

The Effect of Organizational Culture and Work Discipline on Employee Job Satisfaction (A Case Study at Pramana Watu Kurung Hotel Bali)

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ABSTRACT

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This study aims to examine the effect of organizational culture and work discipline on employee job satisfaction at Pramana Watu Kurung Hotel Bali. This research employed a quantitative approach using a survey method involving 48 respondents who were all employees of the hotel. Data were collected using a Likert-scale questionnaire and analyzed using multiple linear regression with IBM SPSS Statistics version 26. The descriptive results indicate that organizational culture and work discipline are categorized as high, while job satisfaction is categorized as moderate. Partial test results show that organizational culture has a positive and significant effect on job satisfaction and work discipline also has a positive and significant effect on job satisfaction. Simultaneously, both variables significantly affect job satisfaction with an adjusted R² value of 0.445, indicating that 44.5% of job satisfaction variation is explained by organizational culture and work discipline, while the remaining is influenced by other variables outside this study.

INTRODUCTION

Business competition in the current era of globalization is increasingly intense, so that companies are required to operate optimally by maximizing the potential of their human resources through the development of employee competencies, experience, skills, knowledge, and positive attitudes, which in the end can become the company's core competencies to compete in the same industry. (Kholishudin, 2023).

Human resources play a crucial role in every organization, whether small or large. The quality of individuals within a company directly impacts the overall quality of the organization, making it crucial for management to focus on employee development and empowerment. (Rahayu & Ismail, 2024). To maintain competitiveness, companies must be able to improve their performance by following current trends

in the market, so they can compete effectively with competitors. (Adhari, 2021).

According to Junaedi & Komardi (2022), job satisfaction is a person's emotional feeling in assessing the work done in everyday life, a pleasant or emotionally positive state resulting from the evaluation of a person's work or work experience. Research by Junaedi dan Komardi (2022) shows that work discipline has a positive and significant effect on job satisfaction. Therefore, the better employee discipline, the higher their job satisfaction.

According to Pramana et al (2022) organizational culture is a system of shared meanings held by members of an organization. The strength of organizational culture is determined by the internalization of core values, the clarity of regulations, and the breadth of its dissemination within the organization (Lubis & Hanum, 2020).

Research that conducted by Subhan dan Yusuf (2020) indicates that organizational culture has a

positive and significant influence on job satisfaction.. However, research conducted by Sandy et al (2023) shows that organizational culture has no positive or significant relationship with job satisfaction Robbins, as cited in Laras dan Susanti (2021) revealed that the characteristics of organizational culture can increase job satisfaction. These characteristics are closely related to the regulations and standards established by the company. These regulations and standards, essentially, are the result of the organizational culture that develops within the company itself.

Previous research has found conflicting results concerning the link between organizational culture and job satisfaction. Subhan and Yusuf (2020) have revealed the existence of a positive and statistically significant connection; however, Sandy et al. (2023) found no significant link between the variables mentioned above. Moreover, whereas past literature has established the positive influence of work discipline on job satisfaction, there is insufficient data about the simultaneous effect of organizational culture and work discipline in the context of the hospitality industry, especially in Bali.

This research focuses on the hotel industry. The hotel industry is a service-oriented industry, and is currently experiencing growth, particularly in Bali. Therefore, the researcher selected the Pramana Watu Kurung Bali Hotel as the object of study. Established in 2018, the Pramana Watu Kurung Hotel is part of the Pramana Experience group and is now one of Bali's leading hotels, renowned for its outstanding service. In addition, Hotel Pramana Watu Kurung also offers other services such as a spa, bicycle rentals, and traditional cooking and dance classes for guests.

In the hospitality industry, job satisfaction of employees is considered strategically important since employees are responsible for the provision of services to customers. Happy employees can deliver quality services, are more committed to the organization, and create customer satisfaction as well as competitive advantage. At the same time, low job satisfaction can lead to poor service quality, absenteeism, and high intention to quit. Thus, in a competitive tourism destination such as Bali, the factors that influence the level of job satisfaction of employees become especially relevant.

