

Analysis of the Influence of Work Motivation, Locus of Control, and Organizational Commitment to Employee Performance with Islamic Work Ethics as a Moderating Variable (Case Study at Universitas Muhammadiyah Sumatera Utara)

Laili Syafitri Nasution¹, Beby Karina Fawzee Sembiring², R Hamdani Harahap³

^{1,2,3}Faculty Economics and Business, Universitas Sumatera Utara, Indonesia

Corresponding Author: Laili Syafitri Nasution

ABSTRACT

The individual performance of its employees strongly influences the success of an organization. Every organization and company will always strive to improve employee performance in the hope that what the company aims to achieve. Factors that can influence employees' high performance can be triggered by several aspects such as work motivation, locus of control, and organizational commitment. This study aims to determine and analyze the influence of work motivation, locus of control, and organizational commitment to employees' performance with Islamic work ethic as moderation. The population in this study was 115 bureau employees at Universitas Muhammadiyah Sumatera Utara. With the Slovin' formula, obtained a sample of 54 bureau employees at Universitas Muhammadiyah Sumatera Utara. Data is taken by distributing questionnaires to employees- data analysis techniques using Multiple Linear Regression and Absolute Difference Values. The results showed that work motivation, locus of control, and organizational commitment partially had a significant positive effect on employee performance. Islamic work ethic strengthens the influence of locus of control on employees' performance at Universitas Muhammadiyah Sumatera Utara.

Keywords: Work motivation, locus of control, Organizational commitment, Islamic work ethic, Employee performance

INTRODUCTION

The presence of human resources in a company plays a vital role. The workforce has excellent potential to carry out corporate activities. The potential of every human resource in the company must be utilized to the best of its ability to provide optimal output. The achievement of corporate goals depends not only on modern equipment, facilities, and infrastructure but also on the people who perform the work. The individual performance of its employees dramatically influences the success of an organization. Every organization and company will always strive to improve employees' performance hope that the company's goal will be achieved.

Employee performance affects how many employees contribute to the organization. Each job has specific job criteria or work dimensions that identify the essential elements of a job. Organizations or companies need to know the various weaknesses and strengths of employees to improve weaknesses and strengthen the advantages to increase productivity and employee development so that employee performance in each agency must be optimized to advance the agency. Therefore, it is necessary to perform periodic performance evaluations that are oriented to the past or future. The assessment here is intended to determine whether the

performance of employees has met the expected work standards or not.

LITERATURE REVIEW

Work Motivation

According to Sutrisno (2013), motivation drives a person to perform an individual activity, and motivation is often also defined as a motivating factor of a person's behaviour. Mangkunegara (2012) also states that motivation is a condition or energy that motivates employees who are directed or targeted to achieve corporate organization goals.

The dimensions used as a guide in this study are the direction of David McClelland's view in Miftah Thoha (2011); these three dimensions are obtained from the following job motivation indicators. (1) The Need for Achievement (nAch) dimension consists of three indicators, namely: a) Enjoy challenges at work; b) Responsible; c) Awards and work performance. (2) The Need for Power (nPO) dimension consists of two indicators: a) Search for positions in groups; b) Seeking opportunities to expand power. (3) The Need for Affiliation (nAff) dimension consists of two indicators: a) Have a good relationship with the organization; b) Have good cooperation.

Locus of Control

Locus of Control, according to Lee-Kelley in April, Dharani & Peters (2012), is described as a dimension with two opposite sides. The dimension reflects how people believe that happens to them is within their control or beyond their control. According to Ghufroon & Risnawita (2011), locus of control is a description of a person's beliefs about the determinants of their behaviour. Locus of Control is one of the factors that determine individual behaviour.

In Karimi & Alipour (2011), Rotter divides Locus of Control into 2, namely internal Locus of Control, which refers to people who believe that their results, successes, and failures result from their actions and efforts. External Locus of

Control is a perspective that refers to the belief that all results obtained, good or bad, is beyond one's control but due to external factors such as opportunity, fate, managers, supervisors, organizations, and other things that are stronger beyond their control.

