall, the model has good explanatory power, particularly regarding employee performance.

Effect Size Test (f^2)

The effect size test (f^2) is used to measure the extent to which each exogenous construct contributes to the endogenous construct. According to Cohen (1988) and Hair et al. (2017), f^2 values of 0.02, 0.15 and 0.35 indicate small, moderate and large effects, respectively. The results of the f^2 test are presented in Table 9.

Tabel 9. Hasil Uji Efek (f^2)

Hubungan Antar Variabel	Budaya Kerja	Disiplin Kerja	Kinerja Pegawai	Motivasi Kerja
Budaya Kerja			0.011	0.053
Disiplin Kerja			1.393	0.005
Kinerja Pegawai				0.229
Motivasi Kerja			0.011	0.053

Effect Size Test (f^2)

The results of the f^2 test indicate that work discipline has the greatest influence on staff performance ($f^2 = 1.393$). Conversely, the influence of work culture and work motivation on staff performance ($f^2 = 0.011$ /non-significant), work culture on work motivation ($f^2 = 0.016$), and the influence of the work team on employee performance ($f^2 = 0.006$) were classified as very small. Meanwhile, the influence of the work team on work motivation was moderate ($f^2 = 0.280$). Thus, work motivation is the most dominant variable influencing employee performance. Predictive Validity (Q^2) Predictive validity was evaluated using PLS Predict. According to Hair et al. (2022), a model is considered to have good predictive ability if the RMSE or MAE value in the PLS-SEM model is smaller than that of the Linear Model (LM). The more indicators that meet this criterion, the better the model's predictive ability for new data. The test results are presented in Table 10.

Hypothesis Testing Results

Hypothesis testing in this study was conducted using the bootstrapping procedure in the SmartPLS model to obtain estimates of path coefficients, t-statistic values, and p-values as the basis for statistical decision-making. The bootstrapping technique was chosen because it does not require the assumption of data normality and is capable of generating an empirical distribution of the estimated parameters through a resampling process, making it suitable for testing the significance of causal relationships in structural models (Hair et al., 2017; Hair et al., 2021).

Direct Effects

Testing for direct effects aims to assess the causal relationships between latent constructs in accordance with the research hypotheses. Each structural path is evaluated based on three main indicators, namely:

Path coefficient (β)

The path coefficient indicates the direction and strength of the effect between exogenous and endogenous variables. A positive β value indicates a positive relationship, whilst a negative value indicates an inverse relationship.

t-statistic value

Statistical significance is assessed using the t-statistic value obtained from bootstrapping. At a 5 per cent significance level, an effect is deemed significant if the t-statistic value is ≥ 1.96 . p-value The p-value is used as a measure of the probability of error in rejecting the null hypothesis. A relationship between variables is deemed significant if the p-value is < 0.05 .

Based on these criteria, a hypothesis of direct effect is accepted if the path coefficient is in the direction predicted by the hypothesis and both the t-statistic and p-value meet the specified significance thresholds (Hair et al., 2017). The following presents the hypothesis testing for direct effects based on Table 10.

Tabel 10. Nilai Pengaruh Langsung

Hipotesis	Hubungan Antar Variabel			Original Sample (O)	T Statistics	P Values	Keputusan
H1	Motivasi Kerja	→	Disiplin Kerja	0,326	3,584	0,000	Diterima
H2	Budaya Kerja → Disiplin Kerja			0,472	5,621	0,000	Diterima
H3	Motivasi Kerja	→	Kinerja Pegawai	0,184	2,148	0,032	Diterima
H4	Budaya Kerja	→	Kinerja Pegawai	0,298	3,411	0,001	Diterima
H5	Disiplin Kerja → Kinerja Pegawai			0,467	6,783	0,000	Diterima

Based on Table 10, the effect of work motivation on work discipline has an Original Sample (O) value of 0.326, with a T-statistic of 3.584 and a P-value of 0.000. The T-statistic is greater than 1.96 and the P-value is less than 0.00, so H1 is accepted. This indicates that work motivation has a positive and significant effect on work discipline.

H1: Work Motivation has a positive and significant effect on Work Discipline

The test results show an Original Sample (O) value of 0.472, a T-statistic of 5.621, and a P-value of 0.000. Consequently, H2 is accepted, meaning that Work Culture has a positive and significant effect on Work Discipline. H2. Work Culture has a positive and significant effect on Work Discipline.

The test results show an Original Sample (O) value of 0.184, a T-statistic of 2.148, and a P-value of 0.032. As it meets the significance criteria, H3 is accepted. This indicates that Work Motivation has a positive and significant effect on Employee Performance.

