

# THE INFLUENCE OF RELIGIOSITY AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE IS MEDIATED BY WORK MOTIVATION IN EMPLOYEES OF PERUMDA AIR MINUM TUGU TIRTA MALANG CITY

<sup>1</sup>Urfa Roudlotul Jannah, <sup>2</sup>Siswanto,

<sup>1</sup>(Department of Management, Universitas Islam Negeri Maulana Malik Ibrahim, Malang, Indonesia.)

<sup>2</sup>(Faculty of Economics, Universitas Islam Negeri Maulana Malik Ibrahim, Malang, Indonesia.)

## ABSTRACT

The purpose of this study is to test and analyze the influence of religiosity on employee performance, test and analyze the influence of job satisfaction on employee performance, test and analyze the influence of work motivation on employee performance, test and analyze the influence of religiosity on employee performance through work motivation, and test and analyze the influence of job satisfaction on employee performance through motivation work. This study uses this type of explanatory research. Sample used as many as 75 employees of Perumda Air Minum Tugu Tirta Malang City using simple random sampling techniques. The data used in this study are primary data and secondary data. The path analysis model used in this study used IBM SPSS 21. The results showed that (1) Religiosity has a positive and not significant effect on employee performance, (2) Job satisfaction has a positive and significant effect on employee performance, (3) Work motivation has a positive and significant effect on employee performance, (4) Work motivation cannot mediate religiosity on employee performance, and (5) Work motivation can mediate job satisfaction on employee performance (Y).

**KEYWORDS:** Religiosity, Job Satisfaction, Employee Performance, Work Motivation.

## 1. INTRODUCTION

Human resources (HR) is one of the important factors of a company and has a role that determines the company's development. Therefore, humans are living assets that need to be managed properly, and this aims so that human resources owned by the company can contribute optimally so that the vision and mission of a company can be achieved. When employees have professionalism in completing a job, it can bring success to the company. However, if the employee does not intervene in completing the work, then the work will not be completed optimally. Employees are not objects that can be fully regulated to achieve the company's goals. Therefore there needs to be a boost of motivation through human resource management (HRM) so that later employees can make contributions and good performance (Arif, 2016).

According to Mangkunegara (2013), the word performance comes from the word actual performance or job performance (the result of work that a person actually achieves) which is the result in quality and quantity that an employee has obtained in doing the work in accordance with the responsibilities that have been imposed on him. One of the factors that can affect employee performance is religiosity. Amaliah (2015) stated with religious belief, religious people should continue to try to do their best and will not violate the rules in behaving and praying in their daily activities.

The next factor that can affect performance is job satisfaction. Job satisfaction is an employee's emotional state where there is no meeting point between the value of employee returns from the company or organization and the level of service reply desired by the employee concerned. The more attitudes he enjoyed in his work, the higher the level of satisfaction obtained (Martoyo, 2007). Then another factor that affects performance is work motivation. According to Darmawan (2013), work motivation is a human impulse that can cause, direct, and organize behavior.

Research related to religiosity on employee performance (Alfisyah & Anwar, 2018) shows that religiosity significantly influences employee performance. Research from (Radita et al., 2021) shows that religiosity has a positive and significant effect on employee performance. Then, research related to job satisfaction (Al-Ali et al., 2019) showed that job satisfaction positively influences employee performance. Research from (Tri & Muafi, 2022) showed that job satisfaction positively influences employee performance. Research related to work motivation for employee performance (Susilo et al., 2022) shows that work motivation affects employee performance. Jufrizen & Hadi (2021) showed that work motivation positively and significantly affects employee performance. Research from (Aprilia et al., 2021) shows the influence of religiosity on employee performance with work motivation as a mediation variable. Kristine (2017) showed that job satisfaction affects employee performance through work motivation.

