

## THE INFLUENCE OF WORK MOTIVATION AND WORK ENVIRONMENT ON THE PERFORMANCE OF EDUCATIONAL PERSONNEL WITH RELIGIOSITY AS MODERATION AT THE KIAI HAJI ACHMAD SIDDIQ STATE ISLAMIC UNIVERSITY, JEMBER REGENCY

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DOI: <https://doi.org/10.21107/pamator.v16i1.19061>

Manuscript received 16<sup>th</sup> February 2023, Revision 25<sup>th</sup> March 2023, Issue 28<sup>th</sup> March 2023

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### Abstract

This study aims to assess the impact of work environment motivation on the performance of teaching staff at UIN KHAS Jember. A higher education institution is considered a knowledge carrier and learning institution with high hopes and goals, a scientifically developed Forum to provide ethical and skills guidance to students and academics. This study uses the causality method with a causal relationship between the positions of the research variables and the influence of the independent variables on the dependent variable. Based on the results obtained, work motivation can positively impact performance. This indicates that the reason increased by the employees' leadership will affect increasing motivation. The results of the path coefficient indicate that the relationship between fellow employees has a significant role in carrying out social relations with many people. It will create a sense of security and make you feel acknowledged by others. The work environment positively influences the performance of UIN Khas Jember's academic staff, which indicates that a good work environment can produce high-performance levels, thereby indirectly causing employees to work at optimal levels.

**Keywords:** Performance, Work Motivation, Work Environment, Education Personnel, Moderation

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### INTRODUCTION

At this time, education in higher education is seen as an institution which is most expected a development in the development of science as well as a learning institution.

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With huge expectations and goals for universities that it uses as a forum for scientific development, moral guidance, and a platform for scientific and skill development to students and the academic community<sup>1</sup>.

The educational institution of Kiai Haji Achmad Siddiq State Islamic University (UIN KHAS) Jember is a national academic institution under the supervision of the Ministry of Religion (KEMENAG RI) as an institution to organize and prepare the Islamic education process as well as possible and accountable. In other words, more is needed for the UIN KHAS Jember educational institution to rely solely on management to fulfil these strategic roles. Still, it must try harder and know its shortcomings and advantages<sup>2</sup>.

Performance issues are a severe problem in an organization or educational institution/organization. The back and forth of an educational institution/organization is seen from the figure of a leader who can set an example through motivation to his associates to work as well as possible until they succeed in achieving appropriate goals<sup>3</sup>.

Quoted from the word motivation comes from motive (*motive*)<sup>4</sup> which is interpreted as encouragement. Motivation is a condition that encourages or causes a person to engage in an action or activity that he is aware of to realize behaviour to achieve his goals and desires.

Therefore, employee motivation and professional management are the most important assets that a leader should always pay attention to. Coaching and career development of educational personnel can be in the form of efforts to increase motivation in improving managerial abilities, technical competence, position levels, promotion, and academic qualifications. The technical competencies of the education staff include carrying out administrative duties of correspondence and filing, managing employee administration, and managing institutional finances, as carried out by educational personnel at Kiai Haji Achmad Siddiq State Islamic University, Jember Regency. Employees who perform highly can work according to the tasks assigned to them, understand the relationship between their work and other jobs, understand the goals of the company and face difficulties in solving their assignments<sup>5</sup>.

Factors affecting performance include motivation, skills, knowledge, competence, education, experience, training, interests, personality attitudes, physical conditions and biological needs, religion, social needs and individual needs. According to Glock and

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<sup>1</sup> Saefudin Zuhri, 'Rencana Induk Pengembangan (Rip) Institut Agama Islam Negeri Syekh Nurjati Cirebon', 2015.

<sup>2</sup> Zuhri.

<sup>3</sup> K Kartono, 'Pemimpin Dan Kepemimpinan. Bandung:: Rajawali Press.', 2014.

<sup>4</sup> Bangun W, 'Manajemen Sumber Daya Manusia . Jakarta: Erlangga.', 2012.

<sup>5</sup> Wungow Raymond Octavianus and others, 'Pengaruh Pengalaman Kerja Dan Pelatihan Kerja Terhadap Kinerja Karyawan Pt . Telkom Indonesia Cabang Manado the Influence of Work Experience and Job Training on Employee Performance of Pt . Telkom Indonesia Manado Branch', 6.3.