Initial interviews conducted with some of the workers showed that despite the presence of organizational values and working rules within the organization, there are still many problems with

communication, recognition, and coordination among the workers. Such factors can affect the perception of the job satisfaction of employees despite the fact that the general state of the organizational culture and work discipline can be evaluated as quite positive.

Employee discipline at Hotel Pramana Watu Kurung Bali is considered quite low, as absenteeism rates increased in 2023. The following summarizes employee absences at Hotel Pramana Watu Kurung Bali from January to November 2023.

Table 1. Employee absence Pramana Watu Kurung Hotel Bali January 2023 – November 2023

Month	Absence Details					
	Witho ut Permi ssion	Lat e	Sic k	Lea ve	Perm it	Tot al
January	10	4	5	3	5	27
February	11	11	7	4	2	35
March	7	10	6	2	4	29
April	9	7	4	6	3	29
May	13	8	9	8	5	43
June	11	7	6	6	7	37
July	9	9	10	8	3	39
August	8	7	4	3	7	29
September	5	8	6	4	5	28
October	7	11	8	7	7	40
November	13	12	9	6	5	45
Total						381

Source: Pramana Watu Kurung Hotel Bali, 2023

From Table 1, it is apparent that there was variation in employee absenteeism during the year 2023, indicating that the issue of attendance is still an important element of work discipline which needs to be managed. Nevertheless, absence statistics cannot provide a complete picture about the degree of work discipline among employees since work discipline is also comprised of adherence to organizational policies, being punctual, and being responsible for the assigned work.

Given the research gap that has been found and the significance of job satisfaction among employees within the hospitality sector, the objective of this research is to study the influence of organizational culture and work discipline on job satisfaction among employees at Pramana Watu Kurung Hotel Bali. It is anticipated that there will be theoretical contributions

to the field from the study and practical contribution in the form of recommendations to the management of hotels to improve job satisfaction among their employees through organizational culture and work discipline.

Based on the above description, the researcher sought to further explore organizational culture, work discipline, and job satisfaction. Thus, the research title was "**The Effect Of Organizational Culture And Work Discipline On Employee Job Satisfaction (A Case Study At Hotel Pramana Watu Kurung Bali).**"

LITERATURE REVIEW

The Correlation Between Organizational Culture Variables and Job Satisfaction

Organizational culture is the implicit assumptions held by a group that guide how they view, think, and react to various environments. Organizational culture plays a crucial role in creating a conducive environment for employees. When organizational culture aligns with employees' values and expectations, they tend to feel more comfortable, motivated, and take ownership of their work. This ultimately contributes to increased job satisfaction and productivity.

Organizational culture in this case can be measured using some important factors derived from Robbins such as innovation and risk taking, attention to detail, result oriented, people orientation, team orientation, aggressiveness and stability. This is because they depict how organizational values affect the attitude and behavior of workers while performing their jobs. The existence of a good organizational culture that encourages innovation, teamwork and organizational values is likely to foster job satisfaction among employees.

Job satisfaction can be defined as the good feeling experienced by the employees when they evaluate their jobs and their experiences. In the current research, job satisfaction can be viewed in light of some factors that include pay, the nature of work, supervision, colleagues, and promotions. Employees who are happy about all these will most probably be more satisfied with their jobs.

Research conducted by Subhan dan Yusuf (2020) and Tupen dan Septyarini (2022) shows a positive and significant influence of organizational culture on job satisfaction. This is due to the role of organizational

culture in shaping and directing the behavior of organizational members. When organizational culture aligns with company strategy, it creates a conducive work environment, which in turn increases employee job satisfaction.

H1: Organizational Culture has a positive effect on Job Satisfaction

The Correlation Between Work Discipline and Job Satisfaction

Discipline is a form of training aimed at improving and shaping employees' knowledge, attitudes, and behaviors, enabling them to willingly collaborate with coworkers and improve their performance within the company. The higher an employee's work discipline, the greater their sense of responsibility for the tasks assigned to them. This results in greater employee effort in carrying out their duties and jobs effectively.

