



## The Influence of Leadership, Work Discipline, and Motivation on Employee Performance with Religiosity as a Moderating Variable

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**Abstract:** Organizations and corporations cannot function without their human resources to ensure that a company's management and operations are effective. With religion serving as a moderator, this study aimed to investigate how leadership, work ethic, and motivation affect employee performance. A causal-correlational strategy was used in this quantitative study. Eighty-eight people were selected as the sample size. Information for this study comes from both primary and secondary sources. A survey using a Likert scale was used as the data collection tool. A multiple linear regression analysis was used to analyze the data. The results showed no correlation between leadership and employee performance that was either favorable or statistically significant. Employee performance is positively and significantly impacted by workplace discipline. Performance and employee motivation are positively and significantly correlated. Employee performance and moderate religion do not positively and significantly relate. Workplace discipline and employee performance are not completely connected considerably with religiosity. There is no significant correlation between employee performance influenced by religion and job discipline.

**Keywords:** Employee Performance; Leadership; Motivation; Religiosity;  
Work Discipline

### INTRODUCTION

Human resources are a crucial and influential aspect of a company's sustainability. An organization's efficacy and success greatly depend on its human resources' caliber and efficiency (Sunanda, 2020). It is crucial to develop human resources in our nation so that they may be transformed into a productive basis, especially in light of Indonesia's vast population, which is a plentiful and prospective supply of resources. Similarly to this, it is projected that Indonesia's growing emphasis on management by private institutions will benefit the country's economy and future company growth (Martini et al., 2022).

Fundamentally, a leader serves as an example for his followers. For subordinates to joyfully accept and comprehend organizational goals and work effectively to achieve organizational goals, every leader must always be able to ignite enthusiasm. The leader's attitude and actions are determined by the forces he controls or commands. The mood or response of group members to a leader with complete authority will differ from that of group members to a leader with little or no management (Samsu, 2022). Although numerous credible findings link individual attributes to leadership effectiveness, this approach to understanding leadership is of limited utility because many traits cannot be examined (Cornelissen et al., 2022).

Work discipline is technique managers apply to engage with workers and encourage them to improve their behavior as well as to increase awareness of and commitment to abiding by all applicable company rules and social norms (Fancera, 2022). Work discipline is an attitude filled with the attention to comply and obey, carrying out the rules following the rules that have been established. The authorities must indeed



be implemented because there will be consequences if they are not (Dewi & Trihudyatmanto, 2020).

Human behavior is driven by motivation, which enables people to start and continue goal-directed behavior (Hajmohammadi & Aghayani, 2022). Inspiring requires patience, trust, attention, and hard work (Mu et al., 2020). Motivation is a condition or energy that propels people toward accomplishing the company's organizational goals. Strong work motivation can boost staff morale and performance, accelerating business objectives (Fajrin, 2018).

Increased employee performance will not only give success and progress for the firm in the near term. Still, it can also provide success and progress for the company over time, allowing it to endure in an unpredictable business environment. Thus, attempts to increase employee performance are a significant issue and crucial for management. It is a determinant of the firm's success in reaching its goals and sustaining its existence, both of which depend on the quality of human resource performance within the company. The greater the number of high-performing individuals, the greater the company's overall productivity, allowing it to thrive in global competition (Desthiani, 2018).

Improving employee performance requires leadership, motivation, work discipline, and a sense of obedience in attaining production goals so that a company may meet its objectives. In addition to compliance in reaching production goals, there is obedience to religion, sometimes known as religiosity. An employee's belief will consistently demonstrate a more prudent approach to work-related issues (Maulana, 2020).

This study focuses on the effect of leadership, work discipline, and motivation on employee performance, with religiosity as a moderating variable in the environment of the Berangir palm oil mill (PKS) business unit, North Labuhanbatu Regency, North Sumatra Province. There are several leadership constraints in the Berangir PKS business unit, including leaders who are still constrained in giving instructions to employees, so communication errors often occur between leaders and employees. Furthermore, in terms of work discipline, employees still repeatedly violate sentences. This can be seen when while working, there are still many employees who are not in the position where they work. In addition, there are problems related to work motivation, namely the lack of work enthusiasm of employees due to overtime which is replaced by a premium system.