Organizational Commitment

Robbins and Judge (2007) state that commitment is a condition in which an employee side with a particular organization and its goals and intends to maintain membership in that organization. According to Robbins (2008), there are three dimensions of organizational commitment: (1) Affective commitment, the feeling of happy employees with their work, and causing employees to stay in the organization. (2) Continuous commitment, considering the perceived economic value, means we desire to stay or leave work in the organization. (3) Normative commitment, the obligation to survive in an organization that is based on ethics and morals.

Islamic Work Ethics

Ahmad Janan Asifudin (2004), Work ethic in an Islamic perspective is defined as the emanation of principles that originate from the Islamic faith system, namely as a necessary life attitude based on the Koran and Al-Hadith which dedicates work as a virtue,

There are several ethical principles or ethics in its own right to achieve prosperity in the world and the hereafter; as a good Muslim, an individual must have Islamic criteria as a symbol of ethics he has at work. These indicators will later bring a person to glory in the hereafter (Afzalurrahman, 1995), namely; (1) Sincere intention because of Allah SWT. (2) Itqan, earnest and professional at work. (3) Be Honest & Trustworthy. (4) Maintain Ethics as a Muslim. (5) Not Violating Sharia Principles. (6) Avoiding Syubhat. (7) Maintaining Ukhuwah Islamiyah.

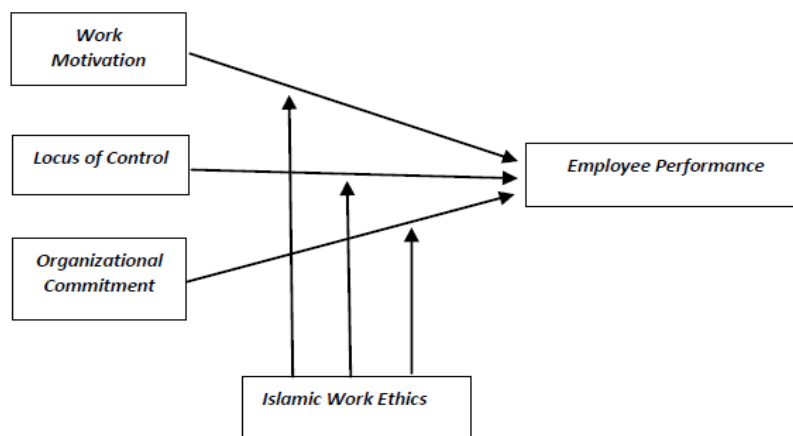
Employee Performance

Suryadi Prawirosentono (2008) states that performance is the result of work that can be achieved by a group of people in an organization following their respective authority and responsibility in order to achieve the goals of the organization concerned legally, does not violate the law, and is following morals and ethics. Luthans (2005) defines performance as the quantity or quality of something produced or services provided by someone who does the job. Performance is also an output produced by functions or indicators of a job or a profession within a particular time (Wirawan, 2009).

Employee performance can be measured using four indicators according to Robbin (2008), namely, (1) Effectiveness and efficiency, and group effectiveness is

when the group's objectives can be achieved with planned needs. Meanwhile, efficiency is related to the number of sacrifices spent in achieving the goal; if the sacrifice is too large, it is considered inefficient. (2) Authority and responsibility, authority is the authority that a person has assigned to him, while responsibility is an integral part of authority ownership. (3) Discipline, employee discipline is the obedience of employees in respecting work agreements with the company. (4) The initiative, the initiative of an (employee) is related to the mind, creativity, and ideas to plan something related to organizational goals. In other words, the initiative of organizational participants (employees) is a driving force for progress, which will ultimately affect the employees' performance.

Conceptual Framework



The hypothesis developed in this study is as follows.

H1; Work motivation has a positive and significant effect on employee performance at Universitas Muhammadiyah Sumatera Utara.

H2; Locus of Control has a positive and significant effect on employee performance at Universitas Muhammadiyah Sumatera Utara.

H3; Organizational commitment has a positive and significant effect on employee performance at Universitas Muhammadiyah Sumatera Utara.