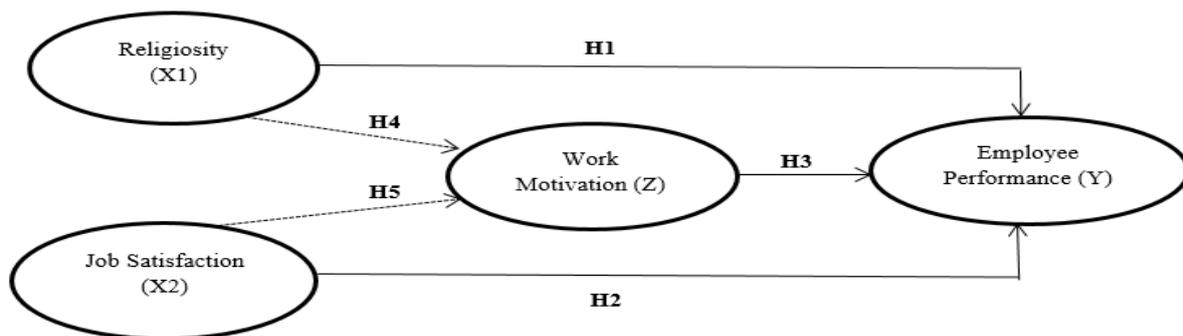
Unlike previous research, Karim (2017) found that religiosity with employee performance did not significantly correlate. Qurrotul 'Ain & Fikriyah (2020) found that religiosity does not affect employee performance. Sutopo (2018) showed that job satisfaction has a negative and insignificant effect on employee performance. Fauziek & Yanuar (2021) found that job satisfaction does not affect employee performance. Putri (2018) found that work motivation significantly negatively affects employee performance. Julianry et al. (2017) found that motivation negatively affects employee performance. Salsabila (2020) showed that motivation could not mediate between religiosity and employee performance. Research from (Sudrajat et al., 2016) shows that job motivation does not serve as an intervening variable between job satisfaction and employee performance.

Perumda Air Minum Tugu Tirta Malang City, commonly known as PDAM Malang city, is a Regional Owned Enterprise (BUMD) that has business coverage in the management of drinking water and the management of dirty water facilities to improve the welfare of the community. Efforts made by Perumda Air Minum Tugu Tirta Malang City, among others, namely the addition of production capacity by managing several springs in Malang City. Until now, Perumda Air Minum Tugu Tirta Malang City already has many customers, which also requires competent employees to get optimal performance results.

This research was conducted based on problems found in the field. The problem that occurs in Perumda Air Minum Tugu Tirta Malang City is the performance of employees who are not good. Employee performance towards service to the community is not good. The performance can be seen from the many customers of Perumda Air Minum Tugu Tirta Malang City complaining about the handling of water that often dies in some areas, and handling it also takes a long time. Customer complaints are considered a lack of optimization of employee performance for customers affected by the incident. Not only that, the motivation for work is also not optimal. This condition can be seen in some employees who do not have the spirit to work and are not deft in completing the tasks given, even though the tasks given have an estimated completion period that the company has determined. Based on the research results presented above on religiosity, job satisfaction, employee performance, and work motivation, the research results are still contradictory, so researchers are interested in examining variables regarding the influence of religiosity and job satisfaction on employee performance mediated by work motivation.

**2. METHODOLOGY**

The purpose of this study is to test and analyze the influence of religiosity on employee performance, test and analyze the influence of job satisfaction on employee performance, test and analyze the influence of work motivation on employee performance, test and analyze the influence of religiosity on employee performance through work motivation, and test and analyze the influence of job satisfaction on employee performance through work motivation. Questionnaires have been distributed to Perumda Air Minum Tugu Tirta Malang City employees to collect data following the variables to be examined. The hypothesis model to be proposed following figure 1:

