

The Role of Work Motivation to Mediate the Quality of Human Resources and Work Culture towards the Performance of Non-Civil Servant Hindu Religious Counselor at the Ministry of Religion, Tabanan Regency



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ABSTRACT: This study aims to analyze the effect of quality human resources and work culture on the performance mediated by job motivation. The study population was all non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency, amounting to 65 people. The research methods using descriptive analysis and inferential analysis with Structural Equation Model-Partial Least Square (SEM-PLS) analysis. The results showed that the quality of human resources, work culture, and motivation directly had a positive and significant effect on the performance of the instructor. The quality of human resources and work culture has a positive and significant effect on the performance of the instructor. Motivation is positively and significantly able to mediate the influence of the quality of human resources and work culture on the performance of non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency. The implication of the research is the need to increase the understanding of extension workers to their duties and awareness in complying with the regulations that apply to the organization. The research suggestion is to further improve the provision of seminars and training as an effort to increase the understanding of the instructor in carrying out his duties, as well as to provide strict sanctions for violating the regulations so that it can further improve the instructor's discipline and impact on improving the performance of the instructor.

KEYWORDS: Quality of Human Resources, Work Culture, Motivation, Performance

INTRODUCTION

Religious counselor has a strategic function in disseminating religious information in society. Non-civil servant Hindu religious counselor have the responsibilities to carry out the informative, educative, consultative and advocating functions in the community (Patsan, 2020). In an effort to support the performance of the Head of the Office of the Ministry of Religion related to the development of Hindus, a non-civil servant Hindu religious counselor was appointed based on the Decree of the Regional Head of the Ministry of Religion of Bali Province, Number 07 of 2016 concerning the determination of non-civil servant Hindu religious counselor within the Bali Province Ministry of Religion Office.

Tabanan Regency has the highest number of assisted villages compared to other districts in Bali Province, reaching 133 service villages from 10 sub-districts with the majority of the population being Hindu. Non-civil servant Hindu religious instructors are assistants to the section head. Hindu religious instructors are the spearhead of the Ministry of Religion who carry out religious guidance to the community to realize the Ministry's vision and mission. Non-civil servant Hindu religious counselor from the Ministry Religion of Tabanan Regency have received an award as the champion of the exemplary instructor organized by the Ministry Religion of the Bali Province in 2019.

The improvement of human resources and Hindus in Tabanan Regency is a process and government effort to improve human resources both in the fields of development and religious education. The quality of human resources is the basis for being able to compete in the global world, so professional management is needed in the field of coaching Hindus by non-civil servant Hindu religious counselor (Sueca, 2018).

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The appointment of non-civil servant Hindu religious counselor is required to be able to implement Sad Dharma (Dharma Wacana, Dharma Gita, Dharma Tula, Dharma Santih, Dharma Yatra, Dharma Sadhana). This is a difficult requirement because the applicant's last education is not a Hindu religion graduate. Only a few counselor have the potential to implement Sad Dharma. In the Bhagavad Gita verse it is stated that everyone must carry out work without coercion and attachment, because with sincerity and high enthusiasm will achieve the highest goal. To improve the educational qualifications of religious counselor, it is necessary to plan for improving education and training through seminars and workshops, so that non-civil servant counselor is able to demonstrate professional abilities.

At the individual level, performance refers to job satisfaction, achieving goals, and personal adjustments; At the group level, this refers to enthusiasm, cohesion, efficiency, and productivity; and at the organizational level, this is about profit, efficiency, productivity, absence rates, turnover rates, and adaptability (Wijaya et al., 2019). The performance of non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency can be measured by several assessment indicators are the level of attendance in an activity, the level of coordination, responsibility and innovation. Observation of several informants, it was found that there were several problems with the lack of responsibility of the extension workers to their work. This happened because some of the extension workers had side jobs so they could not focus on their main tasks and functions as counselor. Violations that occurred, such as monthly reports are not on time, that performance has not been maximized. In addition, there is a lack of teamwork coordination and miscommunication. Another phenomenon that occurs in the field shows that the development of non-civil servant Hindu religious counselor in Tabanan Regency has not been able to run optimally. This is because the process of fostering Hindus in Tabanan Regency is not running according to the standards set by the government and has not been able to show significant results.

The obstacles that exist are that the counselor performance has not been effective and optimal, the opportunity to participate in education and training is still lacking. In addition, low awareness of responsibility, lack of compliance with regulations, low level of motivation seen from indiscipline in participating in an activity, inappropriate award, providing inappropriate job opportunities, and the remuneration provided is still below the regional minimum salary (UMR) of Tabanan Regency.

