

“Motivation: How It Impacts Employee Performance

Robith Fahrur Rozi,¹ Dede Nurrohman,² Kutbuddin Aibak³

¹Universitas Islam Negeri Sayyid Ali Rahmatullah Tulungagung, Robith222@gmail.com

²Universitas Islam Negeri Sayyid Ali Rahmatullah Tulungagung, de2nur71@gmail.com

³Universitas Islam Negeri Sayyid Ali Rahmatullah Tulungagung, backayback77@gmail.com

ABSTRACT

The suboptimal performance of employees in carrying out their designated tasks may hinder the company from functioning effectively and achieving its primary goals. By nurturing motivation and instilling religious values and strong work ethics, it is possible to enhance employee performance. PT. Primaneendo Sadya Chaka is one of the companies that has successfully leveraged Islamic values to boost employee performance. The research's objective was to examine the direct impact of work ethics, religiosity, and work motivation on employee performance, as well as to assess the indirect influence of work ethics and religiosity on employee performance through motivation. A quantitative approach, employing path analysis, was employed for this research. Data was gathered through questionnaires distributed to all 40 employees based in the central office of PT. Primaneendo Sadya Chaka. The research results are as follows: 1) Work ethics do not significantly affect employee performance; 2) Religiosity significantly affects employee performance; 3) Motivation significantly impacts employee performance; 4) Work ethics significantly influence employee performance through motivation; 5) Religiosity does not significantly affect employee performance through motivation.

Keywords: Work Ethics, Religiosity, Motivation, and Employee Performance

INTRODUCTION

Every government and private institution is not only looking for capable and skilled employees. More importantly, they seek individuals who are willing to work hard and strive for optimal work outcomes. A company or organization can operate effectively when it possesses a reliable and proficient human resource, which ensures that the performance of its employees runs more efficiently. Employee performance can serve as a benchmark for the productivity of the company, so it is crucial for companies to pay attention to the concept of employee performance they possess. Furthermore, the success of an institution or company can be reflected through the performance of its members.

The success of a company or organization is closely tied to the performance of its employees, as one of the prerequisites. Individual performance refers to the work outcomes achieved by a person in pursuit of their goals. Performance, in this context, is the work results obtained by an individual or a group of individuals within an organization, in accordance with their respective authority and responsibilities and in alignment with the organization's objectives, while remaining legal, not violating laws, and adhering to moral and ethical standards. (Hasibuan 2007, 165). Performance also reflects an individual's ability to complete their tasks as an employee.

Furthermore, performance is a function of attitudes, actions, and competencies that indicate the level of success achieved by a company. This is also due to the reciprocal relationship between employee performance and the company's performance itself, which will ultimately impact the ease and success in achieving the company's primary goals (Andayani and Hirawati 2021). In this context, there are several factors that influence a company's or organization's performance, one of which is the quality of the human resources it possesses. To acquire competent human resources in their respective fields, companies employ various strategies. One such strategy involves understanding the religious beliefs or religiosity of employees, as well as work ethics that align with religious principles. Additionally, workplace motivation is a common approach used by companies to enhance employee performance. With the encouragement of religious awareness, it is hoped that employees can maximize their performance through work ethics and motivation.

Work ethic represents an individual's or a nation's fundamental attitude toward work, reflecting a life outlook rooted in divine (*ilahiyyah*) values (Saifulloh 2010). Tasmara (2002, 15), Islamic work ethic is a genuine effort, involving the mobilization of one's entire assets, thoughts, and devotion to actualize or manifest one's identity as a servant of Allah who submits the world and positions oneself as part of the best community (*khairul ummah*). In other words, it can also be one's own will and consciousness, rooted in a cultural value system, directed toward work.

Regarding the factors that can influence employee performance, religiosity is one of them. Religiosity is the deep religious experience or profound belief expressed through daily worship, prayer, and reading of holy scriptures (Djamaludin and Nasori 2001, 76). Sedikides (Iddagoda and Opatha 2017) Religiosity can be defined as the strength of a person's connection or belief in their religion, such as their attachment to their faith and their

convictions about their respective religion. In the context of Islam, religiosity entails a strong belief that everything that happens in a person's life is solely the divine destiny of Allah SWT (Sari et al. 2014).

