

# Islamic Motivation, Job Placement, and Work Environment through Employee Performance at Darussalam Press in Pondok Modern Darussalam Gontor

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## **Abstract**

*As a printing center at Pondok Modern Darussalam Gontor (PMDG), Darussalam Press is required to be able to fulfill all the needs for textbooks for PMDG. In order to complete these demands, Darussalam Press is required to improve the performance on its employees. This research aims to find out and analyze the influence of Islamic motivation, job placement and work environment on employee performance at Darussalam Press. The research uses a quantitative descriptive method, with a total sample of 50 respondents through a questionnaire. The analytical method used is Partial Least Square (PLS) with a coefficient test in the form of an outer model and an inner model. The results showed that Islamic motivation had no effect on performance as  $t\text{-test } 1.855 < 2.012$   $t\text{-table}$  and  $P$  values  $0.064 > 0.05$ . Job placement has an influence on performance as  $t\text{-test } 3,291 > 2,012$   $t\text{-tables}$  and  $P$  values  $0.001 < 0.05$ . The work environment has an influence on performance as  $t\text{-test } 4,307 > 2,012$   $t\text{-tables}$  and  $P$  values  $0,000 < 0.05$ . For Darussalam Press, it is better to increase the Islamic motivation on employees at Darussalam Press, such as providing understanding to employees so that work is intended as worship, work honestly, work for good in this world and the hereafter and so on so that employee performance can increase.*

**Keywords:** *Islamic Motivation, Performance, Work Environment*

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## **A. INTRODUCTION**

The rapid era of globalization, science and technology have developed rapidly and become an important factor in the progress of an enterprise. If a company can quickly adapt to technology, then it is likely that the company will advance and develop the employee performance. Performance has definition of the word of job performance or actual performance (work achievement or achievement actually achieved by a person). There are two factors that affect employee performance, namely factors in employees and work factors such as intelligence (IQ), skills, ability, age, gender, length of service, personality, emotions, and way of thinking, perception and work attitude. Employee performance is the output of employees in achieving their goals using authorities, responsibilities without not violating the law, and in accordance with morals and ethics ([Adha et al., 2019](#)).

In order to improve employee performance, management must pay attention to several important aspects of the company such as the quality of its human resources, work motivation, job placement process, and working environment. Previous research shows that work motivation is very important for companies because with high motivation, the work (tasks) is carried out with enthusiasm and passion. Motivation is related to satisfaction and performance, where satisfaction and performance can only be improved by high motivation, willingness and ability to perform tasks supported by a comfortable work environment ([Muslih, 2012](#)). Islamic motivation is a motivation based on spiritual values that can encourage employees to work harder not only to get wages in material form, but also to get the blessings of Allah SWT.

Nevertheless, job placement is a process in getting the most competent employees that company needs to be fulfilled. It is believed that the right placement of a position will help not only the company, but also the employees to achieve the goals (Arif, 2018). The work environment is also as important as the Islamic motivation and placement of employees, because a good work environment will improve employee performance (Rusli & Mubarak, 2021). The existence of the work environment owned by employees can affect the level of employee performance and if mediated with job satisfaction, it will be able to further affect the level of employee's performance ([Kusumastuti et al., 2019](#)).

As the case in America and Europe, research shows that one in five workers in the United States leave their jobs due to a toxic workplace culture, while 64% of employees surveyed in the UK experience problematic workplace behaviors that negatively impact their mental health. This toxic behavior is often found in large companies where there is fierce competition and low accountability, but there are also many reports that show that similar toxic behavior is found in small companies. Therefore, this research aims to pay attention on to the influence of Islamic motivation, job placement, and work environment to employees' performance.

## **B. LITERATURE REVIEW**

### **Islamic Motivation**

Motivation, in Latin word, means the implies of thrust, move, or push some objects to be reached. It tended to as a human asset of administration in common and subordinates in specific ([Khairunnisa & Riyanto, 2020](#)). ([Farid, 2009](#)) Islamic work motivation can be interpreted as intention, because intention has two meanings, namely inner vibration to determine the type of worship such as dawn prayer, *tahiyatul masjid* and others. The second intention in the sense of purpose is the intention of an act (motive) while Islamic work motivation can be understood as the encouragement of a person to do well in meeting personal and human needs in general, both physical, psychological and social needs. Human life will not be separated from business problems as one of the manifestations of its activity, both regarding physical and mental activity. Throughout his life, man still works because without work man will experience various difficulties. The motivational force in working or doing business in Islam is competing in goodness (fastabiqul- khoirat). Islamic motivation is human character and habits regarding with work, radiates from the system of faith or Islamic aqeedah is a fundamental way of life towards it ([Fauzi & Rusdi, 2020](#)).

