

The Influence of Work Discipline, Islamic Work Motivation, and Compensation on Employee Performance (Case Study at CV Lestari Albasia Mandiri)

Zeva Ega Sekarrisma^{1*}, Nurudin², Naili Saadah³

¹²³ Universitas Islam Negeri Walisongo Semarang

Email: ¹zevaega17@gmail.com, ²nurudin@walisongo.ac.id, ³naili.saadah@walisongo.ac.id

Abstract

Purpose - this study aims to determine the effect of work discipline, Islamic work motivation, and compensation on employee performance.

Methods - this study uses a quantitative approach. Data collection was conducted through questionnaires with a sample of 138 people calculated using the slovin formula from a total population of 210 employees. The sample was determined using purposive sampling technique. Data were analyzed using SPSS 25 software.

Result - The results showed that work discipline, Islamic work motivation, and compensation have a positive and significant effect on employee performance partially or simultaneously.

Implications - this study can have implications for the development of science, as well as provide input to the management of CV Lestari Albasia Mandiri in making decisions related to employee performance.

Keywords: employee performance, work discipline, Islamic work motivation, compensation

Abstrak

Tujuan - Penelitian ini bertujuan untuk mengetahui pengaruh disiplin kerja, motivasi kerja Islami, dan kompensasi terhadap kinerja karyawan.

Metode - Penelitian ini menggunakan pendekatan kuantitatif. Pengumpulan data dilakukan melalui kuisioner dengan jumlah sampel sebanyak 138 orang yang dihitung menggunakan rumus slovin dari total populasi 210 karyawan. Sampel ditentukan menggunakan teknik purposive sampling. Data dianalisis menggunakan software SPSS 25.

Hasil - Hasil penelitian menunjukkan bahwa disiplin kerja, motivasi kerja Islami, dan kompensasi berpengaruh positif dan signifikan terhadap kinerja karyawan secara parsial maupun simultan.

Implikasi - Penelitian ini dapat memberikan implikasi pada pengembangan ilmu pengetahuan, serta memberikan masukan kepada pihak manajemen CV Lestari Albasia Mandiri dalam mengambil keputusan berkaitan dengan kinerja karyawan.

Kata kunci: Kinerja Karyawan, Disiplin Kerja, Motivasi Kerja Islami, Kompensasi

Introduction

Industrial development in Indonesia supports the strengthening of the country's economy. Currently, industry is no longer confined to cities but has also expanded into rural areas. The growing number of industries naturally leads to increasingly fierce competition (Saputra, 2023). In their efforts to survive, companies must face various challenges related to resource optimization, one of which is human resources. Human resources are recognized as a company's most vital asset because all operational activities are carried out by them, regardless of technological advancements (Sinambela, 2016).

CV Lestari Albasia Mandiri is a manufacturing company that produces semi-finished products in the form of barecore. This product is a board made from sengon wood and is commonly used to make furniture and home walls. The company was founded on March 20, 2015, and at that time was still a trading company (UD) until October 13, 2018, when it changed its name to CV Lestari Albasia Mandiri. CV Lestari Albasia Mandiri can produce up to 1,000 pieces per day. The majority of the barecore produced is exported to foreign countries, such as China and Taiwan, and is also sold locally. CV Lestari Albasia Mandiri is located in the Congol neighborhood, Karangjati Village, Bergas District, Semarang Regency.

Business growth and development are often challenging for small and medium-sized industries, especially those located in rural areas. Limited access to resources, markets, and infrastructure pose challenges to expansion. However, CV Lestari Albasia Mandiri has successfully overcome these obstacles by penetrating the international market and growing into a significant industry. CV Lestari Albasia Mandiri is located in a rural area, but actively exports abroad and is consistent in realizing the target of the minimum number of containers shipped each month.

Month	Number of Containers	Barecore Total
January	22	33.550
February	14	21.350
March	17	26.309
April	12	18.716
May	20	30.500
June	18	27.906
July	19	34.117
August	16	24.912
September	17	28.340
October	17	27.537
November	14	21.734
December	14	21.917

The table above shows CV Lestari Albasia Mandiri's monthly export sales data for 2024. CV Lestari Albasia Mandiri had an export target of 12 to 15 containers per month. Based on this data, it can be seen that CV Lestari Albasia Mandiri successfully achieved this target each month. CV Lestari Albasia Mandiri faced challenges in obtaining raw materials. Sengon wood, used as the raw material for barecore, has recently been difficult to obtain, hampering production. Nevertheless, CV Lestari Albasia Mandiri was still able to meet export demand on time without delay. Understandably, even under less-than-ideal conditions, CV Lestari Albasia Mandiri still demonstrated satisfactory performance and met its targets. Generally, these operational constraints can prevent a company from meeting performance targets. This success is certainly inseparable from the work ethic and performance of the owner and employees.