H4; Islamic work ethic strengthens the influence of work motivation on employee performance at Universitas Muhammadiyah Sumatera Utara.

H5; Islamic work ethic strengthens the influence of locus of control on employee performance at Universitas Muhammadiyah Sumatera Utara.

H6; Islamic work ethic strengthens the influence of organizational commitment on employee performance at Universitas Muhammadiyah Sumatera Utara.

RESEARCH METHODS

Type of Research

This research is a quantitative study with an associative approach. According to Rusiadi et al. (2014), associative research aims to determine the degree of relationship and the pattern/form of influence between two or more variables, which with this research builds a conclusion that serves to explain, predict, and control a symptom.

Sources and Types of Data

This study uses primary data in the form of a questionnaire filled out by the rector bureau employees at UMSU and utilizes secondary data in the form of data collected from the UMSU general administration bureau.

Population and Sample

The study population was all the rector's bureau employees who had worked for more than one year at Universitas Muhammadiyah Sumatera Utara, totalling 115 people. The number of samples in this study was determined using the Slovin formula. Sampling in the study was carried out by the simple random sampling method, where 54 samples were taken randomly from 115 employees of the rector's bureau at Universitas Muhammadiyah Sumatera Utara.

RESEARCH RESULT

The results of the classical assumption test using normality, heteroscedasticity, and multicollinearity tests are as follows.

Table1. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		54	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	2.10352412	
Most Extreme Differences	Absolute	.084	
	Positive	.066	
	Negative	-.084	
Test Statistic		.084	
Asymp. Sig. (2-tailed)		.200 ^d	
Monte Carlo Sig. (2-tailed)	Sig.	.814 ^e	
	99% Confidence Interval	Lower Bound	.804
		Upper Bound	.824
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Based on 10000 sampled tables with starting seed 2000000.			

Based on the table above, the Asymp value is obtained. Sig. (2-tailed) of 0.200. asymp value. Sig. (2-tailed) above 0.05 indicates that the data is normally distributed and meets the normality test requirements. A multicollinearity test was performed using SPSS for Windows, which can be seen in Table 2 below.

Based on Table 2, the data analysis results show that each variable's tolerance value is more significant than 0.1, and the Variance Inflation Factor (VIF) for each variable is less than 10. It can be concluded that further analysis can use multiple regression models. The results of the

heteroscedasticity test based on the Glejser test show the following results.

Table 2 Multicollinearity Test Results.

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Zscore: work motivation	.500	1.998
Zscore: locus of control	.508	1.970
Zscore: organizational commitment	.677	1.476
Zscore: Islamic work ethic	.859	1.164
AbsX1_Z	.567	1.762
AbsX2_Z	.591	1.692
AbsX3_Z	.806	1.240

a. Dependent Variable: Employee Performance

Table 3 shows that none of the independent variables statistically significant affect the dependent variable, the Absolute Ut value (AbsUt). This test can be

seen from the probability above the 0.05 level of confidence. So it can be concluded that this regression model does not contain heteroscedasticity.

Table 3. Heteroscedasticity Test Results

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.711	.338		5.063	.000
	Zscore: X1	.119	.229	.101	.519	.606
	Zscore: X2	.224	.227	.191	.985	.330
	Zscore: X3	-.200	.197	-.171	-1.016	.315
	Zscore: Z	-.167	.175	-.142	-.955	.345
	AbsX1-Z	-.329	.262	-.231	-1.259	.214
	AbsX2-Z	.315	.273	.207	1.153	.255
	AbsX3-Z	.050	.257	.030	.196	.845

a. Dependent Variable: AbsUt

The suitability of Islamic work ethics as a moderating variable was evaluated using the absolute difference test method. The feasibility test results for moderating Islamic work ethics on work motivation, locus of control, and organizational commitment can be seen in Table 4 below.

