Amorti: Jurnal Studi Islam Interdisipliner
Vol. 5, No. 2, April 2026, pp. 717-722
http://journal.amorfati.id/index.php/amorti | | ISSN 2962-9209

The Influence of Work Motivation and Job Satisfaction from an Islamic Economic Perspective on Employee Performance at PT BPRS Hikmah Bahari Head Office Tegal

Diana Khristina [a,1,*] Widodo [b,2]

[*a,b] Manajemen, Fakultas Ekonomi, Universitas Islam Sultan Agung Semarang;
[1,2]agustiadiana2@gmail.com;
*Correspondent Author; agustiadiana2@gmail.com

ARTICLE INFO

Article history
Received:
09-02-2026
Revised:
05-03-2026
Accepted:
07-04-2026

Keywords
Work motivation, Job satisfaction, Employee performance.

ABSTRACT

This study aims to analyze the effect of work motivation on job satisfaction and employee performance, as well as the effect of job satisfaction on employee performance at PT. BPRS Hikmah Bahari Head Office. This research uses a quantitative approach with a causal design. Data were collected through questionnaires distributed to 47 respondents using a saturated sampling technique. Data analysis was carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with SmartPLS 4. The results show that work motivation has a positive and significant effect on job satisfaction and employee performance. Job satisfaction also has a significant effect on employee performance. The R-square value indicates that job satisfaction is influenced by work motivation by 78.9%, while employee performance is influenced by work motivation and job satisfaction by 85..6%.

This is an open-access article under the CC–BY-SA license.

Introduction

Human resources are one of the main factors determining the success of an organization in achieving its goals. In an era of increasingly intense competition, companies are required to improve employee performance in order to maintain their existence. Employee performance is an important indicator in assessing organizational effectiveness because it is directly related to productivity and the achievement of company targets. According to Anwar Prabu Mangkunegara, employee performance is the quality and quantity of work achieved by an individual in carrying out duties in accordance with the responsibilities assigned (Mangkunegara, 2017). From the perspective of Islamic economics, performance is not merely understood as material achievement, but also as a form of trustworthiness, responsibility, and professionalism in carrying out work.

However, not all organizations are able to achieve optimal performance. Many factors influence employee performance, including work motivation and job satisfaction. Work motivation is an internal and external drive that encourages individuals to perform their work enthusiastically. According to Malayu S.P. Hasibuan, work motivation is the provision of driving force that creates an individual's enthusiasm for work so that they are willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction (Hasibuan, 2017). Work motivation may originate from internal factors such as needs, expectations, and individual goals, as well as external factors such as the work environment, rewards, and work relationships. In the Islamic perspective, work motivation is closely related to the values of

worship, ihsan, and trustworthiness, making work a part of moral and spiritual responsibility.

In addition to motivation, job satisfaction is also an important factor influencing employee performance. According to Stephen P. Robbins and Timothy A. Judge, job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics (Robbins & Judge, 2015). Employees with high job satisfaction tend to demonstrate positive attitudes such as loyalty, discipline, and high work enthusiasm. On the other hand, job dissatisfaction may lead to decreased productivity, absenteeism, and even employee turnover. Therefore, companies need to create a work environment that supports employee welfare and comfort in order to achieve organizational goals optimally.

In organizational behavior theory, work motivation and job satisfaction are closely related to improving employee performance. The hierarchy of needs theory proposed by Abraham Maslow explains that individuals are motivated to work in order to fulfill needs ranging from basic needs to self-actualization (Maslow, 1943). Meanwhile, Frederick Herzberg's two-factor theory explains that job satisfaction is influenced by motivator factors and hygiene factors that can enhance employee morale (Herzberg, 1959). Thus, companies that are able to fulfill employees' needs and provide good motivation tend to achieve higher levels of employee performance.

At PT. BPRS Hikmah Bahari Head Office, there are indications that employee performance has not been optimal. This can be seen from the failure to fully achieve work targets and the decline in productivity during several periods. These conditions are presumed to be related to the level of work motivation and job satisfaction among employees, which are still not optimal. As an Islamic financial institution, PT. BPRS Hikmah Bahari is not only required to achieve business targets but also to implement Islamic economic values in managing human resources, such as justice, responsibility, and Islamic work ethics.

Based on the theoretical explanations and existing phenomena, this study is built upon the framework that work motivation has a close relationship with job satisfaction and employee performance. Employees with high work motivation tend to feel more satisfied with their jobs because their needs and expectations are fulfilled. Work motivation is also believed to improve employee performance through work enthusiasm, responsibility, and commitment to the organization. On the other hand, high job satisfaction encourages employees to work more optimally, resulting in better performance. Therefore, the relationships among variables in this study illustrate that work motivation affects job satisfaction, work motivation affects employee performance, and job satisfaction affects employee performance.