Performance is the result of work achieved by a person or group in accordance with the authority and responsibility in an effort to achieve company goals, does not violate the law and does not conflict with morals and ethics (Afandi 2018:83). Good employee performance is shown by quality work, on time and able to achieve targets (Sugianingrat et al., 2021). Factors that affect employee performance are work motivation, job satisfaction, stress levels, physical conditions of work, compensation systems, leadership styles, technical aspects, and other behaviors (Martoyo, 2015:15).

The success achieved by the organization cannot be separated from the Quality of Human Resources who work together to support the activities of the organization. Utilising company resource-based expertise and dynamic perspectives are absolutely necessary to create competitiveness (Wijaya & Suasih, 2020). Quality of Human Resources is the ability of employees to carry out the inspection process seen from a person's skills, educational background, requirements that must be followed to carry out the inspection process, training, professional problems and socialization of changing regulations. The quality of human resources is related to professionalism. The high quality of Human Resources is expected to appear in professionals, by having the expertise, organization and code of ethics that make it easy to develop concepts, benchmarks that can be used to assess and form self-image. Having employees with good performance can make it easier for leaders to direct them to achieve goals, besides that quality human resources can be expected to encourage the organization's competitive excellence (Suryani et al., 2020:1). This shows that the quality of human resources has a positive and significant effect on employee performance (Gerhana et al., 2019; Indriani, 2021; Kesuma et al., 2021). Quality human resources, having good behavior, being able to communicate flexibly, and being able to relate well between employees will have an impact on improving employee performance. Meanwhile, another opinion states that the quality of human resources has no significant effect on employee performance (Kurniawan, 2012).

Work Culture makes it effective and efficient. Work culture is a philosophy based on a view of life as values that become traits, habits and also drivers that are cultivated in a group and are reflected in attitudes into behaviors, ideals, opinions, views and actions that manifest as work or work (Gering, 2013:2017). A positive work culture can improve employee performance. The results of several studies state that work culture has a positive and significant effect on employee performance (Meilinda et al., 2019; Sianturi et al., 2021; Wibawanto et al., 2021). While other opinions show that work culture has no significant effect on employee performance, if work culture is improved, employee performance will decrease but not significantly (Nugroho et al., 2016).

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In addition, work motivation is an important factor in improving employee performance. Work motivation is a process that describes a person's strength, direction, and persistence to achieve the goals (Stephen P. Robbins & Timothy A. Judge, 2015: 127). High work motivation will improve employee performance (Wibawanto et al., 2021). Some research results state that work motivation has a significant effect on employee performance (Indriani, 2021; Musmar, 2021; Motivasi et al., 2021).

Based on the phenomena found in non-civil servant Religious Extension Officers at the Ministry Religion of Tabanan Regency as well as the results of previous studies showing inconsistent results or research gaps, it is necessary to re-examine the influence of the Quality of Human Resources and Work Culture on Work Motivation both in terms of directly or indirectly on the Performance of non-civil servant Hindu Religious Counselor.

II. LITERATUR REVIEW

A. Attribution Theory

Attribution theory explains about a person's behavior. Observing someone's behavior can be seen from internal sources (ability, knowledge or effort) or external sources (e.g., luck, opportunity and environment). Internally induced behavior is believed to be under the control of the individual (Robbins, 1996). While behavior is externally seen as the result of the situation that causes the behavior. Attribution theory can help companies to handle circumstances and improve performance by studying the behavior of employees.

B. Performance

Employee performance as a result of work in terms of quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Employee performance can be measured by the ability to complete the tasks and responsibilities assigned (Kawiana et al., 2021). Performance contains elements of achievement standards that must be met (Ibrahim et al., 200). Factors that affect employee performance are the work environment, abilities and expertise, knowledge, work design, personality, quality of human resources, work motivation, leadership, leadership style, work culture, job satisfaction, loyalty, commitment, and work discipline (Kasmir, 2018:189-193). Indicators measuring employee performance are quality, quantity, timeliness, effectiveness, independence (Stephen P. Robbins & Timothy A. Judge, 2015:260).

C. The Quality of Human Resources

The quality of human resources is the ability of employees to carry out the inspection process seen from a person's skills, educational background, and training. Quality human resources when they have sufficient education, training and experience to carry out the assigned tasks and responsibilities (Kharis, 2010). Indicators measure the quality of human resources as knowledge, skills and abilities.