وَقُلِ اعْمَلُوا فَسَيَرَى اللَّهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ إِلَىٰ عِلْمِ الْغَيْبِ  
وَالشَّهَادَةِ فَيُنبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

*At-taubah verse 105: And say, "Do (as you will) for Allah will see you deeds, and (so will) his messengers and the believers. And you will be returned to knower of the unseen and urtnessed, and He will inform you of what you used to do."*

In the tafsir of Al Maraghi, surah at taubah 105 explains about work. The key to happiness is working for the world and the hereafter, for oneself and for the nation. Allah SWT always sees the work done by humans, whether the act is done in secret or openly. God also knows the intention and purpose of a work. Not only that, the deeds committed will also be known by the Prophet and all Muslims. The work done by a person will be known for his sincerity. On the Day of Judgment all that will be known and all deeds will be rewarded. Good deeds or deeds will be rewarded, while bad deeds will be punished ([Al-Maraghi, 1993](#)).

فَإِذَا قُضِيَتِ الصَّلَاةُ فَانْتَشِرُوا فِي الْأَرْضِ وَابْتَغُوا مِن فَضْلِ اللَّهِ وَاذْكُرُوا اللَّهَ كَثِيرًا لَّعَلَّكُمْ  
تُفْلِحُونَ

*Al-Jumu'ah verse 10: When the prayer has been concluded, disperse within the land face of the earth; and seek form the bounty of Allah and remember Allah often that you may succeed.*

In the tafsir of al-Maraghi, surah Al Jumu'ah verse 10 explains that if you have performed Friday prayers, then spread out to take care of interests your world after you have done what is beneficial for you for your hereafter. Seek reward from your Lord, remember Allah and be aware of His control over everything your affairs, for He is the all-knowing secrets and whispers. There's not the slightest bit of that hidden from him from all your affairs. Hopefully you can get lucky in this world and in your hereafter ([Al-Maraghi, 1993](#)).

### **Job Placement**

([Kartoyo, 2016](#)) Placement of employee is a process of filling out positions to carry out jobs that have been determined by the organization according to the employee's ability. It is considered by the head of agency or department that will fill the certain position based on the skills and certain qualifications. Employee placement is placing a prospective employee in the right place or the position that can fill the job's requires ([Rusli & Mubarok, 2021](#)). In Islamic thought, job placement is putting the position of employees into the right place following their expertise and ability.

### **Work Environment**

([Sedarmayanti, 2009](#)) Work environment is the material surrounds in a person's work, it could be the work methods, and work arrangements both as an individual and as a group. Work environment is something that is around workers and those who influence him in carrying out the assigned tasks. Work environment is one of the factors that affect the performance of an employee. An employee who works in a work environment that supports him to work optimally will produce good performance, conversely if an employee works in a work environment that is inadequate and does not support optimal work it will make the employee concerned become lazy, get tired quickly so that the performance the employee will be low ([Kusriyanto, 1991](#)). Good work environment can develop the representative task to be done effectively, ideal, solid, secure, and comfortable. As in contrast, bad work environment will reduce the representative task to be done. Hence, it is important for an organization to guarantee the work environment to be great in achieving the organizational objective ([Khairunnisa & Riyanto, 2020](#)).

**Employee Performance**

(Mangkunegara, 2000) Performance is the result of process in carrying out duties with the consideration of quality and quantity as the responsibilities. Performance is a popular term in the management world, where this term performance defines the results of work that have been obtained by employees. Performance can be improved by the ability, technical, and moral in achieving with the needs of job or position that carrying out by the employees. Performance is a goal-oriented process directed by an organization to produce maximum productivity based on the performance of individuals, teams, and organizations (R. Wayne, Dean Mondy, 2016).

