

THE ROLE OF INTRINSIC MOTIVATION IN MEDIATING THE INFLUENCE OF ASTA BRATA LEADERSHIP AND ORGANIZATIONAL CULTURE BASED ON TRI HITA KARANA ON EMPLOYEE PERFORMANCE AT VILLAGE CREDIT INSTITUTIONS IN KUTA SUB-DISTRICT

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Abstract:

Lembaga Perkreditan Desa (LPD) is a customary law-based financial institution that has a strategic role in supporting the economy of village communities in Bali, especially through financial services for MSMEs and residents. Although the presence of LPDs in Bali is almost evenly distributed, with 1,437 units from a total of 1,485 traditional villages, the performance of some LPDs has decreased due to competition with other financial institutions and the emergence of legal cases involving their administrators. This study aims to analyze the influence of Asta Brata leadership and Tri Hita Karana-based organizational culture on the performance of LPD employees in Kuta District, with intrinsic motivation as a mediating variable. The study population was all LPD employees in the Kuta Subdistrict, while the sample using the calculation of the Slovin formula obtained 69 minimum respondents taken randomly. The data collection method is a questionnaire. The analysis technique used to answer the hypothesis is inferential analysis using Partial Least Square (PLS). The results found that Asta Brata leadership has a significant positive effect on performance, but has no significant effect on intrinsic motivation. Tri Hita Karana's organizational culture has a significant positive effect on employee performance and intrinsic motivation. Intrinsic motivation is proven to have a significant positive effect on performance, and partially mediates the effect of Tri Hita Karana organizational culture on performance, but does not mediate the effect of Asta Brata leadership on performance. These findings reinforce the attribution theory that internal factors such as motivation and leadership, as well as external factors such as work culture, contribute to employee performance achievement. This study recommends the importance of strengthening local values in leadership and organizational culture, as well as more effective HR management to maintain the sustainability and integrity of LPDs.

Keywords: LPD, Asta Brata Leadership, Tri Hita Karana, Intrinsic Motivation, Employee Performance

INTRODUCTION

Lembaga Perkreditan Desa often called LPD among the community is a financial institution based on the customary law system managed by village officials. LPD has a very vital function because so far it has provided many services to MSMEs as well as rural communities in Bali through the provision of financial services managed by village officials where activities are in accordance with community needs, personal approach, and proximity to customers. LPDs in Bali have reached 1,437 out of 1,485 Pakraman villages (LPD Bali Province, 2024). LPDs have been proven to contribute to the development and welfare of local indigenous villagers (Yasa et al., 2023). The total assets of all Bali LPDs as of December 2022 recorded assets of 25 Trillion. Unfortunately, the latest LPD development shows declining performance due to the increasingly fierce competition faced by Rural



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Banks (BPR), Savings and Loan Cooperatives, and loan sharks (Adnyani et al., 2019) coupled with fintech.

Especially in Kuta District, there are 6 LPDs and one of them is the best LPD in Bali with the highest assets, namely the Legian Traditional Village LPD located in the tourism area of Badung Regency with assets reaching Rp598 billion. This attracts attention in the midst of many cases that hit one of the traditional village institutions in Bali. Along with improving the performance of LPDs seen from the assets owned, it was found that there were around six percent of LPDs had problems, one of which was because the management committed criminal acts of corruption (Kusumawati et al., 2024). In addition, many cases ensnare LPDs where until May 2024 there were 60 LPDs recorded in law enforcement officials (APH) in this case they have been caught in legal cases. The development and performance of LPDs began to be questioned and became the center of public attention. As has been reported in several local media, it was recently found that several LPD administrators were involved in cases that harmed the community as LPD customers. So it is necessary to strengthen institutions and Human Resources (HR) in LPDs (Balipost.com, 2024).

Humans are the most important resource in achieving organizational success through the performance they produce. Currently, many organizations lack information about the performance of their organization (Saputra & Setiadi, 2023). Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. Based on attribution theory, it is known that a healthy attribution drive internally and externally can improve individual and team performance as a whole. Strengthening human resources certainly needs to be linked to Hindu philosophy because LPD is a financial institution owned by a traditional village whose activities support many communities in the village (Budiasni & Darma, 2020).