Stark<sup>6</sup>, religion is a system composed of symbols, beliefs, values and behaviours governed by institutions, All of which are directed towards those concepts considered to be the most reasonable by the individual who practices them(*ultimate meaning*)<sup>7,8</sup>.

Based on the explanation above, it is necessary to have research related to using religiosity as a factor that modifies the relationship between work motivation and the work environment with performance. Therefore, this study intends to test the influence of Work Motivation, Work Environment on the Performance of Educational Personnel with Religiosity, considered a moderation factor that modifies the relationship between work motivation, work environment and educational personnel performance (Case Study at UIN KHAS Jember).

## RESEARCH METHODS

3 (three) variables become concepts in this study, namely Work Motivation (X1) as an Independent variable, Work environment (X2), Moderation Variable (Z) as religiosity, and dependent variable (Y) as Employee Performance<sup>9</sup>. This study took a sample from the population of all education staff at UIN KHAS Jember, which amounted to 226 people. The details of the number of education are as follows:

**Table 1.** Education Staff of UIN KHAS Jember

POSITION	SUM
Civil Servant Education Personnel	72
Education Staff NON-PNS	154
GRAND TOTAL	226

**Source:** Primary data processed, 2022

In order to create a suitable model, it is recommended to limit the sample size to 100-200 respondents, which will make it possible to estimate the interpretation with the Structural Equation Model (SEM) method<sup>10</sup>. The specified sample count should be based on the minimum sample calculation required to determine the required number of samples by the SEM method. To determine the minimum number of SEM samples are:

Minimum sample = (Number of indicators x (5 to 10 times))

According to the prescribed guidelines<sup>11</sup>, the maximum sample number for the study is:

<sup>6</sup> M. E. Porter, *Keunggulan Bersaing. Jakarta:: PT. Gelora Aksara Pratama.*, Tesis, 2013, III.

<sup>7</sup> Nurdin Nurdin and others, 'Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Hotel Dyan Graha Pekanbaru', *Reslaj : Religion Education Social Laa Roiba Journal*, 3.2 (2021), 137–48.

<sup>8</sup> I Kadek Yogi Setiawan, 'Pengaruh Latar Belakang Pendidikan Dan Pengalaman Kerja Terhadap Kinerja Karyawan Pada Pt. Federal International Finance (Fif) Group Cabang Singaraja', *Jurnal Jurusan Pendidikan Ekonomi (JJPE)*, 05.1 (2015), 1–11.

<sup>9</sup> Sugiyono, 'Metode Penelitian Kuantitatif, Kualitatif Dan R&D (Bandung: Alfabeta)', 2016, 99.

<sup>10</sup> Sugiyono, *Metode Penelitian Kombinasi (Mixed Methods)*. Bandung: Alfabeta., 2018.

<sup>11</sup> S. A. Hermawan, 'Metode Penelitian Bisnis Pendekatan Kuantitatif Dan Kualitatif. Malang: Media Nusa Creative.', 2016.

$$\begin{aligned} \text{Minimum sample} &= \text{number of indicators} \times 7 \\ &= 16 \times 7 \\ &= 112 \text{ respondents} \end{aligned}$$

After considering the opinions submitted and based on the considerations put forward, the number of samples used in this study is 114.

## **RESULTS AND DISCUSSION**

### **Overview of Kiai Haji Achmad Siddiq University, Jember Regency**

Kiai Haji Achmad Siddiq State Islamic University (UIN KHAS) Jember is one of the state universities based on Islamic values to broadcast the regeneration of Muslims who are intellectuals in order to lead the life of the nation and state that delivers its students to become Muslim scholars based on moral nobility and quality science. Managing the UIN KHAS Jember undergraduate program's learning activities is supported by five faculties: the Faculty of Tarbiyah, Faculty of Sharia, Faculty of Da'wah, Faculty of Islamic Economics and Business, and Faculty of Ushuluddin, Adab and Humanities. In this study, researchers took respondents from all academic staff at UIN KHAS Jember, as many as 114 people.