Table 4: Absolute Difference Value Test Results from Islamic work ethics

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	52.431	.647		81.022	.000
	Zscore: work motivation	3.252	.438	.560	7.416	.000
	Zscore: locus of control	1.965	.435	.339	4.515	.000
	Zscore: organizational commitment	1.085	.377	.187	2.879	.006
	Zscore: Islamic work ethic	.496	.335	.085	1.481	.145
	AbsX1-Z	.070	.501	.010	.139	.890
	AbsX2-Z	1.256	.523	.167	2.401	.020
	AbsX3-Z	-.240	.492	-.029	-.489	.627

a. Dependent Variable: Employee Performance

Based on Table 4 above, it can be seen that the moderating variable regression model uses the absolute difference test as follows.

$$Y = 52,431 + 3,252ZX_1 + 1,965ZX_2 + 1,085X_3 + 0,496ZZ + 0,070|ZX_1 - ZZ| + 1,256|ZX_2 - ZZ| - 0,240|ZX_3 - ZZ|$$

Based on table 4, the research hypothesis's interpretation with the t-test can be seen as follows.

The work motivation variable has the t-count value of 7,416 > 2,010 with a significance level of 0,000 < 0.05, so reject H0 (accept H1). With these results, it is stated that work motivation has a positive and significant effect on employee performance.

The locus of control variable has the t-count value of 4.515 > t - table 2.010 with a significance level of 0.000 < 0.05, so reject H0 (accept H1). With these results, it is

stated that locus of control has a positive and significant effect on employee performance.

Organizational commitment variable has the t-count of 2,879 > t - table 2.010 with a significance level of 0.006 < 0.05, reject H0 (accept H1). With these results, it is stated: organizational commitment has a positive and significant effect on employee performance.

The moderating variable AbsX1-Z has the t-count value of 0.139 < t - table 2.010 with a significance level of 0.890 > 0.05, so accept H0 (Reject H1). With these results, it is stated that the Islamic work ethic variable is not a moderating variable which strengthens or weakens the relationship between work motivation variables and employee performance.

The moderating variable AbsX2-Z has the t-count value of 2.401 > t - table 2.010 with a significance level of 0.02

<0.05, then reject H0 (accept H1). With these results, it is stated that the Islamic work ethic variable is a moderating variable that strengthens the relationship of the locus of control variable on employee performance.

The moderating variable AbsX3-Z has t-count - 0.489 < t - table 2.010 with a significance level of 0.627 > 0.05, so accept H0 (Reject H1). With these results, it is stated that the Islamic work ethic variable is

not a moderating variable that strengthens or weakens the relationship between the variable organizational commitments to employee performance.

The determination coefficient test is used to test the independent variables' influence (work motivation, locus of control and organizational commitment) on the dependent variable (employee performance).

Table 5 Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.869	.849	2.258
a. Predictors: (Constant), Zscore: work motivation, Zscore: locus of control, Zscore: organizational commitment, AbsX1_Z, AbsX2-Z, AbsX3-Z				
b. Dependent Variable: employee performance.				

From the output display of the SPSS model summary, the adjusted R2 is 0.849, and this means that variations from Zscore can explain 84.9% of employee performance variations: Work Motivation, Zscore: Locus of Control, Zscore: Organizational Commitment, AbsX1- Z, AbsX2-Z, AbsX3-Z while the rest 15.1% is influenced by other factors which are not examined in this model. The standard error of estimate (SEE) is 2.258, indicating that the smaller the SEE value will make the regression model more precise in predicting the dependent variable.

DISCUSSION AND CONCLUSION

Work motivation has a positive and significant effect on employee performance

This study supports the first hypothesis, namely that work motivation positively and significantly affects the rector's bureau employees' performance at Universitas Muhammadiyah Sumatera Utara. The ups and downs of motivation received by bureau employees at Universitas Muhammadiyah Sumatera Utara will affect employee performance. In other words, high work motivation will cause an employee to show good work behaviour. Good work behaviour will also have an impact on good work results, which in turn will increase performance. Kadarisman

(2013) states that work motivation is a driving force or impetus in a person to want to behave and work actively and reasonably under the duties and obligations that have been given to them.

Locus of control has a positive and significant effect on employee performance.