The case that occurred in the LPD is closely related to the leadership in the LPD which determines the direction of the LPD. Balinese local wisdom has the concept of Asta Brata which describes the character that must be possessed by a leader (Purwaningrat et al., 2023). In Hindu thought seen from the point of view of leaders in Bali today, the idea of Asta Brata as a moral premise of the ruler is very important to serve as a foundation for the pioneer spirit because Hinduism shows a lot about how to be a good leader (Trisnawati & Sari, 2023). In Asta Brata, it is emphasized that the eight divine traits must be realized by the leader through Asta Brata leadership (Yasa et al., 2023). So that the application of Asta Brata leadership will be able to encourage employees to work better. In the context of Asta Brata leadership, several researchers have successfully confirmed that Asta Brata leadership has a positive impact on employee performance Sugianti et al (2019), Adnyani et al (2019), Pratiwi (2020), Puja & Mahayasa (2021), and Trisnawati & Sari (2023) state that Asta Brata leadership has a significant effect on employee performance. Meanwhile, research by Yuniarta & Purnamawati (2020) found that leadership cannot significantly affect performance.

LPDs in Bali which are located in different areas with different customs and traditions need to adopt local culture, one of the organizational cultures based on local values believed in Bali is the Tri Hita Karana culture. Basically, the aspects of Parhyangan, Palemahan, and Pawongan as components of Tri Hita Karana are part of a system and therefore the three aspects are interrelated. As a system, the system must have a purpose. In this case, the goal is none other than the essence of Tri Hita Karana, namely the achievement of harmony and togetherness (Anggreswari & Gorda, 2020). Tri Hita Karana is a concept that guides Balinese people in living a sustainable life in every aspect of life (Sitiari et al., 2023). The implementation of Tri Hita Karana can strengthen the level of moral reasoning of individual employees and can make employee behavior more honest, responsible, and have fighting power at work so that employees will be more likely to carry out work by company regulations (Wahyuni et al., 2021). This is what is revealed by research conducted

by Devi & Santoso (2020), Putra & Indriyani (2020), Wahyuni et al. (2021), Widnyani & Astitiani (2022), and Pramesti et al. (2023) showing that Tri Hita Karana-based organizational culture has a significant positive effect on performance. Meanwhile, Borman's research (2021) found that culture does not affect performance.

Leaders who apply the nature of gods will be able to create intrinsic motivation in employees because they use their leaders as examples or role models. So Asta Brata's leadership has a significant positive effect on intrinsic motivation. The idea of Asta Brata as a moral premise of the ruler is very important to serve as a foundation for the pioneer spirit because Hinduism shows a lot about how to be a good leader (Trisnawati & Sari, 2023). This is in accordance with what is revealed by research conducted by Adnyani et al (2019), Puspitasari (2019), and Widiarsa (2023) showing that Asta Brata leadership has a positive and significant effect on employee intrinsic motivation.

The level of performance of an employee in an organization depends on the ability and willingness to work. This is because the people who are members of the LPD staff are the owners of the LPD itself so intrinsic motivation is needed to improve organizational performance. Intrinsic motivation will be able to bridge the gap between ability and willingness to work. Intrinsic motivation refers to feelings of satisfaction and pleasure from the work done at work (Al-Douri et al., 2020). Maintaining employee motivation is very important because motivation is the driving force for each individual who underlies employees to act and do something. Employees will not do something optimally if they do not have high motivation from within themselves to excel at work (Carvalho et al, 2020). Research conducted by Tahu et al (2019), Adnyani et al (2019), Jnaneswar & Ranjit (2022), Carvalho et al (2020), and Andika & Darmanto (2020) shows that intrinsic motivation has a positive and significant effect on employee performance. Meanwhile, research by Putra et al. (2023) found that intrinsic motivation has no significant effect on employee performance.

Tri Hita Karana provides a view that humans tend to view themselves and their environment as a system controlled by balance. The belief in the balance of harmony guides the Balinese people to behave which gives birth to various concrete actions that motivate them to do good things (Tahu et al., 2019). Motivation is a very important aspect in determining a person's behavior, including work behavior to be able to motivate someone requires an understanding of how the process of forming motivation in employees. This is in accordance with the results found by Tahu et al (2019), Yuliandari & Sunariani (2020), and Buchari & Wulanyani (2021) found that Tri Hita Karana-based organizational culture will have a significant positive effect on employee performance.