Table 1. Indicators of Variables

<b>Variables</b>	<b>Indicators</b>
Islamic Motivation	Work as a form of worship means that obtaining property through work is important, because in addition to completing the various needs of life also in terms of carrying out the commands of Allah SWT through His Messenger so that work is worship / devotion
	Living for the hereafter Means working not only for achieving the interests of the world but also to have the value for achieving happiness in the hereafter.
	Work carefully and honestly Means working with great care and honesty and always be consistent.
	Usefulness That carrying out a work aims to please or make others happy and God will also be happy. In other words, beneficial to oneself and others to get good beneficial in the world and hereafter.
	Wishing God's blessings Working is a person's awareness that working for the world and hereafter or he has a relationship with his creator, Allah SWT who will hold accountable for all deeds while in the world.
	Job Placement
Work Environment	Working knowledge Means the previous knowledge that the employee has which can support the task.
	Work skills Means the employee's ability in supporting the task.
	Work experience Means the previous experience that the employee has which can support the task.
	Lighting Lighting in the employee's workspace plays a role important in increasing employee morality, because it can show the work result as the operational activities.
	Air Temperature In the work room employees need sufficient air which will cause physical fitness of the employee, such as when the temperatures are too hot, the employees will carry out the work less.
Work Environment	Noise Sounds The sound that very disturbing to the employees inside work will cause or damage the concentration of employees' work which can lead to errors, so that employee performance cannot be optimally. It is necessary for an organization to reduce the pollution of noises.
	The use of color The management of color arrangement has issues due to the implementing the employee's work. Choosing the wrong color can disturb the view of employee, so

	<p>that it will cause displeasure, not feel good for those who see it, or less attention to it. We recommend that the coloring on the walls of the workspace use a soft color.</p>
	<p><b>Required Space</b> An organization should be in carrying out its work given into enough space to complete the work or task, or no disturbing object in the working areas. When the space is not enough, employees may not be able to work calmly and optimally because they are not comfortable. Thus, the space for employees to work should be planned well before the work starts.</p>
	<p><b>Security</b> The sense of secure for employees is very important, because when they feel safe, they will make the employees do the job bravely. In contrast, when it does not feel safe to do, employees will be afraid in doing activities, or nervous, and unable to concentrate.</p>
	<p><b>Work relationship</b> Relationships that exist between employees or co-workers will cause a lot of things. When co-workers are good, employees will feel safe and can be invited to work with the team and help each other. If the relationship between employees is not good, it will cause problems in completing work, especially when working together in a team.</p>
Employee Performance	<p><b>Quality of Work</b> It is the value level of employee's working result in completing the task. It could be in good result or in bad result</p>
	<p><b>Quantity</b> It is the number of employee's working result in completing the task. It will be counted as the cycles in the activity to have the average result of any working activities.</p>
	<p><b>Timelines</b> It is the due date of any given working activity. The earlier employees can complete the task, the better it will. And in contrast, when the employees complete in the last time of timeline, the performance will be worse off.</p>
	<p><b>Effectiveness</b> It is the maximizing use of any resources (could be capital, human resource, raw materials, and technology) in increasing or producing the unit.</p>
	<p><b>Independence</b> The feeling of being able to carry out the work without any help by the guidance and supervisors, but still remains in the good way.</p>

### **C. METHODOLOGY OF RESEARCH**

This research is conducted at Darussalam Press for publishing and printing which is located in Pondok Modern Darussalam Gontor (PMDG), Mlarak, Ponorogo, East Java by quantitative research methods. Quantitative research method is a research method based on the philosophy of positivism, used to examine natural objects, data collection techniques are carried out by triangulation, data analysis is inductive/qualitative in nature which emphasizes meaning rather than generalization ([Saragih, 2021](#)). The data collection is done by distributing a questionnaire to 50 respondents where the researcher tried to find out the influence of Islamic work motivation, job placement and work environment on the performance of Darussalam Press employees.

