

ROLE OF RELIGIOSITY IN THE CORRELATION BETWEEN MOTIVATION AND PERFORMANCE

O PAPEL DA RELIGIOSIDADE NA CORRELAÇÃO ENTRE MOTIVAÇÃO E DESEMPENHO

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Abstract

This study aims to examine the effect of motivation on employee performance moderated by religiosity. The research method used a quantitative approach with an explanatory research model. Singarimbun and Effendi (2006) stated that explanatory research was done with the aim of explanatory or confirmatory which provides a causal explanation or relationship between variables through hypothesis testing. This research was carried out in Brawijaya University, Indonesia. A total of 329 academic staff from Brawijaya University was selected as respondents. The data was collected by questionnaires and analyzed by Smart PLS. The research results showed that there was a positive and significant influence between employee motivation and performance, as indicated by a P value of $0.033 < 0.05$ and a path coefficient value of 0.126. The role of religiosity in moderating the influence between motivation and performance proved to be significant at 0.170 at a P Value of 0.000. This shows that the influence of motivation on performance is stronger with the moderating effect of Religiosity. It shows the theoretical contribution that organization should take into account the religious factors to design an organizational framework to improve employee performance.

Resumo

Este estudo teve como objetivo examinar o efeito da motivação no desempenho dos funcionários, moderado pela religiosidade. O método de pesquisa utilizado foi quantitativo, com um modelo de pesquisa explicativa. Singarimbun e Effendi (2006) afirmaram que a pesquisa explicativa é realizada com o objetivo de explicar ou confirmar a causalidade, ou seja, estabelecer uma relação entre variáveis por meio de testes de hipóteses. Esta pesquisa foi conduzida na Universidade Brawijaya, Indonésia. Um total de 329 funcionários acadêmicos da Universidade Brawijaya foram selecionados como respondentes. Os dados foram coletados por meio de questionários e analisados pelo Smart PLS. Os resultados da pesquisa mostraram que houve uma influência positiva e significativa entre a motivação dos funcionários e o desempenho, conforme indicado por um valor de p de $0,033 (<0,05)$ e um coeficiente de caminho de 0,126. O papel da religiosidade na moderação da influência entre motivação e desempenho mostrou-se significativo (0,170, com um valor de p de 0,000). Isso demonstra que a influência da motivação no desempenho é mais forte com o efeito moderador da religiosidade. Isso demonstra a contribuição teórica de que as organizações devem levar em consideração os fatores religiosos ao projetar uma estrutura



Keyword: Motivation. Religiosity. *organizacional para melhorar o desempenho dos funcionários.*
Performance.

Palavras-chave: *Motivação. Religiosidade. Desempenho.*

1 INTRODUCTION

Sinambela (2018, p.480) stated that the employees ability to do the tasks or jobs was based on their expertise. Campbell in Sudarmanto (2019, p.9) also stated that performance was actions or behavior that are relevant to organizational goals. Meanwhile, Mathis (2012, p. 378) stated that performance was all the work of employees whether done or not done. Furthermore, Mathis (2012) mentioned indicators to assess employee performance as Working quantity, Quality of work, Punctuality, Presence and Cooperation ability.

Armstrong and Baron in (Wibowo, 2009) suggested that the factors to affect performance can be explained as follows. First, Personal factors were indicated by the level of skill, competency, motivation, and individual commitment. Second, Leadership factors were determined by the quality of encouragement, guidance, and support by managers and team leaders. Third, Team factors were indicated by the quality of support provided by colleagues. Forth, System factors were indicated by the existence of work systems and facilities provided by the organization. Fifth, Contextual/situational factors were indicated by the high level of pressure and changes in the internal and external environment. Above description showed that employee performance is the level of work achievement obtained by employees in a certain period in carrying out their duties.

Sastrohadiwiry (2001: 267) stated that motivation can be interpreted as a mental state and human mental attitude that provides energy, encourages activities or moves and directs or channels behavior toward achieving needs that give satisfaction or reduce imbalances. There are two forms of motivation, namely intrinsic and extrinsic motivations. Intrinsic motivation is a driving force for work that comes from within the worker as an individual, in the form of awareness of the importance or benefits of the work he is doing. In other words, this motivation comes from the work done, either because it is able to meet needs or fun, or achieving a goal as well as it provides certain

positive expectations in the future. For example, workers who work dedicatedly because they feel they have the opportunity to actualize or realize themselves to the fullest.