Work discipline can be determined through the following variables, such as attendance, punctuality, conformity with organizational policies, obedience to supervisory directions, sense of duty in performing assigned tasks and proper utilization of the organizational facilities. Employees who exhibit the above-disciplined behaviors will have the potential to perform their work well and feel satisfied about their jobs.

Job satisfaction can be defined as the good feeling experienced by the employees when they evaluate their jobs and their experiences. In the current research, job satisfaction can be viewed in light of some factors that include pay, the nature of work, supervision, colleagues, and promotions. Employees who are happy about all these will most probably be more satisfied with their jobs.

Research conducted by Zaahidah et al (2022) and Askiyanto (2023) showed a positive and significant effect of work discipline on job satisfaction. This is because higher levels of discipline influence employee job satisfaction, leading to better job performance and timely completion.

H2: Work discipline has a positive effect on job satisfaction

METHOD

Research Design

The approach applied in this research is a quantitative one, which relies on numerical data or statistics to interpret the results of the data collection

process. The chosen method is a questionnaire, an approach that allows for data collection from specific locations. Subsequent data analysis procedures will involve the use of Statistical Package for the Social Sciences (SPSS) techniques.

Research Instrument

The research tool utilized in the current investigation is a structured questionnaire designed according to the measurement indicators drawn from the relevant theories and research works. The Organizational Culture variable was measured using the indicators taken from Robbins (as cited in Laras & Susanti, 2021). They include innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. The Work Discipline variable was measured using the indicators suggested by Hasibuan (2019). These indicators are attendance, punctuality, following organizational rules, following instructions of supervisors, responsibility, and correct utilization and maintenance of organizational resources. Job Satisfaction was measured using the indicators offered by Luthans (2011). These indicators consist of salary, job, supervision, colleagues, and promotion opportunities. All items of the questionnaire were rated using the five-point Likert scale (from 1 – Strongly Disagree to 5 – Strongly Agree).

Population

According to Auliya et al (2020) population refers to all subjects with specific characteristics. In this study, the population was 48 employees at the Pramana Watu Kurung Hotel in Bali, with the following details:

Table 2. List of Employees of Hotel Pramana Watu Kurung Bali

No	Division	Number of Employees
1	Branch Manager	1
2	Accounting	3
3	Sales and Reservations	2
4	HRD and Security	4
5	Housekeeping	11
6	Food & Beverage Service	7
7	Front Office	6
8	SPA	5
Total		48

Sample

According to Sahir (2021) sample is a portion of the entire population selected using a sampling method. This study employed a non-probability sampling method with a saturated sampling technique. According to Sugiyono (2019), saturated sampling refers to a sample whose size, if expanded, would not significantly increase the population's representation, and thus would not impact the value of the information obtained. The sample used in this study was all 48 employees of the Pramana Watu Kurung Hotel, Bali.

Operational Definition of Variables

Table 3. Operational Definition of Variables

Variable	Operational Definition	Indicators
Organizational Culture (X1)	The organizational culture is described as the set of common values, beliefs, and norms which guide the actions of the employees in the organization.	Innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, stability.
Work Discipline (X2)	Work discipline means the willingness of the employees to follow organizational rules and responsibilities while performing their duties.	Attendance, punctuality, adherence to rules, compliance with supervisors' instructions, responsibility, use and maintenance of facilities.
Job Satisfaction (Y)	Job satisfaction means the favorable emotional attitude of the employees toward their job due to the evaluation of different facets of their jobs.	Salary, work itself, supervision, coworkers, promotion opportunities.

Collecting Data Method

This study uses a survey approach to collect primary data. The questionnaire will be distributed online to employees. The researcher then manages the data by assessing each instrument given to respondents using a Likert scale. The statements for the questionnaire were formulated using the operational definitions of each variable before the survey was administered to guarantee content validity. The questions in the survey were close-ended in nature and allowed the respondents to rate the degree of their agreement with the statements provided in the questionnaire.