**D. DISCUSSION**  
**Findings**

Table 2. Respondent Profile Based on Length of Work

<b>Length of Service</b>	<b>Frequency (people)</b>	<b>Percentage (%)</b>
<1 year	10	20%
1-3 year	22	44%
3-6 year	3	6%
>6 year	15	30%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Processed data from observation (2023)

Based on the table above, respondents with a length of work of 1-3 years dominated the answers from filling out the questionnaire, namely 22 people or 44%, respondents more than 6 years totaling 15 people or 30%, respondents less than 1 year totaling 10 people or 20%, Respondents 3-6 years amounted to 3 people or 6%. It can be concluded that at the length of 1-3 years, the employees are mostly motivated to work in Darussalam Press.

Table 3. Respondent Profile Based on Age

<b>Age</b>	<b>Frequency (people)</b>	<b>Percentage (%)</b>
20-25 year	16	32%
26-30 year	11	22%
31-35 year	7	14%
>35 year	16	32%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Processed data from observation (2023)

Based on the table above, respondents with age's range of 25-30 years were 16 people or 32%. Respondents with an age's range of more than 35 years were 16 people or 32%. Meanwhile with age's range 26-30 years amounted to 11 people or 22%, and respondent with age's range 31-35 years amounted to 7 people or 14%.

**a. Outer Model**

The outer model or the measurement model is defined as the relations between each indicator of variables to the latent variables.

Table 4. Cross Loading Value

<b>Indicators</b>	<b>Islamic Motivation</b>	<b>Performance</b>	<b>Placement</b>	<b>Work Environment</b>
X1.3	<b>0,911</b>	0,347	0,204	0,047
X1.4	<b>0,876</b>	0,239	0,034	-0,128
X1.5	<b>0,803</b>	0,147	0,132	-0,004
X2.1	0,235	0,363	<b>0,740</b>	0,236
X2.2	0,194	0,440	<b>0,859</b>	0,189
X2.3	0,065	0,531	<b>0,854</b>	0,365
X2.4	0,037	0,401	<b>0,858</b>	0,231
X3.3	0,053	0,364	0,159	<b>0,795</b>
X3.4	-0,072	0,505	0,349	<b>0,899</b>
Y.2	0,301	<b>0,858</b>	0,486	0,445
Y.4	0,194	<b>0,767</b>	0,371	0,402

Source: Smart PLS processing results Version 3.2.9 (2023)

Cross Loading value shows that all values of each indicators are valid, because each manifest (gauge) in the building has a greater Cross Loading value than other variables with a > value of 0.7. This shows that faithful manifest on each construct can measure the construct.

Table 5. *Fornell Lacker Criterion Test Result*

Indicators	Islamic Motivation	Performance	Placement	Work Environment
<b>Islamic Motivation</b>	<b>0.864</b>			
<b>Performance</b>	0.310	<b>0.814</b>		
<b>Placement</b>	0.153	0.532	<b>0.829</b>	
<b>Work Environment</b>	-0.023	0.521	0.315	<b>0.849</b>

Source: Smart PLS processing results Version 3.2.9 (2023)

Based on the output table above, it is known that the Fornell Larcker Criterion value of the Islamic Motivation variable with Islamic Motivation is 0.864, Performance is 0,814, Placement is 0,829, and Work Environment 0,849. It can be concluded that the value of the construct variable is higher than R2 against all other construct variables.