To overcome these problems, the author will apply strong leadership, good work discipline, and high motivation to improve employee performance by considering religious values. Empirical research related to this matter includes a study conducted by (Aprilia et al., 2021; Permana et al., 2019; Suherman, 2018). The three studies still focus on the variables of leadership, discipline, and motivation to perform and have not moderated the religiosity variable. With this context in mind, the authors are interested in examining how leadership, work ethic, and motivation affect employee performance, with religion as a moderating factor.

The hypotheses in this study are as follows:

- H1:** There is no positive and significant influence between leadership on employee performance.
- H2:** There is a positive and significant influence between work discipline on employee performance.
- H3:** There is a positive and significant influence on motivation on employee performance.
- H4:** There is no positive and significant influence between religiosity-moderated leadership on employee performance.
- H5:** There is no positive and significant influence between work discipline moderated by religiosity on employee performance.



**H6:** There is no positive and significant influence between motivation moderated by religiosity on employee performance.

## METHODS

This study is quantitative and employs a causal-correlational design. Research to characterize and test the relationship hypothesis between two or more causal and interdependent components are referred to as causal associative (Stockemer, 2019). This study was conducted at the Berangir Palm Oil Mill Business Unit, NA. IX-X North Labuhanbatu Regency, North Sumatra Province. The duration of this research is till May 2022. The population of this study consisted of 135 employees of the Berangir Palm Oil Mill Business Unit. The sample size was calculated to be 88 individuals, with a 5% margin of error, based on the specifications of the table prepared by Isaac and Michael. This study employed a technique known as purposive sampling. Purposeful sampling entails particular considerations or standards (Djaali, 2020). Respondent criteria are based on gender and current education.

This research utilizes both primary and secondary data sources. This study's preliminary data came from the responses to questionnaires distributed to respondents. In addition, secondary data for this study originate from various sources, including journals, internet news articles, and papers retrieved from the research site. The data gathering instrument employed a questionnaire with a Likert scale accompanied by five degrees of answer preference. Validating the instrument's validity and dependability constitutes the data instrument quality test. Multiple linear regression analysis is used in this method of data analysis. The impact of the independent variable on the dependent variable, which is moderated by the z variable, is calculated using multiple linear regression analysis. The data analysis tool for this study is the SPSS data processing program, version 23.

## RESULTS AND DISCUSSION

### Validity Test

The statement item is valid by looking at the Corrected Item Total Correlation value. If the statement item has a calculated r value > from the r table value, it can be said to be valid. In this study, there is a total sample (n) of 88 respondents outside the sample, and the amount of df can be calculated at  $88-2 = 86$  with  $df = 86$  and  $\alpha = 0.05$ . The table value  $r = 0.213$  is obtained. So, valid statement items have an r count greater than 0.213. The results of the data validity test in this study can be seen in Table 1 below.

**Table 1. Validity Test**

Variable	Item Numbers	r Count	Table r	Description
Leadership	X1.1	0,408	>0,213	V
	X1.2	0,433	>0,213	V
	X1.3	0,611	>0,213	V
	X1.4	0,637	>0,213	V
	X1.5	0,574	>0,213	V
	X1.6	0,562	>0,213	V
	X1.7	0,621	>0,213	V
Work	X2.1	0,392	>0,213	V
	X2.2	0,599	>0,213	V
Discipline	X2.3	0,413	>0,213	V
	X2.4	0,415	>0,213	V