D. Work Culture

Work culture is the basic assumptions created, discovered, or developed by the group as a habit and transferred to new employees to understand (Schein, 2014:17). Work culture directs employees to have the same ideals to achieve organizational goals. In addition, work culture will encourage employees to work better and have high motivation. Work culture is a person's way of giving meaning to work through moral principles that are owned, which fosters strong belief on the basis of the values believed, has a high spirit to realize the best performance. Indicators measure the work culture are habits, rules, and values. Culture in the work environment, especially based on local wisdom, has a good influence in encouraging the spirit to do something (Ariani et al., 2022)

E. Work Motivation

Work motivation is one of the factors that determine a person's performance. Work motivation is the provision of a driving force that creates work passion, is ready to work together, works effectively and is integrated with efforts to achieve satisfaction (Hasibuan, 2014:2019). Indicators measure the work culture are physical, safety, social, esteem, and self-actualization needs.

F. hypothesis

The role of human resources is the basic capital determining to achieve company goals. It is important to pay attention to employee performance to increase employee productivity and support company activities. The quality of human resources is the ability of employees through the provision of education, training and experience. Work culture is also one of the factors that affect performance. Work culture is a group habit that is reflected in attitudes into behaviors, ideals, opinions, views and actions that manifest as real work. In addition, motivation is a force to achieve goals. The framework in this research is as follows:

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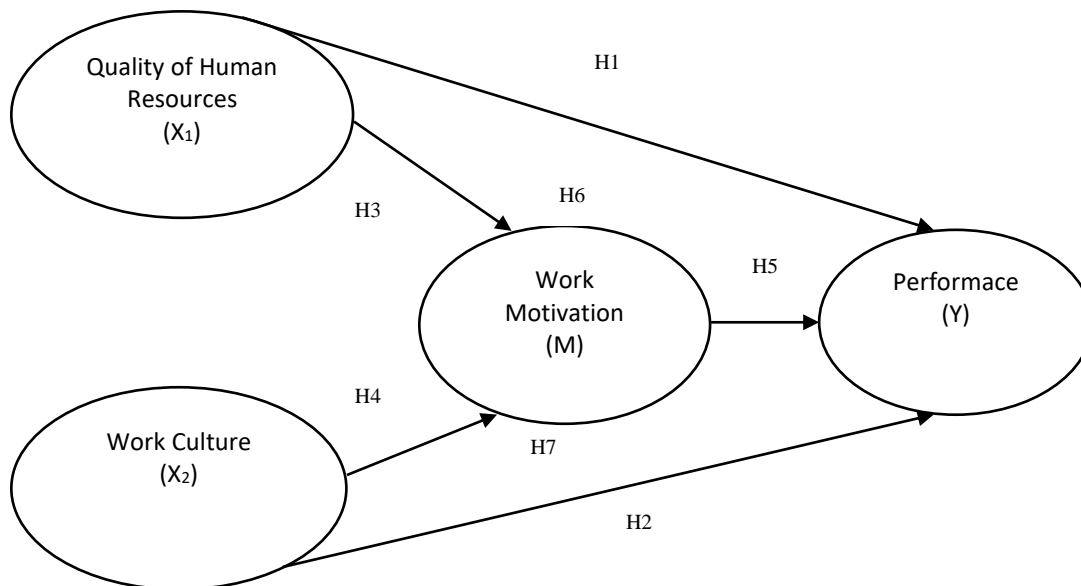


Figure 1. Research Concept Framework

- H1: Quality of Human Resources has a positive and significant effect on Performance
- H2: Work Culture has a positive and significant effect on Performance
- H3: The quality of human resources has a positive and significant effect on work motivation
- H4: Work Culture has a positive and significant effect on Work Motivation
- H5: Work Motivation has a positive and significant effect on Performance
- H6: Work Motivation positively and significantly mediates the influence of the Quality Human Resources on Performance
- H7: Work Motivation positively and significantly mediates the influence of Work Culture on Performance

III. RESEARCH METHOD

The approach of this research is a quantitative approach (positivism). This quantitative approach is to conduct a survey technique is a study that takes a sample of a population to rely on a questionnaire as data collection instruments, to obtain information and facts in a factual and generally the unit of analysis is the individual. Research was conducted at the Ministry of Religion, Tabanan Regency. The population in this research is the overall Non-Civil Servant Hindu Religious Counselor as many as 65 people. Determination of the number of samples is done by using the saturated sample. Collecting data in this study was done in two ways: (a) the deployment of a list of questions (questionnaire), and (b) in-depth interviews. The method of measurement used is Likert Scale, to measure attitudes to agree or disagree on the subject, object or certain events. The data analysis used in this research is Structural Equation Modeling (SEM). SEM methods used to analyze the causal relationship between variables defined in this study either directly (direct effects) or indirectly (indirect effects).