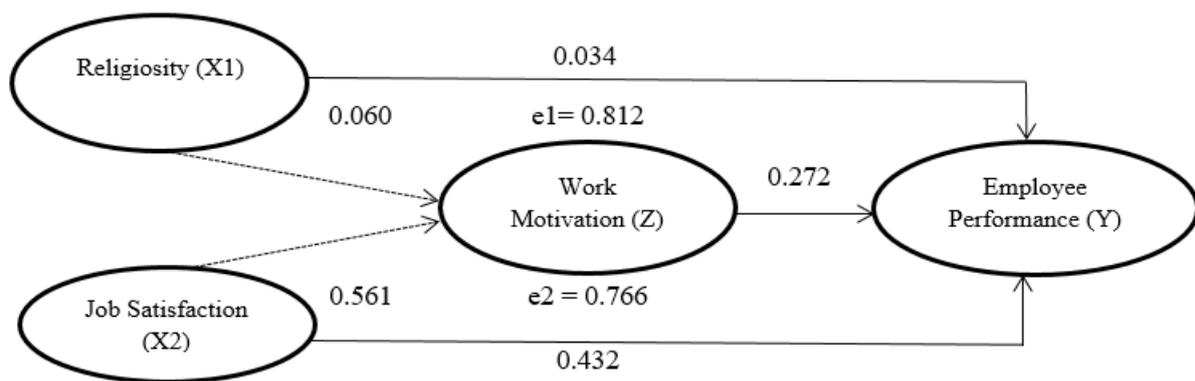


**The procedure of Survey and Sampling:** The population in this study was 306 employees of Perumda Air Minum Tugu Tirta Malang City. The sample used was 75 employees of Perumda Air Minum Tugu Tirta Malang City who had been calculated using the formula Slovin. Sampling techniques use simple random sampling. According to Sugiyono (2017), simple random sampling is the sampling of members from the population section done randomly without regard to the strata in the population. All question items in the questionnaire filled by Perumda Air Minum Tugu Tirta Malang City employees are said to be valid if the correlation coefficient value  $r > 0.3$  and sig value  $< 0.05$ . The instrument is valid when it can measure what is desired and can reveal data from the variables that are examined appropriately. The instrument is valid if the correlations coefficient is  $> 0.3$ . The instrument can be reliable if the alpha coefficient value  $> 0.6$  (Supriyanto & Maharani, 2013).

**Research Instruments:** Items contained in religiosity variables are taken from (Premi, 2004). The items in the job satisfaction variable are taken from the theory (As'ad, 2004), namely financial satisfaction, physical satisfaction, social satisfaction, and psychological satisfaction. The items in the employee performance variable are taken from the theory (Mathis, 2011), namely: quality, quantity, timeliness, attendance, and the ability to work together. The variable items of work motivation are taken from the theory (Hasibuan, 2003), namely: physiological need, safety need, social need, esteem need, and self-actualization need.

### 3. ANALYSIS OF DATA

Path analysis is a method of analysis used to test relationships between variables and identify relationships between free variables and bound variables directly or indirectly (Supriyanto & Maharani, 2019). The development of the path diagram is contained in figure 2:



In the questionnaire that has been disseminated, the religiosity variable is measured by nine questions, 15 questions measure the job satisfaction variable, ten questions measure the employee performance variable, and 15 questions measure the work motivation variable.

**The First Step of the Analysis:** A signification test uses regression analysis with two substructures. Substructure 1 looks at the influence of religiosity and job satisfaction on work motivation.

#### The Result of the Regression Analysis Religiosity (X1) and Job Satisfaction (X2) to Work Motivation (Z)

Type	Beta	T	Sig	Description
X1	0.060	0.591	0.556	Not Significant
X2	0.561	5.565	0.000	Significant

Dependent Variable = Z  
 R = 0.583  
 R Square = 0.340  
 F Count = 18.523  
 Sig F Count = 0.000

Sources: Data processed, 2022

Based on the table above, the regression equation that reflects the variables in this study is:  $Z = 0.060X1 + 0.561X2 + e1$

The beta expected coefficient value indicates the magnitude of the contribution of the religiosity variable to work motivation of 0.060 and a significant value of  $0.556 < 0.05$ , which means religiosity has a positive and not significant effect on work motivation. The beta expected coefficient value indicates the magnitude of the variable contribution of job satisfaction to work motivation of 0.561 and a significant value of  $0.000 < 0.05$ , which means job satisfaction has a positive and significant effect on work motivation.

Substructure 2 looks at religiosity, job satisfaction, and work motivation on employee performance.

**The Result of the Regression Analysis Religiosity (X1), Job Satisfaction (X2), and Work Motivation (Z) to Employee Performance (Y)**

Type	Beta	T	Sig	Description
X1	0.034	0.355	0.724	Not Significant
X2	0.432	3.773	0.000	Significant
Z	0.272	2.434	0.017	Significant

Dependent Variable = Y  
R= 0.642  
R Square = 0.413  
F Count = 16.621  
Sig F Count = 0.000

Sources: Data processed, 2022

Based on the table above, the regression equation reflecting the variables in this study is:  $Y = 0.034X1 + 0.432X2 + 0.272Z + e2$

The beta expected coefficient value indicates the magnitude of the contribution of the religiosity variable to employee performance of 0.034 and a significant value of  $0.724 < 0.05$ , which means that religiosity has a positive and not significant effect on employee performance. The beta expected coefficient value indicates the magnitude of the variable contribution of job satisfaction to employee performance of 0.432 and a significant value of  $0.000 < 0.05$ , which means that job satisfaction has a positive and significant effect on employee performance. The beta expected coefficient value indicates the magnitude of the contribution of the work motivation variable to employee performance of 0.272 and a significant value of  $0.017 < 0.05$ , which means that work motivation has a positive and significant effect on employee performance.