Based on this framework, the research hypotheses are formulated as follows: (1) work motivation has a positive and significant effect on employee job satisfaction at PT. BPRS Hikmah Bahari Head Office; (2) work motivation has a positive and significant effect on employee performance at PT. BPRS Hikmah Bahari Head Office; and (3) job satisfaction has a positive and significant effect on employee performance at PT. BPRS Hikmah Bahari Head Office.

Method

This study employed a quantitative approach with a causal research design aimed at identifying the cause-and-effect relationships among work motivation, job satisfaction, and employee performance variables.

The population of this study consisted of all employees of PT. BPRS Hikmah Bahari Head Office, totaling 47 employees. The sampling technique used was saturated sampling, in which the entire population was used as the research sample. Therefore, the total number of respondents in this study was 47 employees.

Data collection was carried out using a questionnaire developed based on the indicators of each research variable. The questionnaire applied a Likert scale ranging from 1 to 5, where a score of 1 indicated "strongly disagree" and a score of 5 indicated "strongly agree."

The variables in this study consisted of:

1. Independent variable (X): work motivation
2. Dependent variable (Y): employee performance
3. Intervening variable (Z): job satisfaction (used only as a conceptual intermediary variable and not tested as a mediation variable)

The indicators of the work motivation variable included the need for achievement, recognition, and responsibility. The indicators of job satisfaction included satisfaction with the job itself, supervisors, and the work environment. Meanwhile, the indicators of employee performance included work quality, work quantity, and timeliness.

The data analysis technique used in this study was Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the assistance of SmartPLS version 4 software. The analysis was conducted through two stages:

1. Outer Model Testing (Measurement Model)
   This test aimed to measure the validity and reliability of the indicators. Validity was assessed based on the outer loading value (>0.7), while reliability was assessed based on the composite reliability value (>0.7).
2. Inner Model Testing (Structural Model)
   This test aimed to determine the relationships among latent variables. The testing was conducted by examining the R-square value to determine the strength of the model, as well as the path coefficient, T-statistics, and P-values to test the research hypotheses.

Population and Sample

The population in this study consisted of all employees of PT. BPRS Hikmah Bahari Head Office, totaling 47 employees. The population represents the entire research subjects that possess certain characteristics relevant to the objectives of the study.

The sampling technique used in this study was saturated sampling (census sampling), which is a sampling technique in which all members of the population are selected as respondents. This technique was chosen because the population size was relatively small, allowing the entire population to be used as the research sample.

Therefore, the total sample used in this study consisted of 47 respondents.

Table 1. Total Population and Research Sample

No	Description	Total
1	Population	47 employees
2	Sample	47 employees
	Total Respondents	47 employees

Hasil dan Pembahasan

Table 2. Respondent Characteristics Based on Gender

No	Gender	Total	Percentage
1	Male	33	70.21%
2	Female	14	29.79%
	Total	47	100.00%

Table 3. Respondents' Educational Background

Educational Level	Number of Respondents	Percentage
Bachelor's Degree (S1)	36	76.60%
Diploma (D3)	3	6.38%
Senior High School (SMA)	8	17.02%
Total	47	100.00%

Tabel 4. R-Square

Variabel	R^2
Job Satisfaction	0,789
Employee Performance	0,856

Hypothesis Testing Results

Table 5. Path Coefficient

Relationship	Coefficient	T-Statistic	P-Value
Motivation → Job Satisfaction	0.888	26.359	0.000
Motivation → Employee Performance	0.748	8.200	0.000
Job Satisfaction → Employee Performance	1.187	8.301	0.000

The results of hypothesis testing indicate that all proposed hypotheses were accepted because the T-statistic values were greater than 1.96 and the P-values were below 0.05. Work motivation had a positive and significant effect on job satisfaction, with a coefficient value of 0.888. This indicates that higher work motivation leads to higher job satisfaction among employees.

Furthermore, work motivation also had a positive and significant effect on employee performance, with a coefficient value of 0.748. This finding demonstrates that motivated employees tend to work more effectively, enthusiastically, and responsibly, resulting in improved performance.

In addition, job satisfaction was found to have a positive and significant effect on employee performance, with a coefficient value of 1.187. Employees who feel satisfied with their jobs tend to demonstrate higher loyalty, commitment, and consistency in carrying out their duties.

Discussion

The findings of this study reveal that work motivation has a significant influence on job satisfaction. This indicates that the higher the level of employee motivation, the higher the level of job satisfaction experienced by employees. Motivation may come in the form of appreciation, recognition, and opportunities for self-development. These findings are consistent with the theory proposed by Hasibuan (2017), which states that motivation plays an important role in creating employee enthusiasm and satisfaction at work.

Work motivation was also found to directly influence employee performance. Employees who are highly motivated tend to be more focused, enthusiastic, and capable of completing their tasks effectively. As a result, their productivity and work quality improve. This finding supports Mangkunegara's (2017) theory that motivation is one of the key determinants of employee performance.