According to Sugiyono (2019) the Likert scale is used as a tool to measure the attitudes, opinions, and perceptions of individuals or groups regarding social phenomena. The Likert scale has two groups: items describing favorable or positive aspects and items describing unfavorable or negative aspects.

Table 4. Likert Scale Data Collection

No	Answer Option	Code	Positive Statements	Negative Statements
1	Strongly Disagree	STS	1	5
2	Disagree	TS	2	4
3	Neutral	N	3	3
4	Agree	S	4	2
5	Strongly Agree	SS	5	1

Data Analysis Method

According to Sahir (2021) data analysis techniques involve interpreting information from data processing results, including grouping and drawing conclusions from the data. In the context of this research, descriptive statistical data analysis techniques were applied. Descriptive analysis is an approach to processing collected data, which is then analyzed using various tools such as diagrams, frequency tables, means, medians, quartiles, standard deviations, and so on.

The researcher used multiple linear regression analysis with the help of the Statistical Package for the Social Sciences (SPSS). Multiple linear regression analysis is used to determine the effect of two or more independent variables on a single dependent variable. This technique allows researchers to measure the contribution of organizational culture and work

discipline to employee job satisfaction, either partially or simultaneously. Prior to conducting the regression analysis, instrument validity and reliability tests were conducted to ensure the questionnaire was suitable as a measurement tool. Next, classical assumption tests, including normality tests, multicollinearity tests, and heteroscedasticity tests, were conducted to ensure the regression model met statistical requirements. The results of this analysis were used to test the previously formulated research hypotheses.

Initially, descriptive statistics was used to explain how the participants perceived the variables of organizational culture, work discipline, and job satisfaction based on their mean values for each individual variable. Next, inferential statistics was done through multiple linear regression analysis, which aimed at analyzing the partial and combined impact of organizational culture and work discipline on job satisfaction. This analysis was done only after ensuring that the data satisfied the criteria for normality, multicollinearity, and heteroscedasticity.

RESULT

Respondent Description

The following are the characteristics of the study respondents, presented in Table 4, including gender, age, length of service, and marital status.

Table 5. Respondent Characteristics

Category	N	Percentage (%)
Gender		
Female	20	41,7%
Male	28	58,3%
TOTAL	48	100%
Age		
<25 Years	11	22,9%
25 – 35 Years	23	47,9%
>35 Years	14	29,2%
TOTAL	48	100%
Years of Employment		
<2 Years	11	22,9%
2 – 5 Years	19	39,6%
>5 Years	18	37,5%

TOTAL	48	100%
Status		
Married	25	52,1%
Single	23	47,9%
TOTAL	48	100%

Validity Test

A validity test is used to determine the validity of the questionnaire used by researchers to interpret data obtained from respondents. Validity testing requires a calculated r coefficient $> r$ table and a significance level < 0.05 . The following table shows the validity test results for the variables organizational culture, work discipline, and job satisfaction.

Table 6. Validity Test Results

Item	calculated r	Table r	Sig.	Description
X1.1	0,807	0,288	$<0,05$	Valid
X1.2	0,689	0,288	$<0,05$	Valid
X1.3	0,389	0,288	$<0,05$	Valid
X1.4	0,606	0,288	$<0,05$	Valid
X1.5	0,510	0,288	$<0,05$	Valid
X1.6	0,663	0,288	$<0,05$	Valid
X1.7	0,663	0,288	$<0,05$	Valid
X2.1	0,620	0,288	$<0,05$	Valid
X2.2	0,601	0,288	$<0,05$	Valid
X2.3	0,420	0,288	$<0,05$	Valid
X2.4	0,367	0,288	$<0,05$	Valid
X2.5	0,332	0,288	$<0,05$	Valid
X2.6	0,563	0,288	$<0,05$	Valid
Y1	0,695	0,288	$<0,05$	Valid
Y2	0,746	0,288	$<0,05$	Valid
Y3	0,819	0,288	$<0,05$	Valid
Y4	0,440	0,288	$<0,05$	Valid
Y5	0,290	0,288	$<0,05$	Valid

Based on the validity test results, all items in the organizational culture, work discipline, and job satisfaction variables have item-total correlation values greater than the table's r and significance below

0.05. Thus, all items are declared valid and can be used in research.

Reliability Test

Reliability testing was conducted using Cronbach's alpha analysis. If the Cronbach's alpha value is >0.60 , the questionnaire is considered reliable. The following table shows the reliability test results.