IV. RESULTS AND DISCUSSION

A. Result

The results of data collection and analysis of the characteristics of research respondents into several groups are described as follows:

Table 1. Characteristics of Respondents

Characteristics of Respondents	Amount (Person)	Percentage (%)
Gender		
Man	29	44,62
Woman	36	55,28
Amount	65	100

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Age		
< 21 Year	0	0,0
22-30 Year	16	24,61
31-40 Year	26	40,00
41-50 Year	15	23,08
> 50 Year	8	12,31
Amount	65	100
Last education		
SMA/SMK equivalent	10	15,38
Diploma	0	0,0
S1	45	69,32
S2	10	15,38
Amount	65	100
Last education		
< 1 Years	0	0,0
1-5 Years	25	38,46
6-10 Years	32	49,23
> 10 Years	8	12,31
Amount	65	100

Source: Data processed, 2022

Inferential Analysis Results

Convergent validity is related to the indicators of a construct that aims to determine the validity of each relationship between the indicator and the construct or its latent variable. Convergent validity is measured using outer loading. The following is the result of the outer model that shows the outer loading value using the SmartPLS 3.0 analysis tool.

Table 2. Convergent Validity Test Results

Indicator	Outer Loading	P Values	description
M1 <- Work Motivation	0,801	0,000	Valid
M2 <- Work Motivation	0,877	0,000	Valid
M3 <- Work Motivation	0,823	0,000	Valid
M4 <- Work Motivation	0,906	0,000	Valid
M5 <- Work Motivation	0,897	0,000	Valid
X1.1 <- Quality of Human Resources	0,844	0,000	Valid
X1.2 <- Quality of Human Resources	0,938	0,000	Valid
X1.3 <- Quality of Human Resources	0,940	0,000	Valid
X2.1 <- Work Culture	0,885	0,000	Valid
X2.2 <- Work Culture	0,949	0,000	Valid
X2.3 <- Work Culture	0,957	0,000	Valid
Y1 <- Performace	0,800	0,000	Valid
Y2 <- Performace	0,909	0,000	Valid
Y3 <- Performace	0,870	0,000	Valid
Y4 <- Performace	0,811	0,000	Valid
Y5 <- Performace	0,818	0,000	Valid

Source: Data processed, 2022

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Based on the results of the estimated loading factor in table 2, the value the items produced by the constructs have been 0.5. Thus it can be concluded that the whole construct can be said to be valid.

Discriminant validity

Discriminant validity is used to test the validity of a model. The value of *discriminant validity* can be done by comparing the value of the *square root Average Variance Extracted (AVE)* of each construct with the correlation between the construct and other constructs in the model. The results of the *cross-loading analysis discriminant validity* can be seen in Table 3.

Table 3. Discriminant Validity Test Results

	Work Culture	Performace	Quality Of Human Resources	Of Work Motivation
M1	0,441	0,493	0,470	0,801
M2	0,530	0,592	0,587	0,877
M3	0,598	0,662	0,464	0,823
M4	0,662	0,726	0,725	0,906
M5	0,626	0,681	0,649	0,897
X1.1	0,650	0,635	0,844	0,480
X1.2	0,622	0,685	0,938	0,663
X1.3	0,619	0,678	0,940	0,697
X2.1	0,885	0,741	0,611	0,575
X2.2	0,949	0,729	0,660	0,640
X2.3	0,957	0,775	0,655	0,658
Y1	0,688	0,800	0,638	0,552
Y2	0,738	0,909	0,679	0,718
Y3	0,781	0,870	0,587	0,613
Y4	0,560	0,811	0,607	0,601
Y5	0,599	0,818	0,574	0,633

Source: Data processed, 2022

The test results in Table 3 explain that the index coefficient value of each construct is greater than the value of other construct indicators in the same block, so it is declared valid based on the discriminant validity criteria.

Table 4. AVE Calculation Test Results

Construct	AVE	\sqrt{AVE}	Koefisien Korelasi			
			X2	Y	X1	M
Work Culture	0,866	0,931	0,931			
Performace	0,710	0,843	0,804	0,843		
Quality Of Human Resources	0,825	0,908	0,690	0,733	0,909	
Work Motivation	0,743	0,862	0,672	0,741	0,682	0,862

Source: Data processed, 2022

The test results in Table 4 explain that the Average Variance Extracted (AVE) value of all constructs is greater than 0.50 according to the valid requirements based on the discriminant validity criteria.