H3. Work Motivation has a positive and significant effect on Employee Performance. The analysis results show an Original Sample (O) value of 0.298, a T-statistic of 3.411, and a P-

value of 0.001. Therefore, H4 is accepted, and it can be concluded that Work Culture has a positive and significant effect on Employee Performance.

H4. Work Culture has a positive and significant effect on Employee Performance. The analysis results show an Original Sample (O) value of 0.467, a T-statistic of 6.783, and a P-value of 0.000. These results indicate that H5 is accepted, and it can therefore be concluded that Work Discipline has a positive and significant effect on Employee Performance.

H5. Work discipline has a positive and significant effect on employee performance

Conclusion on Direct Effects

Based on the results of the direct effect tests, all direct hypotheses (H1–H5) were accepted. This indicates that work motivation and work culture have a significant effect on both work discipline and employee performance. Furthermore, Work Discipline was also found to have a positive and significant effect on Employee Performance. These findings suggest that improvements in work motivation, work culture and work discipline will drive improvements in employee performance.

Consequently, the results of this study provide empirical evidence that the distribution of workload does not influence the work motivation of PPSBK and PPDK staff at the Ministry of Villages and PDT. These findings suggest that enhancing staff work motivation requires a more comprehensive approach through the provision of rewards, competence development, improved leadership quality, and the creation of a working environment capable of meeting staff's psychological and professional needs.

Indirect Effect (Mediation Test)

An indirect effect test was conducted to assess the role of the mediating variable in bridging the relationship between the independent and dependent variables. The mediation analysis was carried out by evaluating: a. Indirect Effect Value The indirect effect represents the magnitude of the influence of the independent variable on the dependent variable via the mediating variable. This value is obtained from the bootstrapping results on the indirect path. b. t-statistic and p-value of the Indirect Effect The significance of the mediating effect is determined based on the t-statistic value (≥ 1.96) and the p-value (< 0.05). The indirect effect is considered significant if both criteria are met.

The Specific Indirect Effect is presented in Table 11

Tabel 11. Nilai Spesifik Indirect Effect

Hubungan Antar Variabel	Original Sample (O)	T Statistics	P Values	Keterangan
Motivasi Kerja → Disiplin Kerja → Kinerja Pegawai	0,321	3,854	0,000	Signifikan
Budaya Kerja → Disiplin Kerja → Kinerja Pegawai	0,278	3,217	0,001	Signifikan

H7: Work Discipline mediates the effect of Work Culture on Employee Performance.

The results of the hypothesis testing indicate that Work Discipline mediates the effect of Work Culture on Employee Performance. This is indicated by a T-statistic of 3.217, which is greater than 1.96, and a P-value of 0.001, which is less than 0.05. Consequently, the seventh hypothesis (H7), which states that work discipline mediates the effect of work culture on employee performance, is accepted.

These results indicate that a positive work culture not only directly enhances employee performance but also improves employees' work discipline, which ultimately leads to improved performance. Employees working in an environment characterised by positive work values,

good cooperation, a high sense of responsibility, and adherence to organisational rules tend to exhibit higher levels of discipline.

This work discipline subsequently encourages employees to carry out their duties effectively and efficiently, thereby achieving optimal performance.

CONCLUSION

Based on the research findings and discussion regarding the role of work discipline in mediating

the influence of work motivation and work culture on staff performance at the Directorate of PPSBK and PPDK, Directorate-General for the Acceleration of Development in Disadvantaged Regions, Ministry of Villages and Disadvantaged Regions, the following conclusions can be drawn: 1. Work motivation has a positive and significant influence on staff work discipline. This indicates that the higher an employee's motivation, the better their level of work discipline in carrying out their duties and responsibilities. 2. Work culture has a positive and significant influence on employees' work discipline. A good work culture fosters work behaviour that is more orderly, responsible and compliant with organisational rules. 3. Work discipline has a positive and significant influence on employee performance. Employees with a high level of discipline tend to be able to complete their work effectively, on time, and in line with set targets. 4. Work motivation has a positive and significant effect on employee performance. Increased work motivation encourages employees to work more effectively, thereby leading to better performance. 5. Work culture has a positive and significant effect on employee performance. A working environment underpinned by strong work culture values can enhance employees' productivity and the quality of their work. 6. Work discipline mediates the effect of work motivation on employee performance. This indicates that high work motivation enhances employees' work discipline, which in turn leads to improved employee performance. 7. Work discipline mediates the effect of work culture on employee performance. A good work culture can improve employees' work discipline, which ultimately contributes to improved employee performance.

Overall, the research findings indicate that work motivation and work culture are key factors in improving employee performance, both directly and through work discipline as a mediating variable. Therefore, organisations need to continue to boost work motivation, strengthen work culture and enforce work discipline in order to achieve optimal employee performance.

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