Extrinsic motivation is a work driving force from outside the worker as an individual in the form of a condition that requires him to carry out his work to the fullest. For example, experience in an organization/company environment shows a tendency to use extrinsic motivation more dominant than intrinsic motivation. This condition is mainly due to the difficulties to raise awareness from within the worker, while the working conditions around him accompany him more than getting job satisfaction which can only be fulfilled from outside. Under these conditions, efforts are needed to integrate motivational theories, to be used operationally within the organization/company environment. For managers the important thing is to give meaning to all the theories, so that they can be used operationally and practically to motivate their subordinates. Furthermore, Nawawi (2003: 373) reiterated that in motivating workers what is much questioned is indirect compensation, especially in the form of incentives. Incentives is awards/rewards given to motivate workers to get high productivity, their nature is not fixed or intermittent, therefore incentives as part of profits are mainly given to workers who work well or achieve. Sembiring *et al.* (2021) and Bukit *et al.* (2019) said that motivation influences the employee performance.

MaClean, Walker and Matsuba (2004) also stated that religiosity was the transmission of religious values and forms part of individual identity. The religion identity within individuals has a large influence on their values and behavior. Glock (in Ancook and Suroso, 1994) has five dimensions of religiosity. First, the ideological dimension is the degree to which a person accepts things that are dogmatic in his religion. For example, the belief that work is part of worship, fortune has been outlined and others. Second, Intellectual dimension was the extent to which a person knows about religious teachings, especially those in the scriptures. Third rituality dimension was the degree to which a person carries out ritual obligations in his religion. Forth, the dimension of experience was feelings or religious experiences that have been experienced and felt. Fifth, the consequence dimension was measures the extent to which a person's behavior was motivated by the teachings of his religion in social life.

Theoretically, there are many factors to affect the employee performance. Besides motivation, religiosity also has the important role to shape individual performance. Lefkowitz *et al.* (2004) stated that religiosity measurement usually uses three indicators

as frequency of attendance for worship, the importance of religion for individuals and the frequency of praying. Instinctively, every human being has a heart that can convey whether to be a good human being or vice versa. An Apparatus who has good competence and even excels compared to others will not necessarily to show good character and behavior which will ultimately affect his performance as a public servant. Unfortunately, there is no comprehensive research to examine this gap. This research fills this gap by examining "The Influence of Motivation on Employee Performance Moderated by Religiosity (Studies on Education Personnel at Brawijaya University)"

2 RESEARCH METHOD

This study used a quantitative approach with an explanatory research model. Sugiyono (2012) said that quantitative research was a research method based on positivist philosophy (visualization of an observed phenomenon) used to research and observing a population until the sample is determined. The explanatory research observes causal correlations between variables to describe the phenomena (Zulganef, 2013). The study took place at Brawijaya University, Malang City, East Java, Indonesia. This location selection is based on its alignment with Brawijaya University vision to become a pioneering and reforming university with an international reputation in science and technology, especially those that support culture-based industries for the welfare of society, where Brawijaya University has a series of programs to improve employee performance through a series of religious-based activities, including through the Hajj Guidance Group service program, and religious formation programs that reflect tolerance and diversity. Brawijaya University also has a religious development center where one of its missions is to improve Brawijaya University human resources who have an intellectual, religious and humanist character, responsible, have good morals, personality and character by upholding good morals, and are able to develop themselves and be competitive at the national and international levels.

Other reason to select the research location was Brawijaya University just received PTNBH status with the signing of Government Regulation Number 108 of 2021 concerning PTN BH Universitas Brawijaya on October 18 2021. This of course has an impact on Brawijaya University seriousness to manage employee performance continuously. Brawijaya University will organize based on the strategic plan, namely

GIRAFFE, which stands for Government, Innovation, Reputation, Alumno, Faculty, Fund, and Efficiency. The last reason, The organizational performance of Brawijaya University has been recognized in international rankings. In fact, Brawijaya University is included in 7 world ranking subjects from 12 Times Higher Education rankings by Subject. Brawijaya University in 2022 was ranked 1st in East Java, and 3rd best nationally according to UniRank. Apart from that, based on the 2023 EduRank ranking, Brawijaya University is the second best HEI in East Java. By 2025, it targets to be a university with a ranking of 500+. This is not an easy thing to achieve. For this reason, various efforts have been made to improve Academic reputation and Employer reputation. This research should contribute practically to developing various employee management strategies and improving the performance of Brawijaya University employees.