Composite reliability and cronbach alpha

Composite reliability and cronbach alpha are used to measure the reliability of a construct, namely to test the accuracy, consistency and accuracy of the instrument in measuring the construct. analysis Composite reliability is presented in table 5.

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Table 5. Composite Reliability and Cronbach Alpha Test Results

Construct	Cronbach's Alpha	rho_A	Composite Reliability
Work Culture	0,922	0,925	0,951
Performace	0,897	0,903	0,924
Quality Of Human Resources	0,893	0,907	0,934
Work Motivation	0,913	0,926	0,935

Source: Data processed, 2022

The test results in Table 5 explain that the composite value of reliability and Cronbach Alpha of all constructs has shown a value greater than 0.70 so that it reliable.

Evaluation of the Structural Model (Inner Model)

Evaluation of the structural model through R-Square

The predictive power of the structural model can be measured using *RSquare* explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a certain influence.

Table 6. Evaluation of the Structural Model (Inner Model)

Construct	R Square	R Square Adjusted
Performace (Y)	0,742	0,729
Work Motivation (M)	0,542	0,528

Source: Data processed, 2022

The test results in Table 5 explain that the R-square value of performance is 0.729; based on Chin's criteria (Ghozali, 2016:85), then the model includes the criteria of a strong model, the meaning is that the variation in the Quality of Human Resources, Work Culture, and Work Motivation is able to explain variations in the Performance 72.9 percent. While the work motivation variable has an R-square value of 0.528 is a strong model, it means that variations in the quality of human resources and work culture are able to explain work motivation, which is 52.8 percent.

Evaluation of the structural model through Q-Square (Q2)

Q2 Predictive Relevance values of 0.002, 0.15 and 0.35 indicate that the model is weak, moderate, and strong. The value of $Q2 > 0$ indicates that the model has predictive relevance, while $Q2 < 0$ indicates that the model lacks predictive relevance. The formula for Q-Square is: $Q2 = 1 - (1 - R12)(1 - R22)$. The magnitude of the Q-Square value is $= 1 - (1 - R12)(1 - R22) = 1 - (1 - 0.246)(1 - 0.719) = 0.788$, based on this result, the model has strong criteria, meaning 78.80% variation endogenous constructs can be predicted by variations of exogenous constructs.

Path Analysis and Hypothesis Testing

The path diagram structure is used to describe the relationship between latent variables, both exogenous latent variables and endogenous latent variables, including the indicators that make up these latent variables. Hypothesis testing is evaluated by looking at the t-statistic value, as well as the p-value. At the t-statistic condition greater than t-table (1.96), and p-value below 0.05, the research hypothesis can be accepted.

Table 7. Path coefficient

Construct	Path Coefficient	T Statistics	P Values	Description
Quality Of Human Resources -> Performace	0,224	2,001	0,046	Significant
Work Culture -> Performace	0,464	4,448	0,000	Significant
Quality Of Human Resources -> Work Motivation	0,417	3,304	0,001	Significant
Work Culture -> Work Motivation	0,384	2,731	0,007	Significant
Work Motivation -> Performace	0,277	3,318	0,001	Significant

Source: Data processed, 2022

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The results as presented in Table 7 show that:

1. Testing of the path coefficient between the Quality of Human Resources to the construct of Extension Performance is 0.224 with a t-statistic coefficient of 2.001 > t-table 1.96, and p value 0.046 < 0.05, indicating that the Quality of Human Resources has an influence positive and significant on the Performance of the Extension Officer. The results of this test prove the first hypothesis (H1) is accepted.
2. Testing of the path coefficient between Work Culture towards the instructor's Performance construct of 0.464 with a t-statistic coefficient of 4.448 > t-table 1.96, and p value 0.000 < 0.05, indicating that Work Culture has a positive and significant influence on Extension Performance. The results of this test prove that the second hypothesis (H2) is accepted.
3. The test of the path coefficient between the Quality of Human Resources to the Work Motivation construct is 0.417 with a t-statistic coefficient of 3.304 > t-table 1.96, and p value of 0.001 < 0.05, indicating that the Quality of Human Resources has an influence positive and significant to work motivation. The results of this test prove the third hypothesis (H3) is accepted.
4. The test of the path coefficient between Work Culture towards the Work Motivation construct is 0.384 with a t-statistic coefficient of 2.731 > t-table 1.96, and p value 0.007 < 0.05, indicating that Work Culture has a positive and significant influence on Work motivation. The results of this test prove the fourth hypothesis (H4) is accepted.
5. The test of the path coefficient between work motivation to the instructor's performance construct is 0.277 with a t-statistic coefficient of 3.318 > t-table 1.96, and p value of 0.001 < 0.05, indicating that work motivation has a positive and significant influence on Extension Performance. The results of this test prove the fifth hypothesis (H5) is accepted.
6. Testing the influence of the quality of human resources and work culture on the performance of non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency through work motivation as a mediating variable as shown in the results of the total indirect effect in Table 5.12 below.