This study's results support the second hypothesis, namely, locus of control has a positive and significant effect on the rector's bureau employees' performance at Universitas Muhammadiyah Sumatera Utara. Locus of control relates to self-control, which means that the better the employee's self-control, the better their performance. These results provide empirical evidence that the stronger the locus of control, which is clearly stated, can improve the rector's bureau employees' performance at Universitas Muhammadiyah Sumatera Utara.

This experiment also implements that individuals who have an internal locus of control produce better performance than individuals who have an external locus of control. Companies in recruiting workers can pay more attention to the locus of control factor for these individuals. Companies can motivate individuals to act according to company goals for individuals

with an internal locus of control. Because by providing motivation, the company can invite individuals together with the company to achieve company goals.

Organizational commitment has a positive and significant effect on employee performance.

This study's results support the third hypothesis; namely, organizational commitment has a positive and significant effect on the rector's bureau employees' performance at Universitas Muhammadiyah Sumatera Utara. Organizational commitment is a condition in which an employee sides with a particular organization and its goals and intends to maintain membership in that organization (Robbin & Judge, 2007).

Employees who are committed to the organization are people who are willing to contribute something to the organization so that it will improve employee performance. Employees are willing to stay and devote themselves to achieving work goals because they have the same values and goals. As employees have an organizational commitment, their productivity will increase, and so will work performance. This study's results are consistent with the results of Mulyanto (2009) and Ega Praja Rimata (2014), which concluded that Organizational Commitment has a significant effect on employee performance.

Employees who have Organizational Commitment will have different behaviour than employees who do not have Organizational Commitment. This behaviour will undoubtedly have much influence on the achievement of work performance. Employees who have high Organizational Commitment will also have the responsibility and try the best for the organization where they work to minimize the possibility of leaving the organization.

The effect of moderated work motivation on Islamic work ethics on employee performance

Hypothesis 4, which states that Islamic work ethics strengthens the effect of work motivation on employee performance at Universitas Muhammadiyah Sumatera Utara, is not supported in this study. This case indicates that with good Islamic work ethics, work motivation will not improve employee performance.

Research conducted on employees of the rector's bureau at Universitas Muhammadiyah Sumatera Utara tends to give a very high assessment of Islamic Work Ethics as well as motivation, but when the increase in Islamic work ethics has not been able to strengthen the relationship between work motivation and employee performance it becomes a phenomenon in itself. The average work motivation has been clearly and well structured, and it is just that in the implementation of employee work motivation, it is still not providing maximum work results; there are still many obstacles experienced by employees in terms of work motivation caused by work challenges. Islamic work ethic is based on Islamic teachings principles, where all decisions made by a person are based on Islamic principles. The results showed that the more Islamic principle is not why a person is more motivated to work and improve their performance.

Islamic work ethic strengthens the influence of locus of control on employee performance.

This study supports Hypothesis 5, which states that Islamic work ethics strengthens locus of control on employee performance at Universitas Muhammadiyah Sumatera Utara. This case indicates that an excellent Islamic work ethic at locus of control will improve employee performance. It can be said that the stronger the influence of Islamic work ethics, the stronger the relationship between locus of control and employee performance. Based on the results that have been obtained, it can be concluded that this study supports the results of Yousef's (2000) study, which found a correlation in empirical research

between the value of Islamic work ethics and internal locus of control. Terpstra (1993) found that individual behaviour ethics has an essential effect on locus of control.

Besides, the view of Islamic work ethics is to dedicate itself to work as a virtue (Fitria, 2003). A strong belief also supports individuals who see the understanding of Islamic work ethics as above that their fate is in their own hands so that this individual will be flexible in living life and will even further improve their performance because the understanding of religion seems always to encourage every step of the way.

Islamic work ethic strengthens the influence of organizational commitment on employee performance.