#### **1. Outer Model (Measurement Model and Indicator Validity)**

The model that is the relationship between the variables of the model indicators of the measurement of the variable reflexive is the variables Motivasi Work, Work Environment, Religiosity and Performance based on the outer table of the Loading model.

**Table 2.** Outer Loading

	<b>EMPLOYEE PERFORMANCE (Y)</b>	<b>WORKING ENVIRONMENT (X2)</b>	<b>WORK MOTIVATION (X1)</b>	<b>RELIGIOSITY (Z)</b>
<b>X1.2</b>			0.690	
<b>X1.4</b>			0.918	
<b>X1.5</b>			0.875	
<b>X2.2</b>		0.747		
<b>X2.3</b>		0.859		
<b>X2.4</b>		0.889		
<b>X2.5</b>		0.835		
<b>Y1</b>	0.757			
<b>Y2</b>	0.732			
<b>Y3</b>	0.646			
<b>Y4</b>	0.736			
<b>Y5</b>	0.757			
<b>Z1</b>				0.803
<b>Z2</b>				0.765
<b>Z4</b>				0.635
<b>Z5</b>				0.774

Source: Primary data processed, 2022

According to the outer loading table above, the loading factor for indicators on the Work Motivation variable (X1) is  $X1.2 = 0.690$ ,  $X1.4 = 0.918$ ,  $X1.5 = 0.875$ , greater than 0.5, which indicates that the indicator meets convergent validity. However, on the indicator  $X1.1 = 0.363$ ;  $X1.3 = 0.412$ ;  $X2.1 = 0.265$ ; and  $Z3 = 0.212$  produces a loading Factor with a value of  $< 0.5$ , the indicator does not meet the convergent validity. The analysis results in the table above found that all indicators used in the research variables, namely work Motivation, Work Environment, Religiosity and Employee Performance, obtained a loading factor value of  $> 0.5$ . Then the convergent validity can be fulfilled<sup>12</sup>.

**Table 3.** Construct Validity

	<b>Average Variance Extracted (AVE)</b>
Employee Performance (Y)	0.528
Working Environment (X2)	0.696
Work Motivation (X1)	0.695
Moderating Effect 1 (X1*Z)	1.000
Moderating Effect 2 (X2*Z)	1.000

**Source:** Primary data processed, 2022

Furthermore, the measurement model used is Average Variance Extracted (AVE), which is the magnitude of the variance of the indicator owned by its latent variables. If the magnitude of the convergence of the AVE value is more than 0.5, then the validity of the latent variable is considered quite good. From the Average Variance Extracted (AVE) value that can be seen, it can show each construct (variable) on the reflective indicator variable. A good model is if each construct's Average Variance Extracted (AVE) value is more significant than 0.5, which is the expected minimum limit. The results of this trial show that the considerable AVE value for the variable variables Work Motivation, Work Environment, Religiosity, Employee Performance Moderation-1 (X1\*Z), and Moderation-2 (X2\*Z) has a value above 0.5, and can be said to be valid.

## 2. Inner Model (Pengujian Model Struktural)

To evaluate the quality of the model, we can look at the R-Square value of the equation between latent variables. The R-Square value indicates how well the model's exogenous (independent/free) variable can describe the endogenous (dependent/bound) variable.