The analysis unit is the individual. The analysis unit is the level of aggregation of data analyzed in research and is an important element in research design related to selecting, collecting and analyzing data. Individual units of analysis means that the data analyzed came from each individual respondent who filled out the distributed questionnaire. This research uses the Cluster Random Sampling technique to get the desired sample. Cluster Random Sampling divides the existing population into relatively smaller numbers which still come from clusters of units and then some of these cluster units will be randomly selected to be included in general sampling (Etikan, 2017). The data analysis technique is the Structural Equation Modeling (SEM) technique with SmartPLS 3.2.4 software.

The study respondents were employees (educational staff) of Brawijaya University in 2021. Questionnaires were distributed on July 7 - August 3, 2022 using the proportional stratified random sampling technique at various levels of education. In order to distribute the questionnaires evenly, study uses a proportionate stratified random sampling technique by dividing the number of respondents according to each work unit to obtain 329 respondents.

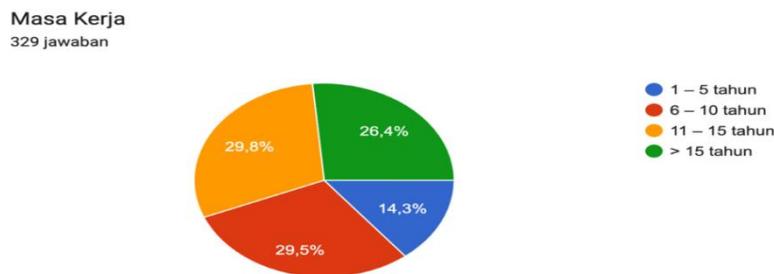
3 RESULT AND DICUSSION

3.1 Respondent descriptive statistics

The research results showed that the majority of respondents are aged 31-40 years (51.1%), followed by 41-50 years (23.7%) and > 50 years (13.7%) and 21-30 years (11.6%). Based on the years of service, most respondents have working period of 6-10 years (29.5%), and the smallest is 1-5 years, which is 14.3%. Overall, respondents with a working period of ≥ 6 years were 85.7%. This shows that the majority of respondents are employees who have enough work experience. It is very representative to measure their performance. The chart is shown in figure 1.

Figure 1

Years of Service



Source: Secondary Data Processed, 2022

3.2 Model measurement

Validity and reliability tests examines whether the research instruments can be understood by respondents, to ensure that questions were based on indicators to measure research variables accurately and reliably. The instrument validity is tested by product moment correlation analysis, which is declared valid if ≥ 0.30 (Sekaran, 2011). Table 1 shows the results of the instrument validity test.

Table 1*Test the Validity of Research Instruments*

Variable	Indicator	Corelation	Description
Motivation	Physiological needs	0.488	Valid
	Safety needs	0.619	Valid
	Love and belonging needs	0.446	Valid
	Esteem needs	0.521	Valid
	Self Actualization needs	0.617	Valid
Performance	Quality	0.638	Valid
	Quantity	0.702	Valid
	Timeliness	0.718	Valid
	Effectiveness	0.692	Valid
	Independence	0.738	Valid
	Commitment	0.571	Valid
Religiosity	Ideological	0.632	Valid
	Intellectual	0.553	Valid
	Rituality	0.504	Valid
	Experience	0.463	Valid
	Consequence	0.552	Valid

Source: Secondary Data Processed, 2022

Table 1 showed that all variables and indicators have good validity. It showed that all item correlation values are at above 0.3. All question items can be declared valid as a data collection tool.

The reliability instrument can be examined by a reliability test to determine the stability and consistency of a research measurement instrument. A reliable measurement instrument can provide consistent values for several measurements at same or different objects. This reliability is good if the Cronbach alpha value ≥ 0.6 . Table 2 shows instrument reliability test results.

Table 2*Reliability Test Results*

	Cronbach's Alpha	Result
Performance	0.948	Reliable
Motivation	0.864	Reliable
Religiosity	0.907	Reliable

Source: Secondary Data Processed, 2022

Table 2 showed the Cronbach's Alpha values for the four research variables were above 0.6. It means that the instrument has met the requirements for validity and reliability. The collected data obtained can be used for further analysis.

3.3 Motivational Variable Measurement (X1)

The motivation variable has 18 positive statements in the questionnaire grouped into 5 indicators. Table 3 shows indicators measurement of motivation variable.