Table 7. Reliability Test Results

Variabel	Item	Cronbach's Alpha	Description
Organizational Culture (X1)	7	0,733	Reliable
Work Discipline (X2)	6	0,705	Reliable
Job Satisfaction (Y)	5	0,733	Reliable

The reliability test results show that the organizational culture variable has a Cronbach's alpha value of 0.733, the work discipline variable has a Cronbach's alpha value of 0.705, and the job satisfaction variable has a Cronbach's alpha value of 0.733. Because all Cronbach's alpha values are above 0.70, the research instrument is considered reliable.

Normality Test

The normality test is used to determine whether a data set is normally distributed. This test uses the non-parametric Kolmogorov-Smirnov test to determine the significance of normally distributed data. If the data is normally distributed if the significance value is >0.05 , then the residual value is normally distributed. Conversely, if the significance value is <0.05 , then the residual value is not normally distributed.

Table 8. Residual Normality Test Results
(Kolmogorov-Smirnov)

Statistics	Value
N	48
Mean	0,000
Std. Deviation	2,201
Kolmogorov-Smirnov Z	0,978
Asymp. Sig. (2-tailed)	0,293

Based on the results of the normality test using the Kolmogorov-Smirnov test, the Asymp. Sig. (2-tailed)

value was 0.293, which is greater than 0.05. This indicates that the residual data in the regression model is normally distributed. Thus, the assumption of normality has been met and the regression model is suitable for further analysis.

Multicollinearity Test

The multicollinearity test is used to detect multicollinearity. Multicollinearity detection can be determined by measuring the tolerance value and VIF (Variance Inflation Factor). The basis for decision making is that if the tolerance value is >0.10 and the VIF is <10.00 , it can be concluded that there is no multicollinearity. However, if the tolerance value is <0.10 and the VIF is >10.00 , it can be concluded that multicollinearity is present. The following are the results of the multicollinearity test.

Table 9. Multicollinearity Test Results

Variabel	Toleranc e	VIF	Description
Organizational Culture (X1)	0,915	1,093	No multicollinearity
Work Discipline (X2)	0,915	1,093	No multicollinearity

The results of the multicollinearity test indicate that the organizational culture and work discipline variables have a tolerance value of 0.915 and a VIF of 1.093. Because the tolerance value is >0.10 and the VIF <10 , it can be concluded that there is no multicollinearity in the regression model.

Heteroscedasticity Test

The heteroscedasticity test is used to determine whether or not there is equality of variance from one study to another, using the Scatterplot test. If there is no clear pattern, and the points are spread above and below 0 on the Y-axis, then heteroscedasticity does not occur (Ghozali, 2019: 139).

The results of the heteroscedasticity test are shown in Figure 1.

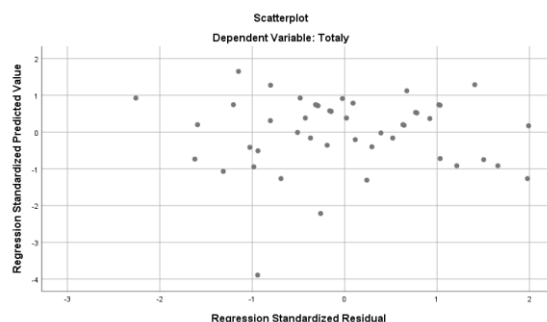


Figure 1. Heteroscedasticity Test Results

The results of the heteroscedasticity test, as shown in the scatterplot, show points that are randomly distributed, both above and below the X-axis, and do not form a specific pattern. This indicates that the regression model is free from heteroscedasticity symptoms.