LPD requires good human resource management and performance evaluation in order to continue to grow and compete. This is an opportunity for researchers to conduct further research, especially by developing Hindu beliefs in Balinese organizations so that it is expected to be able to clarify the relationship of how Asta Brata leadership influences the performance of LPD employees through Tri Hita Karana culture. Based on the phenomenon of these problems, the research raised is entitled "The Role of Intrinsic Motivation in Mediating the Effect of Asta Brata Leadership and Tri Hita Karana-Based Organizational Culture on Employee Performance at Village Credit Institutions in Kuta District".

Employee Performance. According to Rivai (2013: 14) performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals, or criteria that have been determined in advance and have been agreed upon. According to Robbins (2015: 57), the definition of employee performance leads to an effort to achieve better work performance. The success in doing a job is largely determined by performance. According to Mangkunegara (2017: 67), the definition of performance is the result of work both in quality and quantity achieved by a person in carrying out

duties according to the responsibilities given. Indicators of employee performance in this study refer to research by Robbins (2015), among others:

- 1) Work quality is the employee's ability to produce work by company standards.
- 2) Quantity is the employee's ability to achieve work by company targets.
- 3) Timeliness is the employee's ability to complete work on time.
- 4) Effectiveness is the employee's ability to utilize resources for better work.
- 5) Independence is the employee's ability to make decisions at work.
- 6) Goal congruence is the employee's ability to contribute to employee goals.
- 7) Cooperation is the employee's ability to cooperate with coworkers.

Asta Brata Leadership. According to Sutrisno (2016: 213) leadership is a process of a person's activities to mobilize others by leading, guiding, influencing others, to do something so that the expected results are achieved. In Hindu Susastra there are leadership concepts that are adaptive to the times which are full of patriotism and spiritual values (Puja & Mahayasa, 2021). The leadership traits possessed by each individual are very different, one of which is influenced by the environment in which he lived in childhood (family). So in Bali, it is closely related to the teachings of Hinduism known as Asta Brata. The Asta Brata leadership indicators in this study refer to the research of Aryawan (2021) and Puja & Mahayasa (2021), among others:

- 1) Indra Brata is the leader's ability to nurture employees.
- 2) Yama Brata is the leader's ability to be fair in making decisions.
- 3) Surya Brata is the leader's ability to build harmonious relationships.
- 4) Candra Brata is the leader's ability to provide enlightenment to employees.
- 5) Bayu Brata is the leader's ability to increase employee morale.
- 6) Baruna Brata is the leader's ability to have broad insight.
- 7) Agni Brata is the leader's ability to motivate employees.
- 8) Knewa Brata is the leader's ability to always think about the welfare of his employees.

Tri Hita Karana Organizational Culture. According to Afandi (2018: 97), organizational culture is a system of values, assumptions, beliefs, philosophies, and organizational habits that exist in an organization. Another opinion by Siagian (2016: 201) explains that organizational culture is a shared understanding believed by employees that makes it unique compared to other organizations. Hinduism has a concept of life in order to balance spiritual and physical needs/soul and body, this concept is the basis for harmonizing relationships to organize a more harmonious life this concept is known as Tri Hita Karana. The concept of Tri Hita Karana is the concept of harmonizing relationships that are always maintained by Balinese Hindus including parahyangan (human relations with God), pawongan (human relations), and palemahan (human relations with the environment) sourced from the Hindu holy book Baghavadgita. Therefore, the concept of Tri Hita Karana, which developed in Bali, is a cultural concept rooted in religious teachings. The indicators used to measure organizational culture variables in this study refer to the opinions of Anggreswari & Gorda (2020) and Sitiari et al (2023) as follows:

- 1) Parhyangan
 - (1) Employees always prioritize high responsibility in completing work.
 - (2) Employees always prioritize honest behavior in their work.
- 2) Pawongan
 - (1) Employees can build a comfortable work climate in their work environment.
 - (2) Employees always provide friendly service to customers
 - (3) Employees always create harmonious relationships with coworkers
- 3) Palemahan