**The Second Step of the Analysis:** The next step is to calculate the direct, indirect, and total influence.

**Variable Influence Calculation**

Direct Influence	Indirect Influence	Total Influence	Significant Value
X1 to Y = 0.034	X1 to Z to Y $0.060 \times 0.272 =$ 0.016	X1 to Z to Y $0.060 + 0.272 =$ 0.332	$0.724 < 0.05 =$ Not Significant
X2 to Y = 0.432			$0.000 < 0.05 =$ Significant
X1 to Z = 0.060	X1 to Z to Y $0.561 \times 0.272 =$ 0.152	X1 to Z to Y $0.561 + 0.272 =$ 0.833	$0.556 < 0.05 =$ Not Significant
X2 to Z = 0.561			$0.000 < 0.05 =$ Significant

Source: Data processed, 2022

**The Third Step of the Analysis:** Decision making for hypothesis testing using a statistical t value where the statistical t value is greater than the table of t value of 1.665 shows a significant influence. Here are the results of hypothesis testing based on the formed.

Hypothesis	Influence	Coefficient	T statistics	Significance	Description
1	X1 to Y	0.034	0.355	0.724	Not Significant
2	X2 to Y	0.432	3.773	0.000	Significant
3	Z to Y	0.272	2.434	0.017	Significant
4	X1 to Z to Y	0.016	0.591	0.556	Not Significant
5	X2 to Z to Y	0.152	5.566	0.000	Significant

Source: Data processed, 2022

#### 4. DISCUSSION AND CONCLUSION

Based on the above research results, religiosity (X1) directly affects the performance of employees at the Perumda Air Minum Tugu Tirta Malang City with a value of 0.034. Then, based on the t-test, get a result of 0.355 with a significance value of  $0.724 > 0.05$ , which means that the significance obtained is greater than the specified level of significance. The result indicates that religiosity has no significant effect on employee performance, so H1 is rejected. Higher religiosity can improve employee performance, but religiosity is not the only reference to improve employee performance. Religiosity is considered common for employees, so religiosity variables do not significantly influence employee performance. Karim (2017) supports the result, which shows that religiosity has no significant effect on employee performance.

Based on the research results, job satisfaction (X2) directly influences employee performance in the Perumda Air Minum Tugu Tirta Malang City, obtaining a value of 0.432. While based, the t-test obtained a value of 3.773. Furthermore, the significance value obtained is 0,000. The result means that job satisfaction has a positive and significant effect on employee performance, so H2 is accepted. Based on research in the field, when employees have high job satisfaction, the resulting employees' performance will be high. This research is in line with Al-Ali et al. (2019), which show that job satisfaction has a positive and significant effect on employee performance, and research from (Tri & Muafi, 2022) states that job satisfaction has a positive effect on employee performance.

The study results showed the influence of work motivation (Z) on the performance of employees (Y) in the Perumda Air Minum Tugu Tirta Malang City with a score of 0.272. Then based on the t-test obtained a value of 2,434. The significance value obtained was  $0.017 < 0.05$ , which means that the significance value is smaller than the specified significance level. The result means that the work motivation variable has a positive and significant effect on employee performance. Then with this, H3 is accepted. The results of this study are supported by research (Jufrizen & Hadi, 2021), which shows that work motivation has a positive and significant effect on employee performance. Then research from (Susilo et al., 2022) also showed that work motivation affects employee performance.

Based on the results of the study, religiosity (X1) affects employee performance (Y) through work motivation (Z) at the Perumda Air Minum Tugu Tirta Malang City with a value of  $0.060 \times 0.272 = 0.016$ . While a significance value of  $0.556 > 0.05$  or greater than the specified level of significance, then H4 is rejected. The result indicates that work motivation (Z) does not serve as an intervening variable between religiosity and employee performance. The results of this study are supported by Salsabila (2020), which shows that motivation cannot be an intervening variable between religiosity and employee performance.

Based on the results of the study showed that job satisfaction (X2) affected the performance of employees (Y) through work motivation (Z) at the Perumda Air Minum Tugu Tirta Malang City with a value of  $0.561 \times 0.272 = 0.152$ . While based on the t-test obtained a value of 5.565 and a significant value obtained  $0,000 < 0.05$  or smaller than the specified level of significance. So that it can be estimated that work motivation can mediate between job satisfaction and employee performance, then H5 is accepted. The results of this study are supported by research (Kristine, 2017) that job satisfaction affects performance through work motivation.

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