Table 3

Indicators of Motivation Variable (X1)

No	Indicator	Mean	Loading Factor	P-Value	Description
1	Physiological needs	4.40	0,812	0.000	Significant
2	Safety needs	3.92	0,819	0.000	Significant
3	Love and belonging needs	4.54	0,859	0.000	Significant
4	Esteem needs	4.56	0,708	0.000	Significant
5	Self Actualization needs	4.70	0,825	0.000	Significant
		4.42			

Source: Secondary Data Processed, 2022

Table 3 above showed that the mean values of 4 indicators are very high (average between 4.2 - 5), one indicator is high (average between 3.4-4.2). The mean value of 4.70 is the highest score on the fifth indicator, namely self-actualization (X1.5), while the average value (mean) of 3.92 is the lowest score on the security indicator (X1.2). Overall, respondents perceive the motivational variable (X1) with an average of 4.42 (very high category). This indicates that the respondent's motivation (X1) is in the very high category (average between 4.2 - 5).

The first indicator of Physiological needs has loading factor of 0.812 and P-value of $0.000 < 0.05$ (significant). The Physiological Needs indicator is significant to measure of the motivation variable. The motivation level (X1) is determined by levels of Physiological needs.

The second indicator of Safety needs has loading factor of 0.819, and P-value of $0.000 < 0.05$ (significant). The Safety needs indicator is significant to measure the Motivation variable (X1). The motivation level (X1) is determined by levels of safety needs.

The third indicator of Love and belonging has loading factor of 0.859, and P value of $0.000 < 0.05$ (significant). The Love and belonging needs indicator is significant to measure the Motivation variable (X1). The motivation level (X1) is determined by levels of Love and belonging needs.

The fourth indicator of Esteem needs has loading factor of 0.708, and P value of $0.000 < 0.05$ (significant). The Esteem needs indicator is significant to a measure the Motivation variable (X1). The motivation level (X1) is determined by levels of Esteem needs.

The fifth indicator of Self Actualization needs has factor of 0.825, and P value of $0.000 < 0.05$ (significant). The Self Actualization needs indicator is significant to measure Motivation variable (X1). The motivation level (X1) is determined by levels of Self Actualization needs

The influence of motivation on employee performance includes 6 indicators. A series interviews with several informan showed that motivation has a large impact on the implementation of work, in terms of quality, amount of work, timeliness, commitment, cooperation, creativity in work, and independence. The Head of the Management Sub Division of Brawijaya University educational staff stated a quite encouraging increase in performance after providing incentives and improving the comfort of the work environment. This is indicated by higher work enthusiasm, lower late arrival and work for no reason.

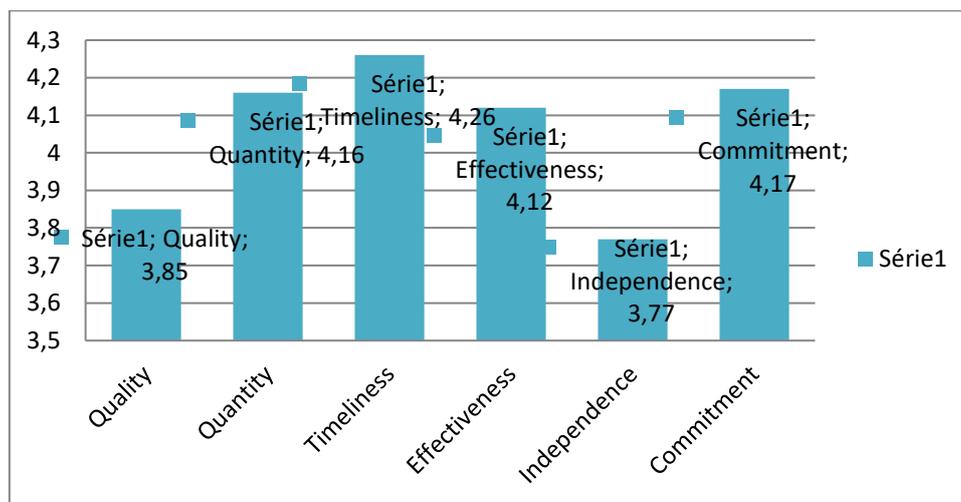
This is consistent with the assessment of the government agency for performance accountability system (SAKIP UB) in 2022, which showed an increase from 2021. The SAKIP assessment is divided into 7 categories. The lowest is D category with a score range of 0-30 (very poor), followed by C category C with score range of 30-50 (Poor), CC category with a score range of 50-60 (fair/ adequate), B category with a score range of 60-70 (good), BB category with a score range of 70-80 (very good), and A category with a score range of 80-90 (satisfactory). The highest is AA category with a score range of 90-100 (very satisfying). Brawijaya University performance achievements are related to the SAKIP predicate for 2022, it shows an increase from BB in 2021 to A. Spesifically, Brawijaya University Employer Reputation in 2021 ranked 499th with a score of 17.8. Compared By 2022, Brawijaya University shows improvement by obtaining a ranking of 390 with a score of 24.5. Furthermore, Head of the Management Sub Division of Brawijaya University educational staff stated that the increase in ranking for employee

reputation and SAKIP Brawijaya University is related to several programs aimed at encouraging employee performance, including through the career development policy, training and incentives.