- (1) Employees always maintain a clean workplace
- (2) Employees always tidy up the workplace after completing their work.
- (3) Employees are willing to participate in preserving the surrounding environment

Intrinsic Motivation. According to Suwatno and Priansa (2016: 175) what is meant by intrinsic motivation is motives whose function does not need external stimulation, because within each individual there is already an urge to do something. According to Fahmi (2017: 100), intrinsic motivation is the motivation that arises grows, and develops within the person, which then influences him to do something valuable and meaningful. Indicators of intrinsic motivation variables in this study refer to the opinions of Adnyani et al (2019) and Mulyadi & Pancasati (2022) as follows:

- 1) Desire for achievement
 - (1) Employees have a desire for achievement
 - (2) Employees have the desire to develop their abilities
- 2) Desire for power
 - (1) Employees have the desire to obtain higher positions
 - (2) Employees want to have control in decision-making
- 3) Desire for affiliation
 - (1) Employees have a desire to be able to interact better with customers
 - (2) Employees have a desire to be able to build mutually supportive relationships with coworkers

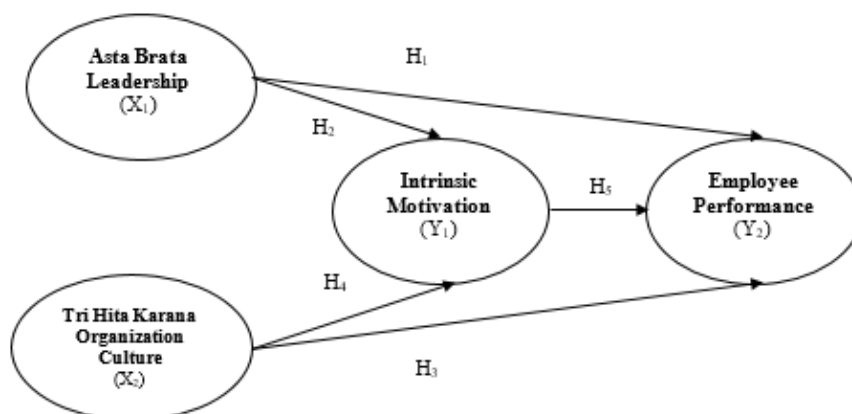


Figure 1. Research Framework

Research Hypothesis

- H1: Asta Brata leadership has a positive and significant effect on employee performance
- H2: Asta Brata leadership has a positive and significant effect on intrinsic motivation
- H3: Tri Hita Karana-based organizational culture has a positive and significant effect on employee performance.
- H4: Tri Hita Karana-based organizational culture has a positive and significant effect on intrinsic motivation.
- H5: Intrinsic motivation has a positive and significant effect on employee performance.

METHODS

This research uses a quantitative approach conducted at the Village Credit Institution (LPD) in Kuta District, Badung, Bali, namely Kedongan LPD, Kelan LPD, Tuban LPD, Kuta LPD, Legian LPD, and Seminyak LPD. The scope of this research is Asta Brata leadership, Tri Hita Karana-based



organizational culture, intrinsic motivation, and employee performance. The population in this study are employees who work in Village Credit Institutions in Kuta District, Badung with a total of 6 LPDs where the employees are 220 employees. Based on calculations with the Slovin formula, it can be seen that the number of respondents to be taken in the study was at least 69 respondents. Employees who will be sampled in this study will be taken randomly. Simple random sampling is a sampling technique that is carried out randomly, where each member of the population has the same opportunity to be selected. This technique aims to obtain a representative sample of the population so that the results of the analysis can be generalized to the entire population. The data collection method used is the survey method using a questionnaire. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used is inferential analysis to analyze the relationship between the variables studied.