Data Analysis

Descriptive analysis was conducted with the aim of analyzing the research results by providing an overview of the research object based on the sample data obtained. The data is presented in tabular form to facilitate the analysis process. The following table is the results of the descriptive analysis data processing.

Table 10. Descriptive Analysis of Each Variable

No	Variable	Variable Item
1	Organizational Culture	3,76 (High)
2	Work Discipline	4,28 (High)
3	Job Satisfaction	3,43 (Moderate)

Overall, these results illustrate that the organizational culture and work discipline within the research institution have been well-functioning, with employees being quite satisfied with their jobs. However, several factors still need to be considered to improve overall job satisfaction.

Model Feasibility Test

The model feasibility test is used to measure the accuracy of the sample regression function in statistically estimating the true value. A fit model is one that can be used to estimate the population. The criterion used in this test is if the F-significance value

is <0.05 , then the regression model from a study is considered valid and can be used for further analysis.

Table 11. Model Feasibility Test Results

Model	F-count	Sig.	Description
Regression	19,875	0,000	Model is feasible (significant)

Based on the F-test results in the ANOVA table, the calculated F-value was 19.875 with a significance level of 0.000 ($p < 0.05$). Thus, the regression model is feasible because the variables of organizational culture and work discipline simultaneously have a significant effect on job satisfaction.

Multiple Linier Regression Analysis Test

This study used the multiple regression analysis method. Multiple linear regression analysis aims to identify the relationship between the dependent variable and two or more independent variables.

Table 12. Coefficient of Determination

R	R ²	Adjusted R ²	Std. Error
0,685	0,469	0,445	2,557

Table 11 shows that the coefficient of determination, indicated by R^2 , is 0.469, and the adjusted R^2 is 0.445. Based on this, it is known that the variables of organizational culture and work discipline are able to explain job satisfaction by 44.5%, and other variables have the potential to explain 55.5%.

Table 13. Multiple Linear Regression Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3,108	4,533		,497
	Totalx1	,375	,075	,567	,000
	Totalx2	,405	,182	,252	,031

The results of the multiple linear regression analysis show the following regression equation:

$$Y = 3,108 + 0,375X_1 + 0,405X_2$$

This equation indicates that the variables of organizational culture (X_1) and work discipline (X_2) have a positive contribution to job satisfaction (Y).

Hypothesis Test

The level of influence of an independent variable individually on the dependent variable is tested using the t-statistic. Hypothesis testing is used to determine the significant influence of the independent variable (X) on the dependent variable (Y). The method used to test the influence of independent variables on the dependent variable is the t-test. Furthermore, simultaneous hypothesis testing is conducted using the F-test to determine whether all independent variables included in the regression model have a joint effect on the dependent variable. The testing criteria in this study were as follows:

1. If the t/F significance value is <0.05 , then H_0 is rejected and H_a is accepted, indicating that the independent variable (X) has an effect on the dependent variable (Y).
2. If the t/F significance value is >0.05 , then H_0 is accepted and H_a is rejected, indicating that the independent variable (X) has no effect on the dependent variable (Y).

Table 14. Hypothesis Test Results (t Test and F Test)

Variable	t-count	t-table (df=45, $\alpha=0,05$)	Sig.	Description
Organizational Culture (X_1)	4,997	2,014	0,000	H_a accepted
Work Discipline (X_2)	2,221	2,014	0,031	H_a accepted

F-count	F-table (df=45, $\alpha=0,05$)	Sig.	Description
19,875	3,20	0,000	H_a accepted

Based on the t-test and F-test results in Table 13 above, the following conclusions can be drawn:

- The organizational culture variable (X_1) has a calculated t-value of 4.997 with a significance

level of 0.000 ($p < 0.05$), thus having a significant positive effect on job satisfaction (Y).