Another important factor that can have both positive and negative impacts on employee performance within a company is the motivation of each individual employee. The term "motivation" has its origins in two different languages, namely Greek and English. In Greek, "motivation" is derived from the word "movere," which can be interpreted as a drive, impetus, or force that leads to the realization of an action. In English, "motivation" comes from the word "motive," which means the provision of a motive, the reason for the existence of a motive or driving force in carrying out an action (Wilson 2012, 312). Motivation is the inner drive within an individual that leads them to take action. The meaning of motivation is the state within a person that propels an individual's desire to engage in specific activities in order to achieve goals (Handoko 2008, 25). Work motivation is also everything that can provide the driving force for an individual to willingly cooperate, work effectively, and integrate all their abilities and efforts to achieve personal satisfaction (Amanah 2020). Motivation itself is the bestowal of driving force that can create enthusiasm in an individual's work, with the aim of fostering a willingness to cooperate, work more effectively, and act with integrity in all their efforts in pursuit of personal satisfaction.

The concept of motivation is also explained in Islam, where work motivation should naturally lead to good and positive behaviors, rather than promoting work motivation for negative or harmful purposes to oneself and others, and without seeking the approval of Allah SWT. (Maguni and Maupa 2018). This is in accordance with the word (command) of Allah, the Most Gracious and Most Merciful, who has provided guidance to His people to always engage in acts of goodness for themselves and others, as enjoined in Surah At-Taubah: 40.

An interesting aspect of this research is the phenomenon, which goes beyond the common understanding, that motivation can have a remarkable impact on employee performance at PT. Primaneendo Sadya Chaka. This company, operating in the accessory sales industry, managed to reach the pinnacle of the Southeast Asian market within a span of only three years since its establishment. This achievement is attributed to the instillation of religiosity and motivation values by the company's leadership among its employees. As a result, the employees at PT. Primaneendo Sadya Chaka were able to maximize their performance.

The Research that concerning the effects of motivation, work ethic, and religiosity on employee performance has been conducted by several previous studies. However, some of these studies exhibited variations and conditions that slightly differed from the present research. Therefore, a reevaluation of these variables is necessary, especially if one of them (motivation) is to be used as an intervention variable. Some studies relevant to this research include studies conducted by (Hana and Ghufroon 2015), (Haryadi and Mahmudi 2020), and also (Ambarita, Simatupang, and Candra 2020), that indicate work ethic, religiosity, and motivation significantly influence employee performance. Furthermore, research from (Lamere, Kirana, and Welsa 2021), (Fauzan 2012), and (Maryono 2020) which showed results

indicating that work ethic has no significant effect on employee performance, and work motivation does not mediate the relationship between job stress and employee performance.

This study aims to understand and test the direct impact of work ethic, religiosity, and motivation on employee performance and to investigate the indirect impact of work ethic and religiosity on employee performance through motivation. It is expected that this research can serve as a reference for other companies on how to maximize their human resources (employees) to achieve company goals.

Based on the brief definitions of each research variable, the real-life phenomenon occurring at PT. Primaneendo Sadya Chaka, the explanations and gaps in relevant research, and the focus and purpose of this research, it is intriguing to conduct a reassessment of the impact of motivation in enhancing employee performance at PT. Primaneendo Sadya Chaka.

METHOD

This research employs a quantitative approach using path analysis. The study aims to examine both the direct and indirect effects of independent variables (work ethic and religiosity) on the dependent variable (employee performance) through the intervening variable, which is motivation. The population and sample for this study consist of all employees working at the PT. Primaneendo Sadya Chaka's headquarters, totaling 40 individuals. The data was collected through the completion of questionnaires provided to all research participants. The analysis tool used for this research is SPSS version 23.

DISCUSSION

The results of this research can be observed in the following table, which is generated from data processing using SPSS:

Table 1. Direct Effects on Motivation

Variable	Sig.	Beta
<i>Work Ethics</i>	0.009	0.668
<i>Religiosity</i>	0.00	0.285

Source: Questionnaire data processed using SPSS 23

Based on the table 1, it can be seen that the significance value of the work ethic variable is 0.009, which is smaller than 0.05. Therefore, work ethic has a positive and significant impact on employee work motivation. Furthermore, the significance value of the religiosity variable is 0.000, which is also smaller than 0.05. This indicates that religiosity has a positive and significant impact on employee work motivation.