RESULT AND DISCUSSION

The measurement model with reflexive indicators is assessed based on the correlation between item score/component score and construct score calculated by PLS. An individual reflexive measure is said to be high if it correlates more than 0.50 with the construct to be measured. In addition, it is done through discriminant validity, namely by looking at the average variant extracted (AVE) value with a standard of 0.50, and composite reliability is used to measure the reliability of a construct having a Cronbach alpha value ≥ 0.7 . The test results are as follows:

Table 1. Construct Validity Test Results

Construct	Item	P Value	Loading Factor	AVE	CR
Asta Brata Leadership (X1)	X1.1	0,939	0,000	0,877	0,987
	X1.2	0,963	0,000		
	X1.3	0,953	0,000		
	X1.4	0,971	0,000		
	X1.5	0,952	0,000		
	X1.6	0,893	0,000		
	X1.7	0,937	0,000		
	X1.8	0,926	0,000		
Tri Hita Karana Organization Culture (X2)	X2.1	0,861	0,000	0,715	0,944
	X2.2	0,923	0,000		
	X2.3	0,758	0,000		
	X2.4	0,925	0,000		
	X2.5	0,883	0,000		
	X2.6	0,821	0,000		
	X2.7	0,756	0,000		
	X2.8	0,820	0,000		
Motivation Intrinsic (Z)	Z1.1	0,779	0,000	0,582	0,910
	Z1.2	0,732	0,000		
	Z1.3	0,781	0,000		
	Z1.4	0,743	0,000		
	Z1.5	0,815	0,000		
	Z1.6	0,724	0,000		
Employee Performance (Y)	Y1.1	0,746	0,000	0,648	0,861
	Y1.2	0,833	0,000		
	Y1.3	0,809	0,000		



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Construct	Item	P Value	Loading Factor	AVE	CR
	Y1.4	0,866	0,000		
	Y1.5	0,791	0,000		
	Y1.6	0,754	0,000		
	Y1.7	0,829	0,000		

Source: Data processed, 2025

The results show that the effect of X1 on Y1, namely Asta Brata leadership on employee performance, obtained an original sample value of 0.258 with a p-value of $0.026 < 0.05$, meaning that Asta Brata leadership has a significant positive effect on employee performance. These results indicate that the better the application of leadership based on Asta Brata, the more employee performance will increase so the hypothesis is accepted.

The effect of X1 on Z1, namely Asta Brata leadership on intrinsic motivation, obtained an original sample value of 0.101 with a p-value of $0.524 > 0.05$, meaning that Asta Brata leadership has a positive but insignificant effect on employee performance. This result shows that the better the implementation of leadership based on Asta Brata, the more employee motivation will increase, but in this study, the increase is not significant so the hypothesis is rejected.

The effect of X2 on Y1, namely Tri Hita Karana-based organizational culture on employee performance, obtained an original sample value of 0.278 with a p-value of $0.014 < 0.05$, meaning that Tri Hita Karana-based organizational culture has a significant positive effect on employee performance. These results indicate that the better the application of Tri Hita Karana-based organizational culture, the more employee performance will increase so the hypothesis is accepted.

The effect of X2 on Y1, namely Tri Hita Karana-based organizational culture on intrinsic motivation, obtained an original sample value of 0.332 with a p-value of $0.005 < 0.05$, meaning that Tri Hita Karana-based organizational culture has a significant positive effect on employee performance. These results indicate that the better the application of Tri Hita Karana-based organizational culture will increase employee intrinsic motivation so that the hypothesis is accepted.

The effect of Z1 on Y1, namely intrinsic motivation on employee performance, obtained an original sample value of 0.343 with a p-value of $0.000 < 0.05$, meaning that intrinsic motivation has a significant positive effect on employee performance. These results indicate that the better the intrinsic motivation of employees, the more employee performance will increase so the hypothesis is accepted.

R2 employee performance (Y) of 0.401. Based on the criteria, the model includes moderate model criteria, which means that variations in Asta Brata leadership, Tri Hita Karana culture, and intrinsic motivation are able to explain variations in employee performance by 40.10% percent while the rest is explained by variations in other variables outside the analyzed model. The variation of intrinsic motivation (Z) has an R2 value of 0.138 including a weak model means that the variation of Asta Brata leadership and Tri Hita Karana culture can explain the variation of organizational commitment by 13.8% percent, the rest is explained by variations outside the model. So from the R-Square criteria, the entire inner model that forms intrinsic motivation and employee performance has met the requirements. In addition, the calculation results in a Q2 value of 0.484. This shows the amount of diversity of the research data explained by the research model is 48.8%. While the remaining 51.2% is explained by other factors that are outside this research model. These results state that this research model is classified as strong.