**Table 4.** R Square

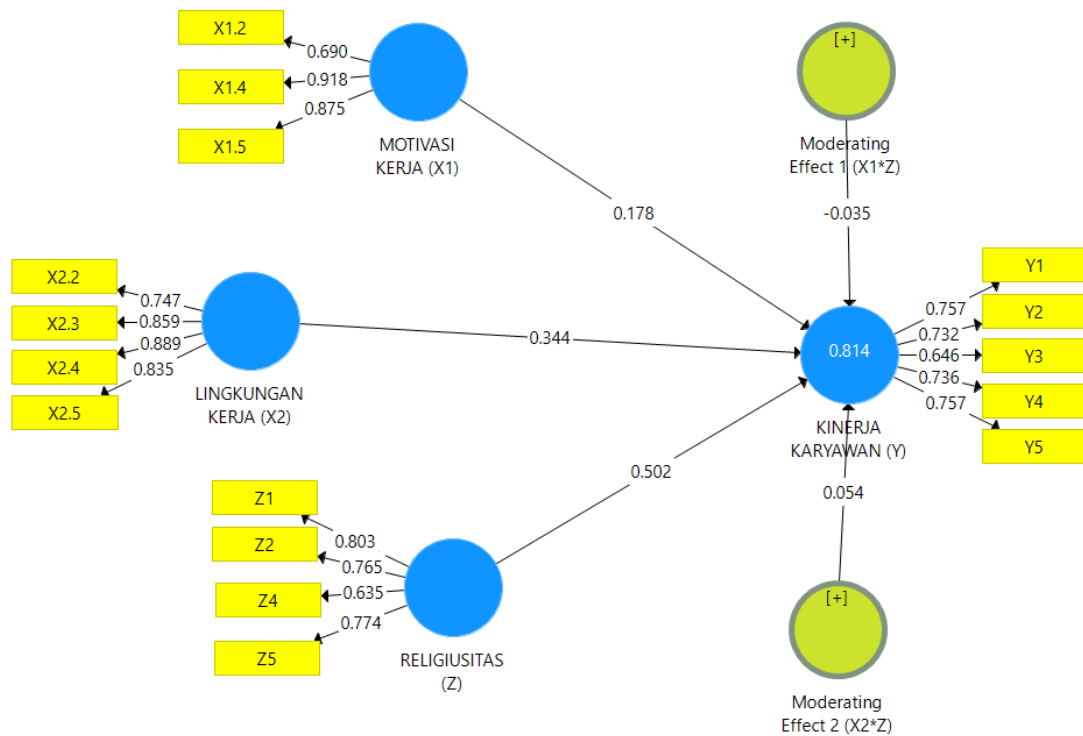
	<b>R-Square</b>	<b>R Square Adjusted</b>
Work Performance (Y)	0.814	0.806

**Source:** Primary data processed, 2022

Obtained the value  $R^2 = 0.814$ , which From the analysis results, it can be concluded that the model used can explain the phenomenon or problem of Employee Performance by 81.40%. While the remaining amount (18.60%) is explained through other variables (other than the variables Work Motivation, Work Environment, and Religiosity) and has not been included in the error and model. From the results obtained, it can be concluded

<sup>12</sup> V. Sujarweni, 'Metodologi Penelitian Bisnis & Ekonomi. Yogyakarta: Pustaka Baru Press.', 2015.

that the factors that can affect Employee Performance are Work Motivation, Work Environment, and religiosity by 81.40%. In comparison, at 18.60%, It can be concluded that Employee Performance is influenced by factors other than Work Motivation, Work Environment, and Religiosity. Then, the path coefficient on the inner model can be viewed to get more information.



**Figure 2. Path Coefficients**

### 3. Hypothesis Testing Results

**Table 5. Path Coefficients**

	<b>Original Sample</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Work environment (x2) -> employee performance (y)	0.344	0.363	0.119	2.892	0.004
Work motivation (x1) -> employee performance (y)	0.178	0.183	0.071	2.519	0.012
Moderating effect 1 (x1*z)-> employee performance (y)	-0.035	-0.048	0.072	0.486	0.627
Moderating effect 2 (x2*z)-> employee performance (y)	0.054	0.047	0.067	0.808	0.419

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Religiosity	(z)->					
performance		0.502	0.480	0.115	4.347	0.000
Employee (y)						

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**Source:** Primary data processed, 2022

1. Work Motivation (X1) has a positive and significant relationship with Employee Performance, with a path coefficient of 0.178. The p-values obtained by 0.012 are smaller than the value of  $\alpha = 0.05$  (5%), which indicates that the influence is significant.
2. Work Environment (X2) positively and significantly impacts employee performance, with a path coefficient of 0.344. This is evidenced by p-values more minor than the value of  $\alpha = 0.05$  (5%)
3. Moderating-1 (X1\*Z) has no significant effect on Employee Performance, with a path coefficient of -0.036. This is evidenced by a p-value more significant than the value of  $\alpha = 0.05$  (5%)
4. Moderating-2 (X2\*Z) has no significant effect on Employee Performance, with a path coefficient of 0.054. This is evidenced by a p-value more significant than the value of  $\alpha = 0.05$  (5%)

### **The Effect of Work Motivation on Performance**

The results of hypothesis test 1 show that work motivation positively influences performance. This shows that if the leadership gives higher motivation to employees, this will cause employee motivation also to increase. This study confirms the findings of previous studies conducted by those who stated that work motivation positively impacts performance. This shows that the work motivation factor has a significant role in improving employee performance. If there is an increase in motivation, the performance results will increase<sup>13</sup>. This shows that providing adequate work motivation can make employee performance improvement. If work motivation is provided correctly, it will positively influence employee performance. Effect of Work Environment on Performance<sup>14</sup>.