- The work discipline variable (X2) has a calculated t-value of 2.221 with a significance level of 0.031 ($p < 0.05$), thus having a significant positive effect on job satisfaction (Y).
- The F-test results show a calculated F-value of 19.875 with a significance level of 0.000 ($p < 0.05$), indicating that the organizational culture and work discipline variables simultaneously have a significant positive effect on job satisfaction.

DISCUSSION

The Effect of Organizational Culture on Job Satisfaction

Based on the results of multiple linear regression analysis, the Organizational Culture variable was shown to have a positive and significant influence on employee Job Satisfaction. The unstandardized regression coefficient (B) of 0.375 and the standardized coefficient (β) of 0.567 indicate a fairly strong contribution of Organizational Culture to variations in Job Satisfaction. The t-test value of 4.997 with a significance level of 0.000 ($p < 0.05$) indicates that the effect is statistically significant. This indicates that the higher the quality of the organizational culture implemented at Hotel Pramana Watu Kurung Bali, the higher the employee job satisfaction level. In other words, the implementation of the values of togetherness, fairness, and order within an organization can foster a comfortable work environment and ultimately increase employee job satisfaction.

The results of this study align with the findings of Marwaha, Sharma, and Sharma (2024) who studied the hospitality industry in Delhi, India. This study demonstrated that organizational culture has a very strong positive correlation with job satisfaction, with an r value of 0.91. This study confirms that an adaptive and supportive organizational culture can strengthen employees' emotional attachment to their jobs, resulting in a higher sense of satisfaction in carrying out their duties. The alignment of these research results with previous findings reinforces the belief that organizational culture is a universally important factor influencing job satisfaction, particularly in the hospitality sector, which emphasizes direct interaction between employees and customers.

The greater effect of organizational culture than that of work discipline can be attributed to the fact that the hotel industry largely depends on teamwork, interaction, and the services oriented aspect of its employees in order to provide customers with high quality services. Organizational culture determines the values of employees, their relations and their commitment to serve customers. This, in turn, affects the way in which employees view their working environment. Even though work discipline makes sure that the organizational rules are followed, organizational culture provides a feeling of attachment to one's work that is felt psychologically and emotionally.

Regarding the characteristics of the respondents in this study, the majority of employees were in the 25–35 age group (47.9%), and the majority were married (52.1%). This situation illustrates that most respondents are of productive age and have dual responsibilities at work and within their families. In this context, a healthy and supportive organizational culture is crucial because it provides a sense of security, stability, and moral support for employees. Therefore, it can be concluded that a strong organizational culture has been proven to significantly increase employee job satisfaction at Hotel Pramana Watu Kurung Bali, with a consistent effect, as demonstrated by previous research.

The Effect of Work Discipline on Job Satisfaction

Based on the results of multiple linear regression analysis, the variable "Work Discipline" was shown to have a positive and significant effect on employee job satisfaction. The calculation results show an unstandardized regression coefficient (B) of 0.405 with a standardized coefficient (β) of 0.252. The calculated t-value of 2.221 with a significance level of 0.031 ($p < 0.05$) indicates that the effect is statistically significant. Therefore, the higher the employee's discipline, the higher the perceived level of job satisfaction. This means that discipline in terms of punctuality, adherence to company regulations, and consistency in completing work directly contribute to employee satisfaction in carrying out their duties at the Pramana Watu Kurung Hotel in Bali.

This finding is supported by research conducted by Puspitawati, Semita, and Parwita (2023) at the Tandjung Sari Hotel in Sanur, Bali, which showed that work discipline has a positive and significant impact on employee performance. The study emphasized that

discipline is a crucial factor in developing consistent and productive work behavior, which ultimately leads to increased job satisfaction. In the context of the hospitality industry, which demands excellent service and high work consistency, employee discipline has been shown to increase job satisfaction by providing a sense of order and certainty in daily work activities.