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Table 8. Indirect Effect

Construct	Path Coefficient	T Statistics	'alues	Description
Quality Of Human Resources -> Work Motivation -> Performace	0,115	2,376	0,018	Significant
Work Culture -> Work Motivation -> Performace	0,106	2,089	0,037	Significant

Source: Data processed, 2022

Based on Table 8, the path coefficient is 0.115 with a t-statistic coefficient of 2.376 > t-table 1.96 and p value of 0.018 < 0.05. The test results prove the sixth hypothesis (H6), which states that work motivation positively and significantly mediates the effect of the quality of human resources on the performance of non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency. The coefficient results of 0.106 with t-statistics of 2.089 > t-table of 1.96 and p value of 0.037 < 0.05 proves the seventh hypothesis (H7), which states that work motivation positively and significantly mediates the influence of work culture on the performance of non-Hindu religious counselor. Civil servants of the Ministry Religion of Tabanan Regency can be accepted.

V. DISCUSSION

The Effect of Human Resources Quality on Performance

The results test of quality human resources towards performance is 0.224, t-statistic coefficient of 2.001 > t-table 1.96, and p value of 0.046 < 0.05, this indicates that the Quality of Human Resources has a positive and significant influence on performance non-civil servant Hindu Religious Instructor. The Quality of human resources has an impact on improving performance. The success achieved by the Ministry Religion of Tabanan Regency cannot be separated from the Quality of Human Resources who support each activity. Non-civil servant Hindu Religious Counselors as Human Resources at the Ministry Religion of Tabanan Regency have good qualities such as knowledge, skills, and abilities in carrying out work. Quality Human Resources will produce good performance. Based on respondents' answers, the indicator of ability has a dominant factor in assessing the quality of human resources. This is in line with the results of interviews conducted as follows:

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“In my opinion, every Hindu religious counselor who works at the Ministry Religion of Tabanan Regency, especially non-civil servants, already has adequate capabilities in carrying out their duties such as conducting counseling, data collection, and preparing reports that have been carried out well, involvement in task completion. This means that the counselor is able to provide performance in accordance with organization expectations. However, there are some counselors who have less skills and knowledge, but this can be improved through work experience so that the work results displayed are also better.”

The results of the interview show that the Quality of Human Resources owned by the Ministry Religion of Tabanan Regency, especially non-civil servant counselor has a good category and this can be improved through work experience. The quality of human resources has a positive and significant effect on performance (Indriani, 2021; Kesuma et al., 2021; Nurdiansyah, 2017).

The Effect of Work Culture on Performance

The results test of the work culture toward performance is 0.464, t-statistic coefficient of 4.448 > t-table 1.96, and p value of 0.000 < 0.05. Work culture has a positive and significant effect on performance. Positive work culture has an impact on increasing performance.

The fundamental problem for an organization is to create a strong culture. Because a strong culture will be able to improve employee performance. The existing work culture at the Ministry Religion of Tabanan Regency can influence the attitudes and behavior of non-civil servant Hindu religious counselor, a positive work culture such as created work habits, regulations, and values in the organization can build comfort and harmony at work. It can be improving the performance of non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency. Based on the results of respondents' answers, the indicator of habit has a dominant factor in assessing the work culture of non-civil servant Hindu Religious Counselor from the Ministry Religion of Tabanan Regency. This is in line with the results of interviews conducted as follows.

"In my opinion, some Hindu religious counselor, especially non-civil are able to prioritize the completion of work over personal matters and this has become a personal habit, other habits such as carrying out work according to the guidelines. The work standards that have been set are also owned by some counselor and become a work culture, but there are still some extension workers who do not apply the work culture because of different characteristics, but still provide good performance.”

The results of the interview show that the work culture of the non-civil servant Hindu religious instructor at the Ministry Religion of Tabanan Regency makes the performance shown by the Hindu religious instructor to be more optimal. These results indicate that work culture has a positive and significant effect on employee performance (Musmar et al., 2021; Sianturi et al., 2021; Wibawanto et al., 2021)

The Effect of Quality Human Resources on Work Motivation

The results test of the quality of human resources toward work motivation is 0.417, t-statistic coefficient of 3.304 > t-table 1.96, and p value of 0.001 < 0.05. The quality of human resources has a positive and significant influence on work motivation non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency. This shows that the higher the quality of human resources owned will increase work motivation.