Table 2. Direct Effects on Employee Performance

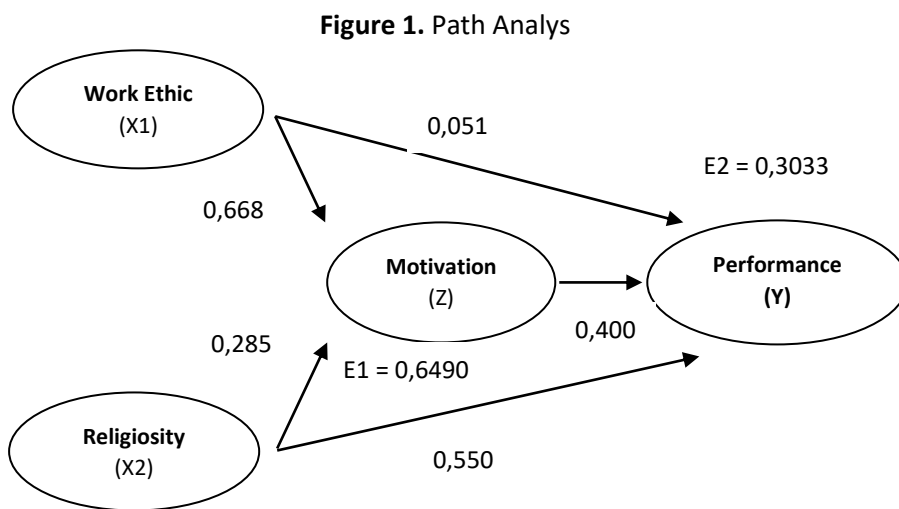
Variable	Sig.	Beta
<i>Work Ethics</i>	0.497	0.051
<i>Religiosity</i>	0.000	0.550
<i>Motivation</i>	0.001	0.400

Source: Questionnaire data processed using SPSS 23

Based on the table 2, it can be observed that the significance value of the work ethic variable is 0.497, which is greater than 0.05. Consequently, work ethic does not significantly affect employee performance. The significance value of the religiosity variable is 0.000, which is less than 0.05, indicating that religiosity has a positive and significant impact on employee performance. Additionally, the significance value of the motivation variable is 0.001, which is also less than 0.05, signifying that motivation has a positive and significant impact on employee performance.

Path Analys

Based on the results of the multiple linear regression analysis, which is used to test the direct impact of each variable, several key points can be extracted for use in path analysis. These points are:



From the diagram above, it can be determined that the direct influence of the work ethic variable on performance is 0.051. Meanwhile, the indirect influence of work ethic through work motivation on employee performance is $0.668 \times 0.400 = 0.2672$. Therefore, indirectly, work ethic through work motivation affects employee performance. This is indicated by the indirect effect value of 0.2672 being greater than the direct effect of 0.052.

Beside of that religiosity variable's influence on performance is 0.550. However, the indirect influence of religiosity through work motivation on employee performance is $0.285 \times 0.400 = 0.114$. Therefore, indirectly, religiosity through work motivation does not significantly

affect employee performance. This is indicated by the indirect effect value of 0.114 being smaller than the direct effect of 0.550.

The Influence of Work on Employee Performance at PT. Primaneendo Sadya Chaka

The results of the regression analysis, which aims to determine the direct influence of work ethic on employee performance, indicate that the significance value of the work ethic variable is greater than 0.05. Consequently, work ethic does not have a significant direct impact on employee performance. In this context, work ethic still requires additional support to influence employee performance at PT. Primaneendo Sadya Chaka because, in this study, work ethic is unable to directly enhance employee performance. This research contradicts the findings of several other studies (Hana and Ghufroon 2015), (Haryadi and Mahmudi 2020), and (Ambarita, Simatupang, and Candra 2020) Each of those studies mentioned reports a significant positive influence of work ethic on employee performance.

Furthermore, the results of this research align with the theory presented by Gibson, which outlines three main factors that can influence employee performance: (1) Individual factors; (2) Psychological factors, including employee perceptions or assumptions about the work environment, work attitudes, employee personality, learning, and work motivation; (3) Organizational factors (Silaen et al. 2021). In improving employee performance, it is not only work ethic that employees need but also ethics and personality, as well as knowledge. Having a strong work ethic combined with a positive attitude, good personality, and various technological knowledge relevant to the job can enhance employee performance. Therefore, work ethic, when accompanied by a positive attitude and good personality, along with relevant technological knowledge, can significantly impact and contribute to improving employee performance.

PT. Primaneendo should pay more attention to ethical standards, not only those in an Islamic context but also those adhered to by conventional standards. With a strong work ethic in place, it can enhance employee performance, just as previous research studies have shown. Thus, a well-developed Islamic work ethic can further evolve and enhance employee performance at PT. Primaneendo Sadya Chaka.