Though the favorable impact of discipline on work was identified, the findings from the description reveal that the level of job satisfaction among employees is moderate. The implication of this observation is that work discipline is inadequate in satisfying employees. It is possible that workers follow organizational policies and conduct themselves well in the course of performing tasks due to the organization's requirements; yet, adherence to organizational requirements is not an assurance of positive attitudes towards the job. Employee job satisfaction is also dependent on how the worker perceives recognition, career opportunities, rewards, management style, and communication with supervisors. Discipline, thus, impacts on job satisfaction although its impact is less compared to that of organizational culture since discipline controls employee behavior but not their needs.

Furthermore, regarding the characteristics of the respondents in this study, the majority of employees were aged 25–35 years (47.9%), and the majority were married (52.1%). This group is in a phase of life filled with responsibilities, both at work and at home. Therefore, consistent implementation of work discipline significantly helps them maintain a balance between work and personal life. Structured work discipline provides a sense of security and stability, thereby increasing employee job satisfaction. Therefore, it can be concluded that good work discipline not only impacts performance but is also a crucial factor in determining employee job satisfaction at Hotel Pramana Watu Kurung Bali.

In other words, from the value of the coefficient of determination ($\text{Adjusted } R^2 = 0.445$), it is evident that organizational culture and work discipline account for 44.5% of variations in employee job satisfaction whereas the rest 55.5% is caused by various factors which are not considered in the current research. When it comes to the hospitality industry, apart from organizational culture and work discipline, factors such as remuneration, leadership styles, work motivation, career development opportunities, work-life balance, organizational communication, workload

and physical workplace might influence the level of job satisfaction among employees. These variables can affect overall assessment of a job by employees explaining why job satisfaction was moderate while organizational culture and work discipline were high. Therefore, future researches need to take into consideration these variables as well.

CONCLUSION

This research has found out that organizational culture as well as work discipline have a positive effect on job satisfaction among employees of Hotel Pramana Watu Kurung Bali. Out of the two variables, organizational culture plays a relatively more influential role when it comes to job satisfaction, which means that the role played by a supportive work environment, organizational values, and interpersonal relations is of greater importance when compared to that of work discipline towards increasing job satisfaction. However, the job satisfaction level among the employees is moderate, implying that organizational culture and work discipline are not the sole determinants of job satisfaction. The results of the study on the Organizational Culture variable showed an average score of 3.76. Across all indicators, several indicators scored below average, including consensus, unity, and achievement. Therefore, the company needs to continue strengthening the implementation of an Organizational Culture oriented toward togetherness, openness, and fairness so that employees feel more valued and motivated to perform optimally. Improving training programs, regular performance evaluations, and providing awards to high-performing employees can also be effective strategies for improving job satisfaction.

According to the results obtained from this study, hotel management needs to improve their organizational culture through effective communication, team building, appreciation, and fairness at work. Furthermore, management needs to maintain proper work discipline policy without making it a punishment to employees.

The results of the study on the Work Discipline variable showed an average score of 4.28. Across all indicators, several indicators scored below average, including adherence to regulations, adherence to official orders, and compliance with the use and maintenance of office facilities. This demonstrates the need for companies to consistently enforce

disciplinary rules without discrimination among employees, thus creating a fairer and more conducive work environment. Furthermore, employees are expected to be more active in maintaining discipline at work, including attendance, punctuality, and completing tasks according to company standards. By being disciplined and supporting organizational values, employees can not only increase their own job satisfaction but also create a positive work environment for their colleagues.

There are a number of limitations associated with this study. First of all, the study was carried out on the relatively small sample of people from one particular hotel, which makes the results less generalizable for other hospitality companies. Secondly, the study investigated only organizational culture and work discipline as factors affecting job satisfaction; however, there is a number of other factors affecting job satisfaction.

Future researchers are advised to expand the scope of the study, both in terms of the number of respondents and the industry sectors, so that the results can better represent diverse conditions. Furthermore, future research could include other variables that also influence job satisfaction, such as work motivation, leadership, organizational communication, and work-life balance, to gain a more comprehensive understanding of the factors influencing employee job satisfaction.

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