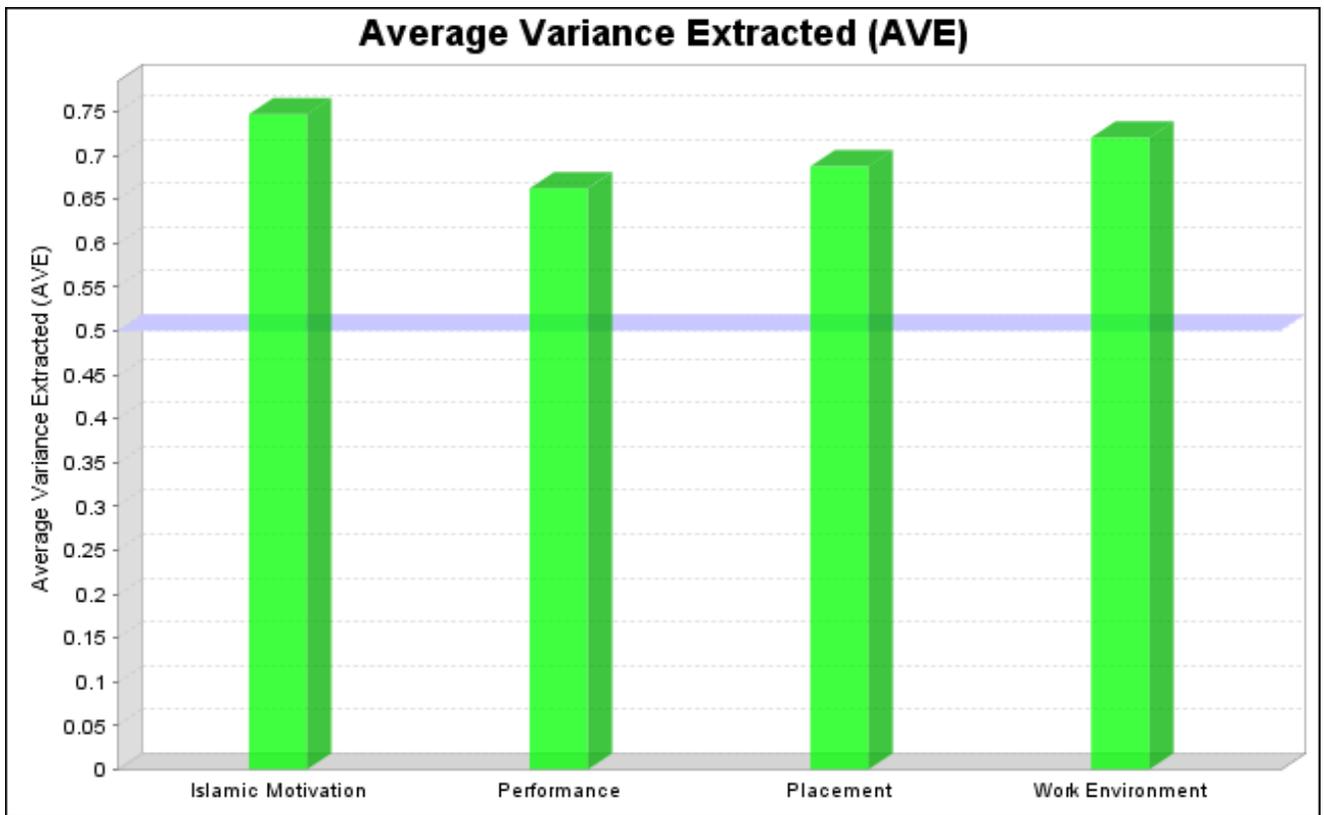


Figure 1. Average Variance Extracted (AVE)

The Average Variance Extracted (AVE) value which has a criterion > 0.5 to be declared valid. From the Figure 1 above, the AVE of every criterions are declared to be valid. Therefore, it can be concluded that all indicators in this research are valid and have reached convergent validity which indicates that they can explain the variables well.

Table 6. Validity Reliability dan Average Variance Extracted (AVE)

	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Islamic Motivation	0,898	0,747
Performance	0,797	0,663
Placement	0,898	0,688
Work Environment	0,837	0,720

Source: Smart PLS processing results Version 3.2.9 (2023)

Based on the output table above, it is known that after a composite reliability test, the value obtained by all variables is > 0.6. Therefore, it can be concluded that the measurement of internal consistency is appropriate and can be said to be reliable. In addition, the results of the Average Variance Extracted (AVE) test are said to be good because the entire variable gets a value of > 0.6. The value shows that all variables can be said to be reliable.

**b. Inner Model**

Inner models or the structural model shows the relationship between the latent variables based on the substantive theory.