The influence of motivation on employee performance can also be seen from the results of distributing the questionnaire, as shown in figure 2.

Figure 2

Average Indicators of performance variable influenced by motivation



Source: Secondary Data Processed, 2022

Figure 2 shows that the influence of motivation on quantity of work, quality of work, effectiveness, independence and commitment is perceived as good/high, while the influence of motivation on timeliness is perceived as very high by employees with a mean value of 4.26. Of the six indicators, the influence of motivation on independence is perceived to be the smallest among the other indicators. The question items for independence indicators consist of three questions, namely I like challenges, I rely on myself deeply Act and I strive to be a good worker reliable. The follow-up interviews stated that there are many other factors to influence independence on work such as gender, age, understanding, knowledge and teamwork.

3.4 Religiosity variable measurement

Religiosity (Z1) variable is measured by five indicators of Ideological (Z1.1), Intellectual (Z1.2), Rituality (Z1.3), Experience (Z1.4), and Consequences (Z1.5). Each

indicator is measured by 2-4 items. The frequency distribution of responses for each indicator is presented in Table 4.

Table 4

Religiosity Variable Measurement (X1)

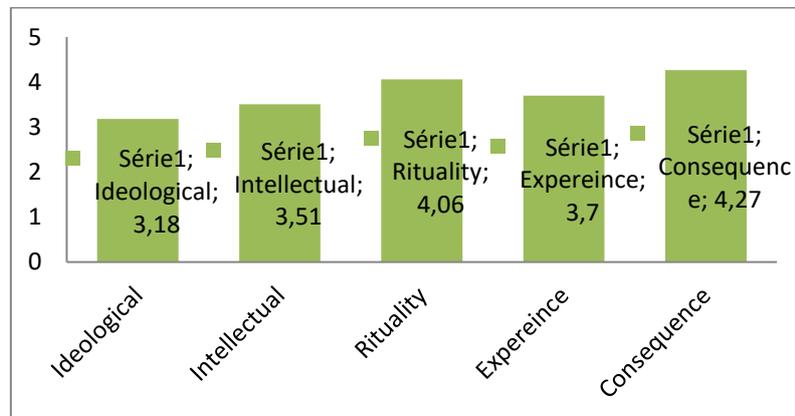
No	Indicator	Mean	Loading Factor	P Value
1	Ideological	4.00	0,854	0.000
2	Intellectual	3.89	0,800	fix
3	Rituality	3.97	0,926	0.000
4	Experience	3.97	0,826	0.000
5	Consequence	3.86	0,863	0.000
		3.94		

Source: Secondary Data Processed, 2022

Table 4 showed that the mean value of the 5 indicators is within high category (between 3.4 - 4.2). The mean value 4.00 is the highest score for the first indicator of Ideology (Z1.1), while the mean value of 3.86 is the lowest score for Consequences indicator (Z1.5). Overall, respondents perceive the religiosity variable (Z1) has an average of 3.94 (high category). This indicates that the religiosity of the respondents is within high category (average between 3.4 - 4.2).

The loading factor values for all indicators show ≥ 0.7 with a P value of 0.000 (<0.05). This means that all indicators are significant to measure the religiosity variable. The level of employee religiosity is determined by the levels of these indicators. Indicators with low loading factors have weak contribution to explain the latent construct. On the contrary, on indicators with a high loading factor have a higher contribution to explain the latent construct.

The influence of religiosity on employee performance can be seen from the results of distributing the questionnaire, as shown in figure 3.

Figure 3*The influence of religiosity on employee performance*

Source: Secondary Data Processed, 2022

Figure 3 above showed that the influence of religiosity (ideological, intellectual, rituality, experience and consequence) on employee performance are high, while consequence indicator is perceived as very high by employees with a mean value of 4.27. From the six indicators for the influence of religiosity on employee performance, ideological indicator is perceived as the smallest indicator. The consequence indicator is related to the behavior of Brawijaya University education staff who is motivated by their religious teachings in social life. This indicator consists of four items, namely Obligation to help others, Obligation to respect the rights of others, Dissatisfaction with committing acts against faith and Level of activeness in religious organization activities. The ideological indicator relates to the degree to which a person accepts dogmatic things in his religion.