	X2.5	0,598	>0,213	V
	X3.1	0,388	>0,213	V
	X3.2	0,614	>0,213	V
Motivation	X3.3	0,730	>0,213	V
	X3.4	0,420	>0,213	V
	X3.5	0,577	>0,213	V
	X3.6	0,583	>0,213	V
	X3.7	0,452	>0,213	V
	Y1	0,574	>0,213	V
Employee	Y2	0,693	>0,213	V
Performance	Y3	0,675	>0,213	V
	Y4	0,502	>0,213	V
	Y5	0,507	>0,213	V
	Z1	0,602	>0,213	V
	Z2	0,810	>0,213	V
Religiosity	Z3	0,698	>0,213	V
	Z4	0,537	>0,213	V
	Z5	0,543	>0,213	V

Source: SPSS 23 output (2023)

According to Table 1, every statement item for the variables under investigation has a positive correlation coefficient value higher than the r-table value of 0.213. Further data testing can be done because the collected questionnaire statement items are valid.

### Reliability Test

The validity of a questionnaire used as a variable indicator is assessed using the reliability test. A questionnaire is trustworthy when a subject's response to a statement remains constant or stable. Using the Cronbach Alpha method, the data reliability test was carried out. According to this method, an instrument is regarded as reliable if its reliability coefficient is at least 0.60. Table 2 below displays the conclusions reached after evaluating the data's dependability:

**Table 2. Reliability Test**

Variable	Cronbach's Alpha	Description
Leadership	0,716	Reliable
Work Discipline	0,612	Reliable
Motivation	0,621	Reliable
Employee Performance	0,686	Reliable
Religiosity	0,717	Reliable

Source: SPSS 23 output (2023)

Table 2 demonstrates that all variables have Cronbach's alpha values of less than 0.60. This indicates the validity of all the research tools employed in this study, allowing for using all the test questions in subsequent studies.



## Determination Coefficient Test

**Table 3. Determination Coefficient Test**

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.724 <sup>a</sup>	.524	.507	1.980

Source: SPSS 23 output (2023)

Table 3 is the coefficient of determination test results and displays the adjusted r square value of the regression model used to assess how well the independent variable (independent) could explain the dependent variable (dependent) or how big of an impact it might have. According to Table 3, where the corrected r fair value is 0.507, 49.3% of the variables beyond the scope of this study are responsible for the influence on employee performance, which accounts for 50.7% of the total.

## F-Test

**Table 4. F Test**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	362.821	3	120.940	30.862	.000 <sup>b</sup>
Residual	329.179	84	3.919		
Total	692.000	87			

Source: SPSS 23 output (2023)

The calculated F value is 30.862 with a significance level of 0.000 based on Table 4. The  $F_{count}$  is more significant than the F table ( $30.862 > 2.48$ ), and the significance threshold is less than 0.05. When  $H_0$  is rejected, employee performance is greatly impacted by management style, work ethic, and motivation.

## T-Test

When its probability value is less than 0.05,  $H_0$  is rejected, and  $H_a$  is approved. In contrast,  $H_0$  is accepted, and  $H_a$  is rejected if the probability value of t is greater than 0.05. Table 5 displays the results of the t Statistical Test as follows:

**Table 5. T-Test**

Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	-1.316	2.488		-.529	.598
Leadership	.119	.087	.118	1.374	.173
Work Discipline	.621	.082	.590	7.610	.000
Motivation	.175	.060	.247	2.930	.004

Source: SPSS 23 output (2023)

The results of the t-statistical test in Table 5 are as follows: The leadership variable ( $X_1$ ) is big at 0.173. Since the significance level of  $H_0$  is greater than 0.05, it can be said that the leadership variable has no clear effect on worker performance. The  $t_{table}$  is more important than the  $t_{count}$  ( $1,374/1,991$ ). The significance threshold for the variable  $X_2$



(work discipline) is 0.000. Since the significance threshold for the work discipline variable is less than 0.05, H<sub>0</sub> is rejected. This means that it is likely that the work discipline variable has a big effect on employee performance. The  $t_{count}$  (7.610 > 1.991), not the  $t_{table}$ , is more important. At 0.004, X<sub>3</sub> is a significant incentive variable. H<sub>0</sub> is then thrown out. The significance level of the motivation variable is less than 0.05, and the  $t_{count}$  is better than the  $t_{table}$  (2.930 > 1.991). This means that the motivation variable has a big effect on employee performance.