The Influence of Religiosity on Employee Performance at PT. Primaneendo Sadya Chaka

The results of the regression analysis to determine the direct impact of religiosity on employee performance show that the significance value of the religiosity variable is less than 0.05. Therefore, religiosity has a significant positive impact on employee performance. Religiosity-related attitudes, involving beliefs and rituals, make employees less likely to engage in negative actions. Employees with a high level of religiosity-related psychological attitudes tend to perform their best at work because they consider work as a form of worship. They conscientiously carry out their job responsibilities without constant supervision, as they believe in Allah SWT as the ultimate authority.

This study aligns with Ancok and Suroso's theory related to religiosity. As human beings, an employee's religiosity-related attitude is instilled in them from birth. It can be understood as a motivation to serve Allah SWT. High religiosity attitudes help minimize the likelihood of an individual engaging in negative actions, including in their work. (Djamaludin

and Nasori 2001, 76). Therefore, religiosity should be deeply ingrained in the souls of employees to enhance their performance. The assessment of religiosity has a tangible relationship with employee performance, leading to a sense of responsibility towards the tasks and duties assigned by the company in a more conscientious and correct manner.

Religiosity, which represents religious knowledge, directly influences the improvement of employee performance. This is because with a high level of understanding of Islam, an employee comprehends the essence of work. In Islam, work is not just about seeking maximum profit but also about seeking the pleasure and approval of Allah SWT, which obligates an individual to work to provide for oneself or one's family (Djamaludin and Nasori 2001, 54).

PT. Primaneendo Sadya Chaka has made various efforts to enhance its employees' knowledge about Islamic teachings. One of the approaches used is providing Islamic knowledge studies that are relevant to the employees' daily lives. This ensures that employees firmly believe that the primary purpose of work is not just to seek significant profits but also to serve as an act of worship to gain the pleasure of Allah SWT. Thus, the process of instilling religiosity in employees has successfully improved their performance at PT. Primaneendo Sadya Chaka directly, as evidenced by the significant positive impact of religiosity on employee performance in this study.

The Impact of Motivation on Employee Performance at PT. Primaneendo Sadya Chaka

The results of this study regarding the influence of motivation on employee performance show that the significance value of the motivation variable is 0.001, which is less than 0.05. Therefore, motivation has a significant and positive impact on employee performance. Employees who receive salaries that can support their daily lives, receive their payments on time, and feel valued will consistently perform better. With relevant and timely payments, employees are more likely to stay with the company and put in their best effort. Additionally, when employees feel valued and secure, they work with dedication and peace of mind. This leads to a harmonious working environment and facilitates cooperation among employees.

Motivation, as a driving force to take action, should indeed have a direct and proportional impact on employee performance. This aligns with the theory proposed by Robbins, which states that motivation is a voluntary willingness to make maximum effort with the primary goal of fulfilling responsibilities for the organization or company where the individual works (Amanah 2020).

PT. Primaneendo Sadya Chaka not only relies on intrinsic motivation that comes from within the employees themselves but also takes initiatives to stimulate extrinsic motivation among its employees. Some methods used to enhance employee motivation include providing special rewards to employees who exceed set targets and offering specific allowances as incentives for their work. The company has successfully cultivated strong employee motivation in accordance with its established policies. Furthermore, this study shows that work motivation has a significant and positive impact on improving employee performance.

The Impact of Work Ethic on Employee Performance through Motivation at PT. Primaneendo Sadya Chaka

The results of the path analysis, which is used to determine the indirect influence of the work ethic variable on employee performance through motivation, reveal that the direct influence of the work ethic on performance is 0.051. Meanwhile, the indirect influence of training through motivation on employee performance is $0.668 \times 0.400 = 0.2672$. Consequently, it can be concluded that the work ethic indirectly affects employee performance through work motivation. This is evident in the higher value of the indirect influence (0.2672) compared to the direct influence (0.052).

The results of this study align with research conducted by the research from (Ambarita, Simatupang, and Candra 2020), and also (Lamere, Kirana, and Welsa 2021) Research conducted by [Researcher's Name], which investigated the influence of work ethic on employee performance through motivation, found that there is a significant positive impact. This research emphasizes that having a strong work ethic along with high motivation can lead employees to enhance their performance in various tasks and responsibilities assigned by the company. With a strong work ethic and high motivation, employees tend to have a greater sense of responsibility for their work. This increased responsibility indirectly contributes to improved performance.

PT. Primaneendo Sadya Chaka, it is evident that the work ethic alone does not directly influence employee performance, but when mediated by work motivation, it significantly enhances employee performance. Therefore, the role of employee motivation in connecting work ethic to employee performance is vital at PT. Primaneendo Sadya Chaka.