The development of human resources in order to become qualified human resources will affect work motivation if carried out systematically, meaning that there are efforts to maximize the potential of non-civil servant Hindu Religion counselor in the Ministry Religion of Tabanan Regency, devote time, costs, and thoughts to improve important competencies possessed by extension workers. This can motivate counselor to improve their skills and show that non-civil servant Hindu religious counselor are valuable to the organization. This is in line with the results of an interview conducted with one of the Hindu religious counselor who stated the following:

"In my opinion, the Ministry Religion of Tabanan Regency already has a good program to improve the ability of counselor, one of which is the existence of training and seminars and the program has been carried out well, which has made the instructor's ability to be better in completing Duty. I think the existence of the training and seminar program is a form of organization attention to improving the ability of extension workers, now that also makes me as an extension worker feel valued and feel that I have an important role in the organization so that it motivates me as a counselor to give the better performance”.

The results of the interview show that the organization attention to the Quality of Human Resources in the Ministry Religion of Tabanan Regency makes Hindu religious counselor motivated to provide better performance. These results explain that the quality of human resources has a positive and significant effect on work motivation (Fauziah, 2021; Simangunsong, 2021).

The Effect of Work Culture on Work Motivation

The results test of the work culture toward work motivation is 0.384, a t-statistic coefficient of 2.731 > t-table 1.96, and p value of 0.007 < 0.05. Work culture has a positive and significant effect on work motivation. A strong work culture will increase the work motivation felt by the non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency.

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Work Culture can help the Work of Employees or Hindu Religion counselor, because it creates an extraordinary level of motivation for employees to give their best ability to take advantage of the opportunities provided by the organization. The shared work culture values make the non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency feel comfortable working, have commitment and loyalty and make the counselor try harder, improve employee performance and job satisfaction, and maintain their competitive advantage. Based on the results of respondents' answers, the indicator of habit has a dominant factor in assessing the work culture of non-civil servant Hindu Religious Counselor from the Ministry Religion of Tabanan Regency. This is in line with the results of an interview conducted as follows:

"In my opinion, every counselor has work culture values in him, the values of the work culture have similarities between one counselor and another. As employees who work in the same organization, the similarity of work culture makes the counselor have the habit of working as a team, motivating each other, competitive co-workers in providing better performance for the organization. However, not all counselor who have the same work culture values can match one another, because of differences in the environment outside of work as extension workers.

The results of the interview show that there are similarities in the work culture of the extension workers, creating extraordinary motivation for the counselor to give their best ability in taking advantage of the opportunities provided by the Ministry Religion of Tabanan Regency, so that a good Work Culture can provide more motivation for counselor to show their better performance. The results of the study show that work culture has a positive and significant effect on work motivation (Nurhasanah, 2018; Pratiwi, 2016).

The Effect of Work Motivation on Performance

The results test of the work motivation toward performance is 0.277, t-statistic coefficient of 3.318 > t-table 1.96, and p value of 0.001 < 0.05. The work motivation has a positive and significant influence on performance of Hindu religious counselor non-civil servant of the Ministry Religion of Tabanan Regency. Work motivation received by the counselor will increase their performance.

Work motivation is the provision of a driving force that creates work passion for non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency so that they are work together, effectively and be integrated with all their efforts to achieve optimal performance. Work motivation is one of the variables that determine the performance of the counselor, the size of the influence of motivation on the counselor performance depends on how much work motivation intensity is given by the Ministry Religion of Tabanan Regency to non-civil servant Hindu religious counselor, the better motivation given, the better performance also the resulting performance. Based on the results of respondents' answers, self-actualization indicators have a dominant factor in the Work Motivation of non-civil servant Hindu Religion counselor from the Ministry Religion of Tabanan Regency. This is in line with the results of an interview conducted as follows:

"In my opinion, the provision of training and institutional seminars in this case the Ministry Religion of Tabanan Regency is a form of self-actualization for extension workers because they are given the opportunity to take part in training and increase the creativity and expertise of counselor, this makes me more motivated to show the results of the training, one of which is by showing better performance".

The results of the interview indicated that there is an opportunity to get self-actualization such as the opportunity to take part in training and creativity to make extension workers more motivated to work so they can show better performance. So that by providing the right work motivation to counselor can improve performance. The results of this study indicate that work motivation has a positive and significant effect on employee performance. (Indriani, 2021; Kesuma et al., 2021; Wibawanto et al., 2021).