### Moderating Test (MRA) Religiosity Moderates the Influence of Leadership on Employee Performance

**Table 6. Moderated Regression Analysis Equation 1**

Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	33.738	103.683		.325	.746
Leadership	-.403	3.529	-.399	-.114	.909
Religiosity	-1.146	4.639	-.350	-.247	.805
X1_Z	.035	.158	.858	.221	.826

Source: SPSS 23 output (2023)

Table 6 shows that the leadership variable (X<sub>1</sub>) has a parameter coefficient value of -0.403 and a significance level of 0.909 > 0.05. The religiosity variable gives a parameter with a coefficient value of -1.146 and a significance level of 0.805 > 0.05. (Z). At a significance level of 0.826 > 0.05, the interaction between X<sub>1</sub> and Z, a big variable, gives a parameter coefficient value of 0.035. The interaction between X<sub>1</sub> and Z is a moderate variable with a low level of significance that doesn't matter. The study's results don't support the fourth hypothesis, which says that religiosity can't change how much leadership affects employee performance. Leadership and employee performance are linked, but religiosity (Z) can't be a moderating variable because leadership and religiosity don't work well together.

### Religiosity Moderates the Influence of Work Discipline on Employee Performance

**Table 7. Moderated Regression Analysis Equation 2**

Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	13.662	40.826		.335	.739
Work Discipline	-.054	2.080	-.051	-.026	.979
Religiosity	-.374	1.824	-.114	-.205	.838
X2_Z	.034	.093	.718	.363	.718

Source: SPSS 23 output (2023)

Table 7 shows that the parameter coefficient value for the work discipline variable (X<sub>2</sub>) is -0.054 with a significance level of 0.979 > 0.05. The religiosity variable gives a parameter with a coefficient value of -0.374 and a significance level of 0.838 > 0.05. (Z). At a significance level of 0.718 > 0.05, the interaction between (X<sub>2</sub> \* Z), a big variable, gives a parameter coefficient value of 0.034. The interaction between X<sub>2</sub> and Z is a moderate variable with a low level of significance that doesn't matter. The study's results don't support the fifth hypothesis, which says that religion can't lessen the effect of work



discipline on employee performance. The interaction between work discipline and religiosity is not the best fit, so religiosity cannot act as a moderating variable that affects the link between work discipline and employee performance.

### Religiosity Moderates the Influence of Motivation on Employee Performance

**Table 8. Moderated Regression Analysis Equation 3**

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	59.964	53.818		1.114	.268
	Motivation	-1.388	1.992	-1.953	-.697	.488
	Religiosity	-2.157	2.397	-.659	-.900	.371
	X3_Z	.074	.089	2.492	.837	.405

Source: SPSS 23 output (2023)

Table 8 shows that the incentive variable (X3) has a parameter coefficient value of -1.388 and a significance level of 0.488 > 0.05. The religiosity variable gives a parameter with a coefficient value of -2.157 and a significance level of 0.371 > 0.05. (Z). At a significance level of 0.405 > 0.05, the interaction between (X3 \* Z), a big variable, gives a parameter coefficient value of 0.074. The interaction between X3 and Z is a moderate variable with a low level of significance that doesn't matter. The study's results don't support the sixth hypothesis, which says that religiosity can't lessen the effect of motivation on employee performance. Religion (Z) can't be a moderating variable that affects the link between cause and employee performance because motivation and religiosity don't work well together.