3.5 Performance variable measurement

This section presents a description of the Education Personnel Performance (Y1) variable. This variable is measured by six indicators of Quality (Y1.1), Quantity (Y1.2), Timeliness (Y1.3), Effectiveness (Y1.4), Independence (Y1.5), and Commitment (Y1.6), each indicators are measured by 3 items, as shown in table 5.

Table 5*Performance Variable Measurement*

No	Indicator	Mean	Loading Factor	P Value
1	Quality	3.93	0,906	fix
2	Quantity	3.95	0,921	0.000
3	Timeliness	3.90	0,914	0.000
4	Effectiveness	3.88	0,857	0.000
5	Independence	3.78	0,915	0.000
6	Commitment	3.97	0,826	0.000
		3.90		

Source: Secondary Data Processed, 2022

Table 5 above showed that the mean value of the 6 indicators is within high category (between 3.4 - 4.2), all indicators are within high category (between 3.4 – 4.2). The mean value of 3.97 is the highest score for indicator of Commitment (Y2.6), while the mean value of 3.78 is the lowest score of Independence indicator (Y2.5). The respondents perceive the variable Performance (Y2) with an average of 3.90. This indicates that the performance of the respondents is within high category (between 3.4 - 4.2). It means that the loading factors of indicators at table 5 have score ≥ 0.7 with a P value of 0.000 (<0.05). This means that all indicators are significant to measure performance variable.

3.6 Hypothesis test

3.6.1 Structural model

The second part of the SEM analysis is the interpretation of the structural model. The structural model presents the relationship between researched variables. The structural model coefficient states the magnitude of the relationship between variables. The significant influence between one variable on another variable is showed by P-value <0.05 . SEM has two influences, namely direct and indirect influence.

3.6.2 Direct influence

The direct influence of variables in Structural Equation Model (SEM) analysis is shown in table 6.

Table. 6*SEM Result: Direct Influence*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Motivation -> Performance	0.126	0.129	0.059	2.139	0.033	accepted

Source: Secondary Data Processed, 2022

Table 6 shows that the influence of motivation on performance is statistically significant at the P value of 0.033 <0.05 and the path coefficient value of 0.126. The findings show that high employee motivation will contribute to increase performance.

3.6.3 The effect of moderating variables

The indirect influence of variables in Structural Equation Model (SEM) analysis is shown in table 7.

Table 7*Indirect Influence*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Motivation-Religiosity-Performance	0.170	0.172	0.037	4.592	0.000	accepted

Source: Secondary Data Processed, 2022

Table 7 showed that the coefficient of religious in moderation the effect of motivation on performance is 0.170, significant at a P Value of 0.000. This shows that the influence of motivation on performance is getting stronger with the moderating effect of Religiosity.

4 DISCUSSION

4.1 The effect of motivation on performance

The influence of work motivation on the performance of educational staff at the Brawijaya University Malang is positive and significant. These results mean that a

positive value indicates that higher work motivation will increase the employee performance. Work motivation is very important for an organization success to achieve the goals. This means that higher employee motivation to do their job will provide a very significant increase in employee performance. This research consistent with Marjaya & Pasaribu (2019), Hasibuan & Handayani (2017), Jufrizen (2017), Rozalia *et al.* (2015) and Farisi *et al.* (2020) which stated that work motivation has a positive and significant effect on performance.

The level of employee independence is the lowest performance indicator compared to other performance indicators with an average value of 3.78. This shows that Brawijaya University education staff have a lower perception regarding challenges at work, rely on themselves in their actions and strive to be reliable workers. Therefore, Brawijaya University should pay more attention to efforts to increase employee independence.

Brawijaya University educational staff as civil servant is bound by Government Regulation Number 46 of 2011 on the Assessment Work Performance which includes assessment of Employee Work Targets and Work Behavior. Job performance assessment consists of two elements, namely Employee Work Targets and behavior work with an Employee Work Targets element assessment weight of 60% and work behavior of 40%. Employee Work Targets assessment includes aspects of Quantity, Quality, Time, and/or Cost. Meanwhile, the assessment of work behavior includes elements of Service Orientation, Integrity, Commitment, Discipline, Cooperation and Leadership. Table 8 shows the categorization of elements assessment of Employee Work Targets and work behavior.