The Influence of Religiosity on Employee Performance through Motivation at PT. Primaneendo Sadya Chaka

The results of the path analysis in the indirect testing of the influence of religiosity on performance through motivation show that the direct effect of the training variable on performance is 0.550. Meanwhile, the indirect effect of training through motivation on employee performance is $0.285 \times 0.400 = 0.114$. Thus, indirectly, religiosity through work motivation does not affect employee performance. This is indicated by the indirect effect value of 0.114, which is smaller than the direct effect of 0.550. This study contradicts some research conducted by earlier researchers (Maryono 2020) and (Ambarita, Simatupang, and Candra 2020) who stated that motivation can mediate the influence of religiosity on employee performance. However, this study is supported by research conducted by (Salsabila 2020) who found that motivation cannot mediate the influence of religiosity on employee performance.

PT. Primaneendo Sadya Chaka, religiosity can directly influence work motivation, in line with the definition of religiosity. Religiosity is manifested in various aspects of life, including visible activities as well as those that occur in a person's heart. (Djamaludin and Nasori 2001, 76). However, for certain reasons, motivation cannot mediate between

religiosity and performance. Therefore, there is a need for alignment between improving motivation and religious knowledge that leads to enhanced employee performance.

CONCLUSION

The Impact of Ethical Work on Employee Performance: Ethical work has a non-significant direct impact on employee performance. While ethical work can influence employee performance, the magnitude of its effect is relatively small. Therefore, the impact of ethical work on employee performance is not significant. The company needs to focus on aligning job expectations and employee performance, possibly by providing training and resources to enhance ethical work in the organization.

The Impact of Religiosity on Employee Performance: Religiosity has a significant and direct influence on employee performance. This is in line with the notion that religiosity, as a psychological disposition related to religious beliefs, motivates individuals to behave better. The company's programs aimed at improving religious knowledge in tandem with enhanced employee performance have been effectively implemented.

The Impact of Motivation on Employee Performance: Motivation significantly influences employee performance. This is corroborated by the company's incentive programs beyond basic salaries, such as rewards for exceeding targets or providing incentives to motivate employees to enhance their performance.

The Impact of Ethical Work on Employee Performance through Motivation: Indirectly, ethical work, through motivation, has a non-significantly positive influence on employee performance. The impact of ethical work on motivation has not demonstrated a clear effect on employee performance.

The Impact of Religiosity on Employee Performance through Motivation: Indirectly, religiosity, through motivation, has a non-significantly positive influence on employee performance. Motivation does not appear to mediate the impact of religiosity on employee performance. Thus, additional variables may be required to enhance the significance of the relationship between religiosity and employee performance.

This research can serve as a reference for improving and establishing policies related to work ethics, increasing and selecting programs related to religious knowledge, and understanding how to foster employee motivation to enhance employee performance. This research should be considered as a reference studies related to variables such as work ethics, religiosity, work motivation, and employee performance. In future research, additional variables or concepts that correspond to the evolving times and the prevailing workplace conditions can be introduced. This would ensure that human resource management research remains relevant and up-to-date.