This employee performance achievement is supported by several factors, one of which is work discipline. Discipline plays a role in maintaining regular production as well as employee focus and commitment to company targets. Disciplined employees consistently comply with regulations, always carry out tasks according to procedures,

The Influence of Work Discipline, Islamic Work Motivation, and Compensation on Employee Performance 2
(Case Study at CV Lestari Albasia Mandiri)

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Email: zevaega17@gmail.com¹, nurudin@walisongo.ac.id², naili.saadah@walisongo.ac.id³

and focus on completing work. Another factor supporting employee performance is Islamic work motivation, which keeps employees engaged despite operational constraints. Compared to conventional work motivation, which typically focuses solely on material factors such as salary, recognition, and promotions, Islamic work motivation encompasses a broader dimension, incorporating a spiritual aspect. Islamic work motivation stems from faith in God, encouraging employees to remain patient, sincere, and resilient amidst company challenges. In addition to these two factors, compensation also contributes to maintaining employee motivation and commitment to optimal performance.

Research by Salma Ridha Fahira, et al. (2024) Studies have shown that high work discipline can improve employee performance. Implementing Islamic work motivation has also been shown to encourage employees to improve their performance (Saputra, 2023). In addition, Reinhard Sandi Priyono's research (2023) also shows that providing adequate compensation plays a role in improving employee performance.

This study aims to determine the effect of work discipline, Islamic work motivation, and compensation on employee performance. The results are expected to contribute to the development of scientific knowledge and serve as a consideration for companies in making decisions related to employee performance.

Literature review

Goal Setting Theory

Goal setting theory, also known as goal-setting theory, proposed by Edwin A. Locke (1968), states that establishing and understanding goals will influence an individual's behavior and efforts. A person will have goals they want to achieve. These goals refer to desired states or work outcomes. The existence of goals will determine the amount of effort a person expends, which in turn will impact their performance. Several principles must be considered in goal setting: clarity, challenge, commitment, feedback, and task complexity. Goal setting theory explains four mechanisms by which goals influence performance. First, goals play a role in directing an individual's focus on achieving them. Second, goal setting will help individuals adjust their level of effort. Third, having goals will make individuals more persistent and maximize their efforts. Fourth, goal setting will make it easier for individuals to plan strategies and actions (Kusnadi et. al., 2022).

Employee performance

The term performance comes from the definition of performance, namely work results or work achievements. According to Mangkunegara (in Simbolon, 2022), Performance is the quality and quantity of work achieved by employees in carrying out their assigned responsibilities. Employee performance is usually influenced by ability and motivation factors. Adequate ability and high motivation can improve employee performance. Employee performance has several indicators, as proposed by Robbins, namely work quality, work quantity, timeliness, effectiveness, independence, and commitment. (Silaen et. al., 2021)

Work Discipline

Essentially, discipline reflects an employee's commitment and commitment to an organization. Discipline in the workplace encompasses employee compliance with company regulations. Sastrodiwiryo also put forward a definition of work discipline. (in Khaeruman et. al., 2021), namely an attitude that shows respect, appreciation, obedience, and compliance with existing regulations, both written and unwritten, and is willing to carry out these regulations and is ready to receive sanctions if he violates the duties and authority given to him. Work discipline indicators are used to measure the level of employee discipline, according to Veithzal Rivai, including, attendance level, compliance with work regulations, compliance with work standards, high level of alertness, and ethical work (Sinambela, 2016).

Islamic Work Motivation

Motivation is the drive that drives people to strive to achieve what they desire. To achieve desired performance, motivation is needed to encourage employees to work effectively and efficiently. Richard L. Daft (in Khaeruman et. al., 2021) put forward his definition of motivation, namely a force that grows from within or outside a person that arouses enthusiasm and perseverance in order to achieve something desired. Anshari (in Yusuf, 2015) argues that a Muslim's spiritual motivation encompasses three aspects: motivation related to belief or creed, motivation for worship, and motivation for mu'amalat (translations of religion). Muamalat motivation dictates that humans should work to fulfill their needs and achieve rahmatan lil 'alamin (blessings for all the worlds). Islam commands its followers to work to fulfill their needs. In Islam, work is not merely an effort to fulfill life's needs, but also a form of worship. According to Anshari, motivation is measured based on divine values, namely the extent to which a person has hopes and fears regarding achieving goals. Someone who has high hopes for achieving them tends to emulate noble morals and desires to live under Allah's protection. Employees who are highly motivated to emulate noble morals will continuously strive to improve their performance, not only in the form of worldly achievements, but also in internalizing the good names of Allah. High hopes must also be balanced with fear. Strong hopes play a role in providing encouragement to continue achieving, while fear plays a role in maintaining vigilance and humility. Allah gives encouragement and motivation to people who want to work and show optimal performance, as Allah says in QS. al-Nahl (16) ayat 97