### The Influence of Leadership on Employee Performance

The first hypothesis is disproven since it cannot be shown that leadership factors in this study influence employee performance. This suggests that a company's leadership has a decreasingly positive effect on improving employee performance. The findings of this study differ from those of Efendi (2020) study, The Impact of Leadership Style on Employee Performance, which found that leadership style had a positive and significant impact on worker performance. Also, the findings of a study by Nasution & Ichsana (2021) titled "The Impact of Leadership Style on Employee Performance in the North Sumatra Provincial Transportation Office" support the same conclusion. The findings demonstrated that the variable "leadership style" considerably and favorably influenced worker performance.

### The Influence of Work Discipline on Employee Performance

The results of this study's testing of the hypotheses on how work discipline variables affect employee performance can be shown. Workplace discipline thus has a favorable and significant impact on employee performance, supporting the second premise. The findings of this study corroborate those of Elburdah (2021), The Impact of Work Discipline and Work Environment on Employee Performance at PT Arena Agro Andalan. The findings demonstrated a substantial inverse relationship between work discipline and worker performance at PT Arena Agro. The results of this study corroborate those of Tamba et al. (2018) study, "The Impact of Work Discipline and Employee Loyalty on Employee Performance at PT Columbindo Perdana Manado Branch." The outcomes demonstrated that work discipline had a limited impact on the productivity of PT Columbindo Perdana Manado Branch personnel.



### **The Influence of Motivation on Employee Performance**

The study's incentive variables have an impact on workers' productivity. Thus, employee performance is favorably and significantly influenced by motivation, supporting the third premise. According to research by Ekhsan (2019) titled *The Impact of Motivation and Work Discipline on Employee Performance*, the findings of this study are consistent with his conclusions. The results demonstrated that work motivation has a favorable impact on the productivity of PT Syncrum Logistics employees. The findings of this study are consistent with those of Hasyim et al. (2020), *The Impact of Motivation and Work Discipline on Employee Performance at PT Kahatex*. The findings demonstrated a substantial relationship between work motivation and work discipline variables, and employee performance.

### **Religiousness Moderates Leadership and Its Influence on Employee Performance**

The study's test results show that religiosity (Z) cannot counteract the effect of leadership (X1) on worker performance (Y). In other words, the fourth hypothesis is disproved because religiosity reduces the influence of leadership on worker performance. Research by Zain (2019), titled *Study of the Impact of Leadership, Implementation of Work Discipline and Work Motivation on Enhancing Employee Performance with the Degree of Religiosity as a Moderating Variable*, supports the findings of this study. The results demonstrated that religiosity did not affect the association between leadership and worker performance.

### **Religiousness Moderates Work Discipline and Its Influence on Employee Performance**

According to the study's test results, religion (Z) cannot mitigate the impact of workplace discipline (X2) on employee performance (Y). Thus, the fifth hypothesis is disproved since religiosity reduces the effectiveness of work discipline on employee performance. Research by Sani & Ekowati (2019), the results showed that organizational dedication and spirituality in the workplace act as moderating factors in the influence of Islamic spirituality on OCBIP, and OCBIP has an impact on work performance. Islamic spirituality does not directly influence OCBIP.

### **Religiousness Moderates Motivation and Its Influence on Employee Performance**

The study's test results show that religion (Z) cannot offset the impact of motivation (X3) on employee performance (Y). In other words, the sixth hypothesis is disproved because religiosity reduces the effect of incentives on worker performance. Research by Ningtyas et al. (2018), titled *"The Impact of Work Motivation on Employee Performance with Islamic Motivation as a Moderating Variable,"* supports the findings of this study. The results showed that at the Wong Solo Grilled Chicken Restaurant Malang Branch, Islamic motivation moderates the impact of work motivation on employee performance.

## **CONCLUSION**

The information previously provided allows it to be inferred that there is no significant correlation between leadership and employee performance. Second, employee performance is positively and significantly impacted by workplace discipline. Lastly, a strong and favorable correlation exists between employee motivation and productivity. Fourth, there is no significant and positive correlation between employee performance and moderate religion. Ultimately, work discipline influenced by religion has no real positive impact on employees' performance. Sixth, religiosity has no appreciable effect on the link between work discipline and employee performance.



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