Table 8

Categorization of Job Performance Evaluation Aspects

Score	Description
91 – 100	Very Good
76 – 90	Good
61 – 75	Enough
51 – 60	Less
≤ 50	Bad

Source: BKN Perka No. 1 of 2013

The work performance assessment in 2021 will also be carried out for educational staff with civil servant status at Brawijaya University. Education staff with contract employee status do not have work performance assessment and cannot be studied further. Table 9 shows the Assessment of work performance of civil servant education staff in Brawijaya University.

Table 9

Assessment of Job Performance of Civil Servant Education Personnel

No	Aspects that assessed	Assessment Categorization					Total
		Very Good	Good	Enough	Less	Bad	
1	Employee Work Targets	16,09	83,80	0,11	0	0	100%
2	Orientation Service	16,54	82,95	0,51	0	0	100%
3	Integrity	18,67	80,43	0,90	0	0	100%
4	Commitment	12,91	86,53	0,56	0	0	100%
5	Discipline	15,96	83,83	0,21	0	0	100%
6	Cooperation	12,43	86,84	0,73	0	0	100%
7	Leadership	18,58	80,83	0,59	0	0	100%

Source: Secondary Data Processed, 2022

Table 9 showed that all aspects assessed within good category. Only less than 1% value is sufficient. Aspects of Quantity, Quality and Working Time are summarized The Employee Work Targets value with good category. Behavioral, Service Orientation, Integrity, Commitment, Discipline, Cooperation, and Leadership aspects also has good category. Therefore, The performance of Brawijaya University educational staff can be categorized as good.

4.2 The effect of religiosity as moderating variable between motivation and performance

There is a moderating effect of religiosity for the relation between motivation and performance with a structural coefficient of 0.170, and a p-value of 0.000. It can be concluded that the influence of motivation on performance is getting stronger with the moderating effect of Religiosity. This study supports previous research regarding the influence of spiritual intelligence on the performance of educational staff from Jasour *et*

al., (2016) and Khandan, Eyni and Koohpaei (2017). The religious climate can be shown through opportunities for worship which are very open and supported by the organization. The coefficient of religiosity moderation on competence and performance shows a negative direction (-0.088) and is significant at a P value of 0.014. It can be concluded that the influence of competence on performance can be weakened due to the moderating effect of Religiosity. Meanwhile, the moderating effect of religiosity between the effect of motivation and OCB and between competence and OCB both showed insignificant results. This shows that religiosity has a small effect to increase the OCB of educational staff. This can be understood because of the inaccuracy in perceiving the level of religiosity in "surrender" in life which actually reduces one's motivation and performance.

Above explanation shows that Brawijaya University needs pay attention to improve its policies, especially those related to aspects that are still considered low. The comparative data shows the mean score for perception the Consequence and Intellectual indicators are at 3.86 and 3.89 compared with other indicator scores that above 3.90. Even though within high average category, these indicators have lowest mean. The loading factor of Intellectual indicator is the lowest than other indicators. This showed the level of ability Brawijaya University educational staff in knowing about religious teachings, especially those in the holy books, is still below other indicators. Likewise, the behavior of Brawijaya University education staff who are motivated by their religious teachings in social life (Consequence indicator) is also categorized as lower than the ideological, experience and rituality indicators.

The indicator of religiosity variable with the highest average score is Ideological at 4.00 compared to other indicator scores which are below 4.00. This shows the high level of acceptance of Brawijaya University educational staff towards dogmatic things in their religion, for example, the belief that work is part of worship, fortune has been determined. A religious person should always try to do their best and not violate the rules in behaving and behaving in all their activities, namely in accordance with the norms and rules that have been regulated in their religion (Amaliah *et al.*, 2015). Religiosity is very important for employees. The employees with a higher level of religiosity will have higher motivation to produce good achievements or higher performance.

Jalaluddin (2009:313) stated that one functions of religion is social control or a system that provides norms and rules as a reference for humans action and behavior in everyday life. The existence of religiosity can influence employee performance. The

employees with a religious spirit has small possibility of fraud, cheating, indiscipline at work and other negative actions that could harm the organization because it is religious violation.

Religion is expressed not only through worship but also through other religious activities. There are not only visible actions, but also actions in the human heart. Therefore, a person's religion will consist of different aspects. The definition of religiosity according to Glock and Stark (Ancok, 2005) was how strong a person's beliefs, how diligently he carries out his religious obligations, and how much he respects the religion. The existence of a religious attitude in society leads to the formation of spiritual wisdom which encourages a person to feel proud of his work. Feelings of happiness make a person feel comfortable at work and increase quality and productivity. The level of religious awareness that a person has can increase strong will and become a driving force that directs his actions. One of the most important factors underlying work ethic is religious factors. Religiosity is the instillation of religious values into a person.