The Influence of the Quality of Human Resources on Performance with Work Motivation as Mediation

The results test of the quality human resources towards performance mediated by work motivation is 0.115, t-statistic coefficient of 2.376 > t-table 1.96 and p value of 0.018 < 0.05. The test results prove that work motivation mediates the influence of the quality human resources on performance of non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency. Work motivation supports the quality of applied human resources and is able to improve the performance of non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency.

As has been explained, the success achieved by the Ministry Religion of Tabanan Regency cannot be separated from the Quality of Human Resources who work together to support each other activity. The influence given by quality human resources will increase with high work motivation. A person's motivation to work is due to the needs of life that must be met. The existence of motivation encourages non-civil servant Hindu religious counselors at the Ministry Religion of Tabanan Regency who already have high quality work to show better performance. Based on the interview, one of the extension workers stated the following:

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"In my opinion, every counselor has a good ability to carry out and complete their duties within the organization. Besides that, the existence of work motivation from agencies such as the opportunity to take part in training and being given the freedom to be creative in completing work also encourages counselor to show better performance.

Based on the results of the interview, it shows that the quality of human resources at the Ministry Religion of Tabanan Regency, especially non-civil servant Hindu religious counselor can achieve maximum performance from the extension workers and the work motivation provided by the organization further encourages the work performance of the counselor to show better performance. The results show that the quality of human resources indirectly affects performance mediated by work motivation (Nurdiansyah, 2017; Simangunsong, 2021).

The Influence of Work Culture on Performance with Work Motivation as Mediation

The results test of the work culture toward performance mediated by work motivation is 0.106, t-statistic coefficient of 2.089 > t-table 1.96 and p value of 0.037 < 0.05. The test results prove that work motivation mediates the influence of work culture on performance of non civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency. .

As has been explained, the existing work culture in an organization is a means of building the attitudes and behavior of members and can help the work of Hindu religious counselor, because it creates an extraordinary level of motivation for employees to give their best ability to take advantage of the opportunities provided by the organization. Work culture that has been realized strongly such as work habits, as well as values in the organization can build comfort and harmony in work will further improve the performance of non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency. High work motivation for cultural-based counselor will improve performance. Based on interviews with non-civil servant Hindu religious counselor, it is stated as follows:

"In my opinion, Hindu religious counselor, especially non-civil servants, have their own habits in working, some counselor have the habit of prioritizing work completion and meeting work standards first than their own interests, but of course not all counselor have these habits. I think it is this habit that allows counselors to optimize their work. Moreover, there is work motivation in the form of freedom to be creative in work as long as it can be completed on time and meet the work standards set. This is what also encourages the creation of better performance from counselor".

Based on the results of the interview, it shows that the work culture at the Ministry Religion of Tabanan Regency, especially non-civil servant Hindu religious counselor can achieve better performance with the existence of a work culture such as the habit of prioritizing work completion and meeting work standards where this makes the counselor can optimiz work completion, besides that there is work motivation. Getting the opportunity to take part in training to improve the skills makes the counselor motivated at work so that they can show better performance. The results of the study show that there is an indirect effect between the work culture on performance mediated by work motivation (Musmar et al., 2021).

CONCLUSIONS AND SUGGESTIONS

The performance of non-civil servant Hindu religious counselor at the Ministry Religion of Tabanan Regency is influenced by the quality of human resources, work culture, and work motivation. Work motivation is positively and significantly able to mediate the influence of the quality of human resources and work culture on performance. Dominant influence the performance is indicated by indicators of effectiveness, effectiveness in work, time efficiency and effectively which is shown by good Hindu religion counselor so that they can accelerate the completion of work. The quality of human resources is most dominantly determined by indicators of ability. The abilities possessed by Hindu religious counselor such as the ability to fully involve them and the ability to carry out tasks are classified as good and maximal, so that employees are able to provide maximum work results. The most dominant work culture is determined by indicators of habit. The habit of prioritizing work over personal matters, and the habit of carrying out predetermined work standards to be the main factors in the work culture of Hindu religious counselor. The most dominant work motivation is determined by indicators of self-actualization, self-actualization such as getting the opportunity to take part in training to improve skills and creativity opportunities. Conselor work harder for maximum work results. The quality of human resources needs to be improved by presenting training or seminars that are relevant to the tasks they carry out so that they are adequate in carrying out their duties and provide better and timely performance in accordance with the targets that have been set. In addition, it is necessary to increase discipline by giving sanctions to each customer so that they are able to realize the importance of the duties carried out and their responsibilities and conform to applicable regulations. Motivation also needs to be considered by understanding counselor needs to encourage non-civil servant Hindu religious counselor work better performance.

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