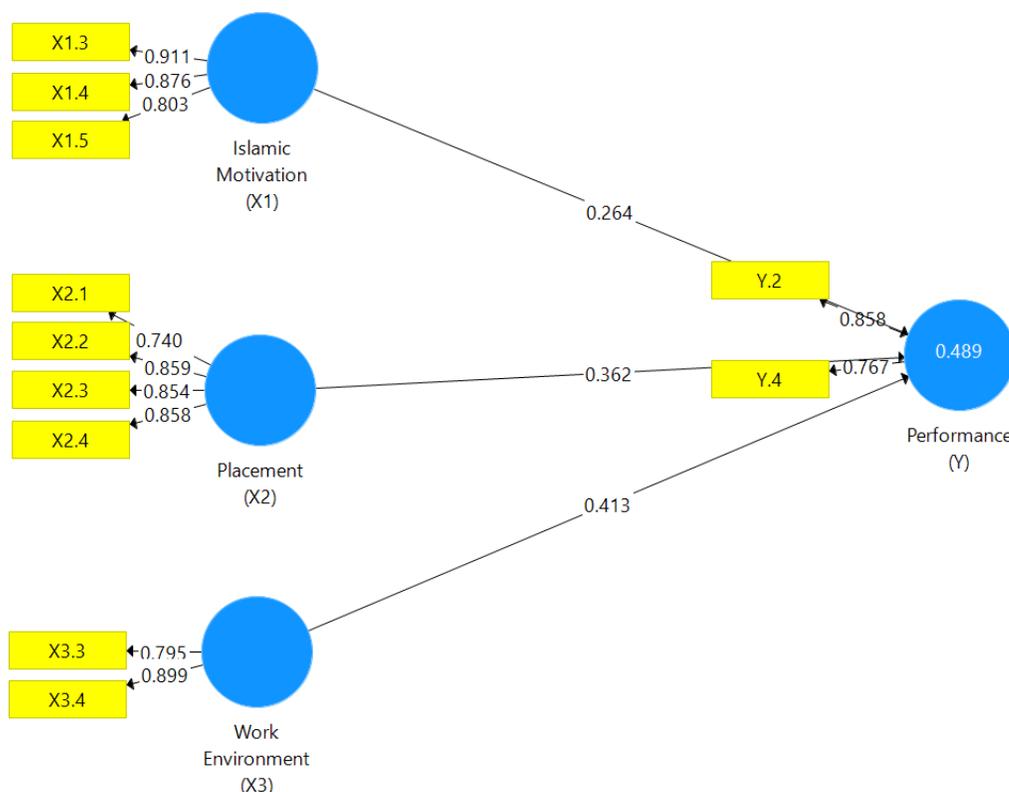


Figure 2. Structure Model

The evaluation of the PLS Structural model begins by looking at the R2 of each dependent construct variable. The table below is the approximate result of R2 using PLS.

Table 7. Goodness of fit

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Performance</b>	0,489	0,456

Source: Smart PLS processing results Version 3.2.9 (2023)

Based on table 5 above, it shows the value of R2 (R-Square) for the Performance variable of 0.489 or 48.9%. The value indicates that the Performance variable can be explained by the Islamic motivation, placement and work environment variables of 48.9%. While the remaining 51.1% was influenced by other variables that were not contained in the study.

Table 8. Inner Model Test

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistic (O/STDEV)</b>	<b>P-Value</b>
<b>Islamic Motivation - &gt; Performance</b>	0,264	0,260	0,142	1,855	0,064
<b>Job Placement -&gt; Performance</b>	0,362	0,371	0,110	3,291	0,001
<b>Work Environment - &gt; Performance</b>	0,413	0,401	0,096	4,307	0,000

Source: Smart PLS processing results Version 3.2.9 (2023)

On the Islamic motivation to performance, the results showed that the t-statistics < t-table and P values > 0.05 then H1 was rejected, meaning that there was no significant influence between Islamic motivation on performance. While in job placement to performance showed that the t-statistics > t-table and P values < 0.05 then H2 is accepted, meaning that there is a significant influence between job placements on performance. Therefore, work environment to performance showed that the t-statistics > t-table and P values < 0.05 then H3 is accepted, meaning that there is a significant influence between the work environment on performance.

**Discussion**

This research aims to find out and analyze the influence of Islamic motivation, job placement, and work environment to employee’s performance at Darussalam Press. The collected data showed that Darussalam Press were dominated by people around 20 – 25 years old who is experienced around 1 to 3 years old in serving the Darussalam Press of Pondok Modern Darussalam Gontor. This condition is caused by most of the employees who work at Darussalam Press are alumni of Pondok Modern Darussalam Gontor who serve the Foundation. There must be some aspects to be decided in contributing the employee’s performance in an organization ([Bae, 2006](#)).