Furthermore, job satisfaction was proven to have a significant influence on employee performance. Employees who feel satisfied with their jobs tend to show higher loyalty and responsibility toward the organization. They also tend to have lower absenteeism rates and more stable performance. This finding is in line with Robbins and Judge (2015), who explain that job satisfaction creates positive attitudes that contribute to improved employee performance.

Overall, the results of this study support the theories of human resource management, which emphasize that work motivation and job satisfaction are important factors in improving employee performance. Therefore, companies should continuously pay attention to these aspects by providing motivation, recognition, a supportive work environment, and opportunities for employee development. In the context of Islamic economics, improving employee motivation and satisfaction also reflects the implementation of Islamic values such as justice, responsibility, and professionalism in organizational management.

Conclusion

Based on the results of this study, it can be concluded that work motivation and job satisfaction have significant roles in improving employee performance at PT. BPRS Hikmah Bahari Head Office. The findings indicate that work motivation has a positive and significant effect on both job satisfaction and employee performance. Employees with higher motivation tend to demonstrate greater enthusiasm, responsibility, and effectiveness in carrying out their duties, which ultimately contributes to better organizational performance. In addition, job satisfaction was also found to have a positive and significant influence on employee performance, indicating that satisfied employees are more loyal, productive, and committed to achieving organizational goals. Therefore, motivation and job satisfaction can be considered important factors in enhancing employee performance within Islamic financial institutions.

Based on the findings of this study, PT. BPRS Hikmah Bahari Head Office is encouraged to continuously improve employee motivation and job satisfaction through fair reward systems, career development opportunities, supportive work environments, and effective communication between management and employees. Employees are also expected to maintain high motivation and commitment in performing their responsibilities in order to achieve optimal performance. Furthermore, future researchers are recommended to expand this study by including additional variables that may influence employee performance, such as leadership, organizational culture, work environment, and compensation, so that broader and more comprehensive research findings can be obtained.

References

Abdillah, W., & Jogiyanto. (2015). *Partial Least Square (PLS): Alternatif Structural Equation Modeling (SEM) dalam Penelitian Bisnis*. Yogyakarta: ANDI.

Amalia, F. (2012). Pengaruh kepuasan kerja terhadap kinerja karyawan. *Jurnal Ilmu Manajemen*, 4(2), 45–53.

Arikunto, S. (2014). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.

Bangun, W. (2012). *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.

Chin, W. W. (1998). The Partial Least Squares approach for structural equation modeling. In G. A. Marcoulides (Ed.), *Modern Methods for Business Research* (pp. 295–336). Mahwah, NJ: Lawrence Erlbaum Associates.

Fondy, A. (2010). Kepuasan kerja dan kinerja karyawan. *Jurnal Administrasi dan Bisnis*, 5(3), 112–120.

Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (1996). *Organisasi: Perilaku, Struktur dan Proses*. Jakarta: Erlangga.

Harahap, N. (2018). *Aplikasi SmartPLS dalam Analisis SEM untuk Penelitian Sosial dan Bisnis*. Medan: USU Press.

Hasibuan, M. S. P. (2004). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

Hasibuan, M. S. P. (2011). *Manajemen: Dasar, Pengertian, dan Masalah*. Jakarta: Bumi Aksara.

Hasibuan, M. S. P. (2012). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

Kasenda, I. (2013). Analisis pengaruh motivasi terhadap kinerja karyawan. *Jurnal EMBA*, 1(4), 853–859.

Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach*. New York: McGraw-Hill.

Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. https://doi.org/10.1037/h0054346

Mufid, A. N., Sutrisno, S., & Sisbintari, I. (2023). Pengaruh motivasi kerja dan pelatihan kerja terhadap kinerja karyawan pada PT World Innovativ Telecommunication Cabang Jember. *Jurnal Strategi dan Bisnis*, 11(1). https://doi.org/10.19184/jsb.v11i1.38605

Nisa, K., et al. (2021). *Penerapan SEM-PLS dalam Penelitian Kuantitatif*. Yogyakarta: Deepublish.

Rivai, V., & Jauvani, E. (2011). *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. Jakarta: RajaGrafindo Persada.

Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (17th ed.). New York: Pearson Education.

Satrianegara, M. F. (2013). *Manajemen Sumber Daya Manusia dalam Kesehatan*. Jakarta: Salemba Medika.

Sedarmayanti. (2010). *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung: Refika Aditama.

Sudana, I. (2015). Faktor-faktor yang mempengaruhi kepuasan kerja. *Jurnal Manajemen*, 9(2), 1865–1870.

Suhartini, E. (2013). *Manajemen Sumber Daya Manusia: Konsep, Teori, dan Aplikasi*. Bandung: Alfabeta.

Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

Sutrisno, E. (2009). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group.

Sutrisno, E. (2010). *Budaya Organisasi*. Jakarta: Kencana Prenada Media Group.

Usman, H. (2010). *Manajemen: Teori, Praktik, dan Riset Pendidikan*. Jakarta: Bumi Aksara.

Wibowo. (2014). *Manajemen Kinerja* (4th ed.). Jakarta: RajaGrafindo Persada.