Table 2. Hypothesis Test Results



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Construc	Path Coefficient	P value	Keterangan
X1 -> Y1	0,258	0,026	Significant
X1 -> Z1	0,101	0,524	Not Significant
X2 -> Y1	0,278	0,014	Significant
X2 -> Z1	0,332	0,005	Significant
Z1 -> Y1	0,343	0,000	Significant
X1 -> Z1 -> Y1	0,035	0,576	Not Able to Mediate
X2 -> Z1 -> Y1	0,114	0,038	Partial Mediation
R ² Y: 0,401			
R ² Z: 0,138			
Q ² : 0,488			

The Effect of Asta Brata Leadership on Employee Performance at LPD Kuta District. Based on the results of the analysis, it was found that Asta Brata's leadership has a significant positive effect on employee performance. This result shows that the better the application of Asta Brata leadership, the better the performance of employees in the LPD of Kuta District. A leader who wholeheartedly carries out the values of the leadership philosophy based on Asta Brata which is based on Hindu religious teachings is proven to have a positive impact on employee or organizational performance (Sari, 2022). Based on the respondents' perception answers, it shows that employee performance is in the good category where the highest indicator is the ability to work in teams, which reflects the success of leaders in building effective cooperation and coordination. Thus Asta Brata's leadership can build teamwork and increase work effectiveness, although there is still room for improvement in the aspects of service and decision-making.

This result can be explained through attribution theory that employees are more likely to attribute the success achieved to the direction and support of the leader so that the resulting performance will increase. In line with the results of research by Sugianti et al (2019), Adnyani et al (2019), Puja & Mahayasa (2021), Purwaningrat et al., (2023), and Trisnawati & Sari (2023) state that Asta Brata leadership has a significant positive effect on employee performance.

The Effect of Asta Brata Leadership on Intrinsic Motivation in LPD Kuta District. Based on the results of the analysis, it was found that Asta Brata's leadership has a positive and insignificant effect on employee performance. This result shows that the better the application of leadership based on Asta Brata, the more employee motivation will increase but in this study, the increase is not significant. Based on the analysis of respondents' answers, it is known that the average perception of respondents regarding the application of Asta Brata leadership is in a very good category, but there are still employees who consider their leaders to be less able to be fair, less able to build harmonious relationships with employees, less able to provide enlightenment to employees, leaders are less able to increase morale, and less able to motivate their employees. This causes Asta Brata's leadership to be able to increase intrinsic motivation but not significantly.

Based on attribution theory, employees will be more likely to attribute intrinsic motivation to internal factors such as personal drive, individual values, or work experience, rather than the leadership itself. Although Asta Brata's leadership provides wise, fair, and inspirational direction, if employees feel that intrinsic motivation is more influenced by internal factors then the leadership is only a supporting factor that does not play a dominant role. This result supports the findings of Trisnawati & Sri (2023) who mentioned the idea of Asta Brata as a moral premise of the ruler is very important to serve as the basis for the pioneer spirit expressed but has no significant impact on intrinsic motivation. This is not in line with research conducted by Adnyani et al (2019),

Puspitasari (2019), and Widiarsa (2023) showing that Asta Brata leadership has a positive and significant effect on employee intrinsic motivation.

The Effect of Tri Hita Karana-Based Organizational Culture on Employee Performance at LPD Kuta District. Based on the results of the analysis it was found that the Tri Hita Karana-based organizational culture has a significant positive effect on employee performance. These results indicate that the better the application of Tri Hita Karana-based organizational culture, the more employee performance in the LPD environment in Kuta District will increase. The concept of Tri Hita Karana is a concept that has been adopted as a guideline in every aspect of life, including in business (Sitiari et al., 2024). In this study, it is proven that the Tri Hita Karana concept is able to improve employee performance. Based on respondents' answers, Tri Hita Karana-based organizational culture is in the very good category, and all indicators used are in the very good category. So that Tri Hita Karana-based organizational culture has been able to create a conducive work environment, increase a sense of responsibility, and strengthen cooperation between employees. This has an impact on improving employee performance, especially in the aspects of teamwork and work discipline.