REFERENCE

- AMANAHA, SITI NUR. 2020. "Pengaruh Pelatihan Dan Motivasi Terhadap Kinerja Karyawan Di Pt. Bank Negara Indonesia (Persero) Tbk Kantor Wilayah Jakarta Senayan." *Sebatik* 24 (2): 259–66. <https://doi.org/10.46984/sebatik.v24i2.1139>.
- Ambarita, Marthin Hutler, Sudung Simatupang, and Vivi Candra. 2020. "Efek Mediasi Motivasi Atas Hubungan Etos Kerja Terhadap Kinerja Pegawai Dinas Kehutanan UPT. Kesatuan Pengelolaan Hutan Wilayah II Pematangsiantar." *Jesya (Jurnal Ekonomi & Ekonomi Syariah)* 3 (2): 168–78. <https://doi.org/10.36778/jesya.v3i2.196>.
- Andayani, Tsalis Baiti Nur, and Heni Hirawati. 2021. "Pengaruh Pelatihan Dan Pengembangan Sdm Terhadap Kinerja Karyawan Pt Pos Indonesia Cabang Kota Magelang." *Jurnal Ilmiah Manajemen Ubhara* 3 (2): 11. <https://doi.org/10.31599/jmu.v3i2.982>.
- Djameludin, Ancok., and Fuat Nasori. 2001. *Psikologi Islami*. Yogyakarta: Pustaka Pelajar.
- Fauzan, Irma Tyasari. 2012. "Pengaruh Religiusitas Dan Etika Kerja Islami Terhadap Motivasi Kerja." *Modernisasi* 8 (3): 206–32.
- Hana, Mc Mifrohul, and M. Nur Ghufron. 2015. "Pengaruh Etika Kerja Islam Dan Kepemimpinan Transformasional Terhadap Kinerja Karyawan." *Equilibrium: Jurnal Ekonomi Syariah* 3 (2): 340–61.
- Handoko, T. Hani. 2008. *Manajemen Personalia Dan Sumberdaya Manusia*. Yogyakarta: BPFE.
- Haryadi, Imam, and Luthfi Noor Mahmudi. 2020. "Pengaruh Religiusitas Terhadap Kinerja Karyawan (Studi Kasus Pada Suryamart Soekarno-Hatta Ponorogo Tahun 2019)." *Islamic Economics Journal* 6 (2): 159. <https://doi.org/10.21111/iej.v6i2.4600>.
- Hasibuan, Malayu S.P. 2007. *Manajemen Sumber Daya Manusia*. 9th ed. Jakarta: PT. Bumi Aksara.
- Iddagoda, Y. Anuradha, and H. H. D. N. P. Opatha. 2017. "Religiosity: Towards A Conceptualization and An Operationalization." *Sri Lankan Journal of Human Resource Management* 7 (1): 59. <https://doi.org/10.4038/slhrm.v7i1.5637>.
- Lamere, Lukas, Kusuma Chandra Kirana, and Henny Welsa. 2021. "Analisis Pengaruh Gaya Kepemimpinan Dan Etos Kerja Terhadap Kinerja Karyawan Melalui Motivasi Sebagai Variabel Intervening." *Bisma: Jurnal Manajemen* 7 (2): 341. <https://doi.org/10.23887/bjm.v7i2.35420>.
- Maguni, Wahyudin, and Haris Maupa. 2018. "Teori Motivasi, Kinerja Dan Prestasi Kerja Dalam Al-Quran Serta Pleksibilitas Penerapannya Pada Manajemen Perbankan Islam." *Li Falah: Jurnal Studi Ekonomi Dan Bisnis Islam* 3 (1): 100. <https://doi.org/10.31332/lifalah.v3i1.1191>.
- Maryono, Wisnu faizal. 2020. "PENGARUH STRES KERJA DAN RELIGIUSITAS TERHADAP KINERJA KARYAWAN YANG DIMEDIASI OLEH MOTIVASI KERJA PADA PT BANK PAN INDONESIA Tbk." *Universitas Muhammadiyah Surakarta*. [http://eprints.ums.ac.id/id/eprint/91064%0Ahttp://eprints.ums.ac.id/91064/22/NASKA H PUBLIKASI.pdf](http://eprints.ums.ac.id/id/eprint/91064%0Ahttp://eprints.ums.ac.id/91064/22/NASKA%20H%20PUBLIKASI.pdf).
- Saifulloh, Saifulloh. 2010. "Etos Kerja Dalam Perspektif Islam." *Jurnal Sosial Humaniora* 3 (1): 54–

69. <https://doi.org/10.12962/j24433527.v3i1.654>.

Salsabila. 2020. “Pengaruh Kepemimpinan Islam Dan Religiusitas Terhadap Kinerja Melalui Motivasi Sebagai Variabel Intervening (Studi Pada Guru MAN 4 Kebumen).” *Jurnal Manajemen STIE Putra Bangsa*, 1–10.

Sari, Diana Puspita, Dyah Ika Rinawati, Ary Arvianto, and Marudut Mujur. 2014. “Perencanaan Sistem Penilaian Kinerja Karyawan Dan Pemberian Reward Menggunakan Anlytical Hierarchy Process (AHP) Dan Synthetic Decidion Approach.” *Jati Undip, Vol IX, No 3, September 201 IX (3)*: 181–86.

Silaen, Novia Ruth, Syamsuriansyah Syamsuriansyah, Reni Chairunnisah, Maya Rizki Sari, Elida Mahriani, Rahman Tanjung, Diana Triwardhani, et al. 2021. *KINERJA KARYAWAN. CV WIDINA MEDIA UTAMA*. Bandung: CV WIDINA MEDIA UTAMA.

Tasamara, Toto. 2002. *Membudayakan Etos Kerja*. Jakarta: Gema Insani.

Wilson, Bangun. 2012. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Salemba Empat.