Islamic Motivation to Employee Performance’s value test result showed the coefficients and P values of Islamic motivation variables on performance show that Islamic motivation does not effect of employee performance. This can be seen from the coefficient of 0.264 with P values 0.064 > 0.05, then any increase or decrease in performance is not influenced by Islamic motivation, this can happen because employees at Darussalam Press have not intended their work to be for worship, only work to earn profit, have not adhered to the principles of honesty and prudence in work, are not convinced that their work is beneficial to others, and do not work because they hope to please Allah SWT. This is in line as the finding result that most of the employees are dominated by the alumni of Pondok Modern Darussalam Gontor who serve the Foundation. In addition, a research has explained that there is no influence between motivation and performance (Inaray, et al., 2016). In contrast, motivation is one aspect that can be used to improve the employee’s performance in the form of rewards and punishment, and competition ([Fahriana & Sopiah, 2022](#)). Motivation should be provided by the organization to create good performance on employees, because it is a process that pushes the willingness, directs and maintains the behavior in achieving the organization’s goals ([Khairunnisa & Riyanto, 2020](#)).

Furthermore, job placement is believed to be an aspect that can be used to improve the employee’s performance, because proper placement of employees will improve the performance of the employees (Suwarto & Subyantoro, 2019). Job Placement to Employee Performance’s value test result showed the coefficient values and P values of placement variables on performance show that placement

effects of performance. This can be seen from the coefficient of 0.362 with P values  $0.001 < 0.05$ , then every increase of 1 placement unit, will positively affect performance by 0.362. This can happen because the placement of employees at Darussalam Press is in accordance with the education, work knowledge and experience of the employees. So that, employee's feel capable and skilled in completing tasks in their current work section. This is in line with the finding, that employees of Darussalam Press are placed in accordance with the education, work knowledge and experience of the employees. So that, employee's feel capable and skilled in completing tasks in their current work section. This statement is in line with previous research who explained that placement can affect the increase in employee performance ([Setiawan & Bagia, 2021](#)). Job placement has a significant effect on teacher performance, meaning that the more appropriate the placement of teachers, the more teacher performance will increase ([Rohim & Umam, 2020](#)).

Besides, the work environment is also believed to be an aspect that can be used to improve the employee's performance. Work Environment and Employee Performance's value test result showed the coefficient values and P values of work environment on performance show that the work environment affects the performance. This can be seen from the coefficient of 0.413 with P values  $0.000 < 0.05$ , then every time there is an increase of 1 unit of work environment, it will positively affect performance by 0.413. This can happen because the lighting, air temperature, color selection and work environment safety at Darussalam Press are good. This is in line with a research that explain the work environment as work processes, where comfort and safety at work also play a very important role in creating a conducive and enjoyable work atmosphere for employees, so that it can support employee performance in carrying out their work activities ([Siahaan & Bahri, 2019](#)). It is understood that the developed organizations will demand human resources as their sources, so that good work environment will help to improve the Performance. At Darussalam Press, the employees are known has Islamic and family approach in facing the activities. It also has work environment condition of silence which can reduce the disturbing noises pollution. Therefore, there is small possibilities on the employees to have conflict that can decrease the performance and increase the efficiency in achieving goals together either because of the partner conditions or the nature conditions.

## **E. CONCLUSION**

### **1. Summary**

Based on the findings, researcher concludes that Islamic motivation is not essential for the retention on employee performance in Darussalam Press, Gontor. This happens because of employees at Darussalam Press have not intended their work to be for worship, only work to earn profit and have not adhered to the principles of honesty and prudence in work. In addition, job placement and work environment are essential for the retention on employee performance because they are in accordance with the education, work knowledge and experience of the employees, and the environment supports the light, air temperature, and safety in Darussalam Press.

### **2. Suggestions**

The study concludes that job placement and work environment should be added to increase the job performance on Darussalam Press. The better environment will hold lots of possibilities to increase the comfortability of the employee. However, employee on Darussalam Press should use Islamic motivation to provide understanding on employees to work intended as worship, work honestly, and work for good in the world and the hereafter and so on so that Employee performance can be improved.

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