Hypothesis 6, which states that Islamic work ethics strengthens the effect of organizational commitment on employee performance at Universitas Muhammadiyah Sumatera Utara, is not supported in this study. This case means that the Islamic work ethic variable is not a moderating variable that strengthens or weakens the relationship between organizational commitment and employee performance. This case indicates that good Islamic work ethics on organizational commitment does not improve employee performance. From the research, it is found that employees who, although they have worked for years, feel unnoticed and are not included in decision making, not to mention the form of dissatisfaction with the division of tasks or not creating good communication between subordinates and leaders, this positively affects their performance. Employees who are not satisfied are most likely to be passive and tend to avoid work, always choosing to compromise with circumstances rather than trying to change themselves by positively influencing the situation around them. Dissatisfaction makes them view their current position as just a stepping stone to move to another place. This dissatisfaction makes employee commitment to the

organization low even though they have high Islamic work ethic values.

REFERENCES

1. Ahmad, A. J. (2004). Etos Kerja Islami. Penerbit Universitas Muhammadiyah Surakarta.
2. Ahmad, A. J. (2004). Etos Kerja Islami. Penerbit Universitas Muhammadiyah Surakarta.
3. Aji, G. (2020). Pengaruh komitmen profesional dan komitmen organisasi terhadap kinerja internal auditor dengan etika kerja islam sebagai variabel intervening (Studi Empiris Pada Internal Auditor Bank Muamalat Indonesia Wilayah Jawa Tengah). Jurnal Hukum Islam, 163-192.
4. Anoraga, P. (2009). Manajemen Bisnis Modern. Jakarta: PT Rineka Cipta.
5. Griffin, R. W. (2014). Komitmen Organisasi. Terjemahan, Jakarta: Erlangga.
6. Hasibuan, M. S. (2011). Manajemen sumber daya manusia edisi revisi. Bumi Aksara, Jakarta, 288.
7. Luthans, F. (2005). Organizational Behavior. 6th Edition.
8. Luthans, F. (2006). Perilaku Organisasi, (Alih Bahasa VA Yuwono, dkk). Edisi Bahasa Indonesia, Yogyakarta: ANDI.
9. Mangkunegara, A. A. P. (2016). Manajemen sumber daya manusia perusahaan. PT. Remaja Rosdakarya.
10. Mangkunegara, A. P., & Prabu, A. (2009). Sumber daya manusia perusahaan. Remaja Rosdakarya: Bandung.
11. Mas'Ud, F. (2004). Survei Diagnosis Organisasional Konsep dan Aplikasi. Badan Penerbit Universitas Diponegoro.
12. Mathis, R. L., & Jackson, J. H. (2002). Manajemen Sumber Daya Manusia Buku 2. Jakarta: Salemba Empat.
13. Rahman, A. (1995). Doktrin Ekonomi Islam Jilid 1. Yogyakarta: Dana Bhakti Wakaf.
14. Robbins, S. P., & Judge, D. (2007). Perilaku Organisasi, Jakarta: Salemba Empat. Brett, J., Cron, W., & Slocum, J

Laili Syafitri Nasution et.al. Analysis of the influence of work motivation, locus of control, and organizational commitment to employee performance with Islamic work ethics as a moderating variable (case study at Universitas Muhammadiyah Sumatera Utara).

- (1995). Economic Dependency On Work: A Moderator Of The relationship between Organizational Commitment And Performance. *Academy Of Management Journal*, 38, 261-71.
15. Siagian, S. P. (1995). Teori, motivasi, dan aplikasinya (Cet. II). Jakarta: Rineka Cipta.
16. Sugiono, A. (2009). Metode penelitian pendidikan pendekatan kuantitatif. Kualitatif dan R&D.
17. Sutrisno, H. (2006). Analisis regresi. Yogyakarta: Andi Offset.
18. Umar, H. (2008). Metode penelitian untuk skripsi dan tesis bisnis. PT RajaGrafindo Persada.
19. Wirawan. (2009). Evaluasi Kinerja Sumber Daya Manusia: Teori Aplikasi dan Penelitian. Jakarta, Salemba Empat.

How to cite this article: Nasution LS, Sembiring BKF, R Hamdani Harahap. Analysis of the influence of work motivation, locus of control, and organizational commitment to employee performance with Islamic work ethics as a moderating variable (case study at Universitas Muhammadiyah Sumatera Utara). *International Journal of Research and Review*. 2021; 8(1): 615-623.