Based on the perspective of attribution theory, employees who attribute their work success to the support of a good work environment, strong social relationships, and spiritual values that give meaning to work, the Tri Hita Karana culture becomes an external factor that encourages work behavior in producing the best performance. The results of this study are by the research of Putra & Indiyani (2020), Wahyuni et al. (2021), Widnyani & Astitiani (2022), Purwanto et al. (2023), and Pramesti et al. (2023) who found that Tri Hita Karana-based organizational culture has a significant positive effect on performance.

The Effect of Tri Hita Karana-Based Organizational Culture on Intrinsic Motivation in LPD Kuta District. Based on the results of the analysis it was found that Tri Hita Karana-based organizational culture has a significant positive effect on intrinsic motivation. This result shows that the better the application of Tri Hita Karana-based organizational culture, the better the intrinsic motivation of employees in the LPD environment in Kuta District. Based on the descriptive results show that the Tri Hita Karana-based organizational culture is in the excellent category. All indicators in this culture get a high score, especially in the aspect of honest behavior at work, which reflects the strong value of Pawongan or harmonious relationships between people. A work culture based on honesty, togetherness, and concern for others creates a sense of trust and comfort at work, which in turn increases employees' intrinsic motivation.

Meanwhile, descriptive results related to intrinsic motivation show that this variable is in the good category. The highest indicator is the desire to have a supportive relationship with coworkers, which shows that the Pawongan aspect of Tri Hita Karana plays an important role in building a work environment that supports each other. So the belief in the balance of harmony becomes a guideline for Balinese people to behave which gives birth to various concrete actions that provide motivation within themselves to do good things (Tahu et al., 2019).

Based on the perspective of attribution theory, employees who attribute their work success to the support of a good work environment, strong social relationships, and spiritual values that provide meaning at work, the Tri Hita Karana culture becomes an external factor that increases employee intrinsic motivation. These results are in accordance with the findings of Tahu et al (2019), Yuliandari & Sunariani (2020), and Buchari & Wulanyani (2021) found that Tri Hita Karana-based organizational culture will have a significant positive effect on employee performance.

The Effect of Intrinsic Motivation on Employee Performance at LPD Kuta District. Based on the results of the analysis found that intrinsic motivation has a significant positive effect on



employee performance. This result shows that the better the intrinsic motivation of employees, the better the performance of employees in the LPD environment in Kuta District. Employee motivation is the key to helping achieve outstanding performance (Greetha, 2023). Descriptive results show that the intrinsic motivation variable is in the good category, on the other hand, descriptive results show that employee performance is in the good category. This reflects that intrinsic motivation, especially in the form of social support and a sense of community, has contributed to improving employee performance. Employees who have a work drive from within themselves tend to be more productive, and more involved in the team, as well as have higher levels of job satisfaction, which ultimately has an impact on improving organizational performance. Therefore, companies need to continue to strengthen factors that encourage intrinsic motivation, such as recognition of employee contributions, self-development opportunities, and the creation of a supportive and collaborative work environment.

Based on attribution theory, individuals who attribute their success to personal effort and not to unstable external factors, such as luck or temporary support, cause the effect of intrinsic motivation on performance to be significant. Employees who believe that their performance is the result of factors that can be controlled by themselves, then employees will be more likely to continue to try and improve their performance. These results are in line with the research of Adnyani et al (2019), Tahu et al (2019), Jnaneswar & Ranjit (2022), Carvalho et al (2020), and Andika & Darmanto (2020) showing that intrinsic motivation has a positive and significant effect on employee performance.

The Mediating Role of Intrinsic Motivation on the Effect of Asta Brata Leadership on Employee Performance at LPD Kuta District. Based on the results of the analysis, it is found that intrinsic motivation is not able to mediate the influence of Asta Brata's leadership on employee performance in the LPD environment of Kuta District. This shows that in the LPD environment of Kuta District, employee performance is more directly influenced by leadership, rather than through increased intrinsic motivation. In addition, it is also because there are still employees who think that their leaders are unable to be fair, less able to build harmonious relationships with employees, less able to enlighten employees, and leaders are less able to increase work enthusiasm, and less able to motivate employees in increasing the work enthusiasm of their employees so that they are unable to increase work motivation and employee performance. This shows that although Asta Brata's leadership has been implemented very well, there are still shortcomings in the aspects of providing emotional support and motivation to employees.