This findings have practical implications. First, when it comes to business values, religion, which is the main focus and one's actual religious practice, is more important than different religions and other religions (Islam, Christianity, Judaism, Hinduism, and Buddhism) in the same industry. All religions, although different, are the same. They all teach good values, moral beliefs, morality, and fair practices that affirm people's moral and ethical behavior (Parboteeah *et al.*, 2009; Yeganeh, 2015). Organizational management must accept diversity in jobs and tolerate religious differences by adhering to Human Resource standards and providing management training for the management of various projects and development program to understand religious interpretations. It works to value individuals' lives and in still the values of tolerance, respect and compassion in its employees (Harpaz, 1998; Sharabi, 2012). Second, religion and work values are not the sole or exclusive motivations for achieving the best performance of civil servants; but sustainable economic and social reforms and new forms of cultural reform in work should be found to have a major impact. Finally, our findings are confirmed by other studies that work values may differ between job categories, in other words, people working in different jobs will have different work values (Ueda and Ohzono, 2012a). Therefore, management must research and ask a variety of questions to fit each job category into specific job functions to determine the best results.

One thing that needs to be underlined is that by applying a level of intelligence, employees can increase their knowledge to improve their performance. This performance improvement can be beneficial if employees are placed in a position based on their abilities. These research findings indicate that employee performance can be improved by increasing the employee religiosity. The results of this research confirm the opinion of Glock & Stark (1988) that employee performance will increase if employees practice the following five dimensions of religion. 1) The level of rituals related to worship, if done well will influence human relationships with God or good human relationships. In this way, employees can work efficiently and comply with the applicable laws and regulations in their company and not harm the company and the state; 2) Ideological level, measures the extent to which a person accepts things that are not permitted in his religion. For example; God, angels and demons, heaven and hell, etc. believe in its existence. This can motivate employees to work better and improve their performance; 3) The degree of wisdom (knowledge) regarding how a person knows and understands the teachings of his own religion, and how willing a person acts to better understand the religion associated with his own religion. 4) The level of experience is related to how a person feels and experiences emotions and religious experiences, so employees will also do things at work and carry out their duties as determined by the organization; 5) Degree of influence (application), a person's ability to help others in daily life, be honest, share, not steal, and so on. These values will of course influence employee and organizational performance. These research findings also consistent with Dajani and Mohamad (2017) which stated that (Islam) has a significant influence on work performance and work values as interrelated variables.

5 CONCLUSION

Motivation has a positive and significant effect on the performance of educational staff. It was evidenced by the structural coefficient of 0.126, and p-value of 0.033, which means that increased motivation will significantly improve the performance of education staff. The average score of the motivational variable is 4.42 (very high category) and the average of the educational staff performance variable is 3.90 (high category). It can be concluded that higher motivation of the teaching staff will increase their enthusiasm to do best. It takes enthusiasm to continuously try the best and work wholeheartedly to

improve performance. The motivation can predict better performance, it is necessary to consider the process of selecting and recruiting educational staff with high motivation. In addition, training is also needed to develop the motivation of existing educational staff.

Religiosity have the good impact in the relation between motivation and performance. This can be seen from the results of hypothesis testing that the motivation influence on performance is stronger with the moderating effect of Religiosity. It was consistent with Sulisty (2011) that employees should have religiosity, employees with higher religiosity level will increase the motivation to produce higher achievements or performance. This research showed that all the indicators used to measure the level of employee religiosity have a significant impact on improving performance, only the one that is perceived to have the smallest influence compared to other indicators is the ideological indicator. This indicator is a measure of religiosity which looks at the degree to which a person accepts things that are dogmatic in his religion, for example the belief that work is part of worship, fortune has been determined and so on. Meanwhile, what is most highly perceived is the consequence indicator which reflects the implementation of the level of understanding and use of religious values in everyday life. This of course makes the organization further improve its performance improvement program by prioritizing religious values to motivate everyone to behave in their good performance.

The performance is affected by many factors beside religiosity and motivation. This research limited to examine the effect of religiosity and motivation on performance. More comprehensive research can be achieved by including more variables. Therefore, future researches should use other variables as workload, organizational culture, job satisfaction and other variables to improve the performance.

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Authors’ Contribution

Both authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study’s findings are fully available within the article.

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