From the analysis of the second hypothesis, there is a positive relationship between the work environment and employee performance, which means that a good work environment will positively impact employee performance<sup>15</sup>. This shows that a work environment with a good network of relationships among colleagues will cause employee performance to improve. The results showed that the comfortable work environment at UIN Khas Jember has a positive relationship with the performance of educational personnel. This shows that a good work environment will improve performance, allowing

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<sup>13</sup> Geovanno Harland Goni, Wilfried S Manoppo, and Joula J Rogahag, 'Pengaruh Motivasi Kerja Terhadap Peningkatan Kinerja Karyawan Pada PT. Bank Rakyat Indonesia Cabang Tahuna', *Productivity*, 2.4 (2021), 330–35.

<sup>14</sup> Porter, III.

<sup>15</sup> Shalawaty and Annisa Alfi, 'MOTIVASI KERJA DALAM PENINGKATAN KINERJA PEGAWAI BADAN Work Motivation in Improving Employee Performance at Badan Perencanaan Pembangunan Daerah, Penelitian Dan Pengembangan Palangka Raya City', *Pencerah Publik*, 2020, 50–61.

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employees to complete their work optimally. Religiosity Moderates the Influence of Work Motivation on Performance<sup>16</sup>

From the results of hypothesis test 3, it can be concluded that the level of religiosity has no role in changing or modifying the influence of work motivation on performance. This suggests that the variable religiosity can not strengthen or weaken the relationship between work motivation and performance. In general, people with a high level of religiosity are expected to show better performance, but the results of the empirical analysis do not support this. However, the results of the analysis show that there is a positive relationship between religiosity and performance. Religiosity Moderates the Influence of the Work Environment on Performance<sup>17</sup>.

From the results of the analysis of the fourth hypothesis, the religiosity factor has no influence as a moderator on the relationship between the work environment and performance. This suggests that religiosity cannot increase or decrease the influence of the work environment on performance. In general, religiosity is considered a strong commitment in terms of religious life<sup>18</sup>.

## CONCLUSION

Based on the analysis results, work motivation positively affects the performance of education personnel. This shows that the motivational factor is essential in improving employee performance. If work motivation is increased, then the resulting performance will also increase. This positive relationship can be understood as a motivation that has yet to reach the level of overload.

The work environment influences performance. It states that work environment factors have a significant impact on performance. This implies that good working environment conditions will make the performance of educational personnel more optimal. The hypothesis test results show that religiosity does not directly impact work motivation, which affects performance. This indicates that the religiosity variable cannot increase or decrease the effect of work motivation on performance.

From the analysis results, the religiosity factor does not significantly influence the relationship between the work environment and performance. This indicates that the religiosity variable cannot strengthen or weaken the influence of the work environment on performance.

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<sup>16</sup> Salsabila, 'Pengaruh Kepemimpinan Islam Dan Religiusitas Terhadap Kinerja Melalui Motivasi Sebagai Variabel Intervening (Studi Pada Guru MAN 4 Kebumen)', *Jurnal Manajemen STIE Putra Bangsa*, 2020, 1–10.

<sup>17</sup> Arta Adi Kusuma, *Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Hotel Muria Semarang*, Universitas Negeri Semarang, 2013.

<sup>18</sup> Muslim Marpaung and others, 'Analisis Moderasi Religiusitas Pada Pengaruh Pendidikan, Pengalaman Dan Motivasi Terhadap Kinerja Pegawai Pemprov Sumut', *Jurnal Ilmiah Ekonomi Islam*, 7.2 (2021), 669–78 <<https://doi.org/10.29040/jiei.v7i2.2152>>.



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