On the other hand, the employee intrinsic motivation variable is in the good category, and the employee performance variable is also in the good category. Although intrinsic motivation can improve performance in the aspect of teamwork, the lack of motivation for self-development and non-optimal leadership in building individual motivation causes employee performance to not increase optimally. This result is not in line with the research of Adnyani et al (2019), Puspitasari (2019), Widiarsa (2023), Carvalho et al (2020), and Andika & Darmanto (2020) which link Asta Brata leadership to intrinsic motivation and employee performance.

The Mediating Role of Intrinsic Motivation on the Effect of Tri Hita Karana-Based Organizational Culture on Employee Performance at LPD Kuta District. Based on the results of the analysis, it was found that intrinsic motivation partially mediates the influence of tri hita karana-based organizational culture on employee performance in the LPD environment of Kuta District. This means that a strong organizational culture can improve employee performance directly, but also part of its influence occurs through increased intrinsic motivation.

A strong organizational culture can directly improve performance, especially in aspects of teamwork and a harmonious work environment. However, for aspects such as speed of service and contribution to company goals, intrinsic motivation acts as an additional factor that can strengthen this relationship. Therefore, in addition to continuing to strengthen the Tri Hita Karana-based organizational culture, companies also need to encourage employees' intrinsic motivation by providing self-development opportunities, recognition of individual achievements, and a greater role in decision-making so that the impact on performance is optimal.

These results are those revealed by Purwanto et al (2023), and Pramesti et al (2023) who found that Tri Hita Karana-based organizational culture has a significant positive effect on performance, and Adnyani et al (2019), Tahu et al (2019), Jnaneswar & Ranjit (2022), Carvalho et al (2020), and Andika & Darmanto (2020) showed that intrinsic motivation has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the analysis, it can be concluded that Asta Brata leadership has a positive and significant effect on employee performance, Asta Brata leadership has a positive and insignificant effect on employee intrinsic motivation, Tri Hita Karana-based organizational culture has a positive and significant effect on employee performance, Tri Hita Karana-based organizational culture has a positive and significant effect on intrinsic motivation, Intrinsic motivation has a positive and significant effect on employee performance, intrinsic motivation is unable to mediate the effect of Asta Brata leadership on employee performance, intrinsic motivation partially mediates the effect of Tri Hita Karana-based organizational culture on employee performance. The findings support attribution theory in which the success of employees in the organization is proven to be attributable to internal factors such as leadership and intrinsic motivation and external factors, namely the work culture applied.

Based on the existing conclusions, leaders are expected to be able to nurture employees, be fair in decision-making, and build harmonious relationships with subordinates. In addition, effective leaders must also have broad insight, be able to provide motivation, increase morale, and always think about the welfare of their employees. From the employee side, the results of this study emphasize the importance of high responsibility in completing work and upholding honesty at work.

Employees who are able to create a comfortable work climate, provide friendly service to customers, and build harmonious relationships with colleagues will contribute to increased productivity and organizational performance. In addition, the habit of maintaining a clean workplace and maintaining order after completing tasks also plays a role in creating a conducive work environment. In addition, this study shows that individuals with high intrinsic motivation have a desire to achieve, develop their abilities, and achieve higher career levels. Employees who have control over decision-making and build supportive relationships with coworkers will find it easier to achieve company targets. The ability to serve customers quickly, make optimal use of resources, and contribute to company goals are important factors in improving organizational effectiveness.

The limitation of this research is that the scope of the research cannot be generalized to other industries, meaning that this research is only able to explain to LPD employees in Kuta District so it is necessary to conduct research not only in LPD but in other organizations based on Hinduism. This study also discusses factors related to Hinduism that can cause differences in respondent characteristics so that it can develop research by adding other variables. In addition, the R-square



value obtained is below 50%, which indicates that the independent variables used are only able to explain a small part of the variation in the dependent variable so that further research can add other variables that are not studied such as competence, organizational commitment or job satisfaction, and can improve the quality, amount of data, or use more complex analysis methods to obtain more accurate and comprehensive results.

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