مَنْ عَمِلَ صَالِحًا مِّنْ ذَكَرٍ أَوْ أُنْثَىٰ وَهُوَ مُؤْمِنٌ فَلَنُحْيِيَنَّهٗ حَيٰوةً طَيِّبَةً وَلَنَجْزِيَنَّهُمْ أَجْرَهُمْ بِأَحْسَنِ مَا كَانُوا يَعْمَلُونَ

"Whoever does righteous deeds, whether male or female, while having faith, We will surely give them a good life and reward them according to the best of what they did."

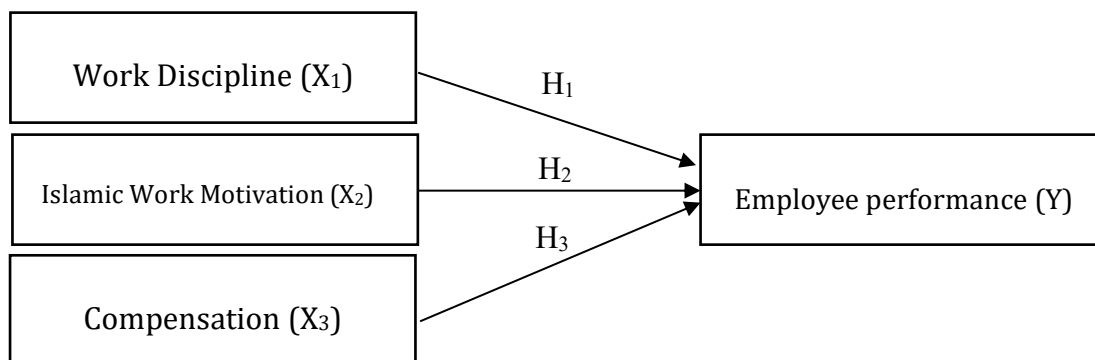
Besides inner conviction, motivation can also come from the company. From an Islamic perspective, companies must treat employees fairly, including in terms of compensation, promotions, and company policies. Hidayat outlined several indicators of work motivation from an Islamic perspective, including meeting physical and spiritual needs, internal hopes and fears, a sincere intention to work, a sense of concern for others for the benefit of others, a supportive and challenging work environment, opportunities to learn and improve skills, and the hope of receiving rewards and blessings from Allah.

Compensation

It cannot be denied that receiving compensation is the goal of most employees working in a company. Hasibuan defines compensation as (in Zunaidah et al., 2020) Compensation is any form of income received by employees, which can be in the form of money, goods, either directly or indirectly, provided by the company in return for employee services and contributions. Compensation is an element that plays a role in attracting, retaining, and motivating employees. The types of compensation provided by companies vary, not only salary or wages, but also incentives, benefits, and facilities. Indicators of employee compensation, as stated by Edy Sutrisno, are wages or salary, incentives, benefits, and facilities (Subakti dkk., 2022).

Theoretical Framework

The research model can be described as follows:



H1: Work discipline has a significant positive effect on employee performance

H2: Islamic work motivation has a significant positive effect on employee performance

H3: Compensation has a significant positive effect on employee performance

Research methodology

The method used in this study is a quantitative method, to measure the influence of work discipline, Islamic work motivation, and compensation on employee performance. The data in this study comes from primary data and secondary data. Primary data in this study was obtained through questionnaires filled out by respondents. Meanwhile, the secondary data used was export sales data of CV Lestari Albasia Mandiri. The population in this study were all 210 employees of CV Lestari Albasia Mandiri. The number of samples was determined using the Slovin formula with an error rate of 5%. Based on the calculation results, the number of samples who became respondents in this study was 138 employees. The sample was taken using a nonprobability sampling technique with a purposive sampling method, with the criteria being employees of CV Lestari Albasia Mandiri, Muslim, and having worked for more than 6 months. Data collection was carried out by distributing questionnaires with a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree".

The variables in this study include three independent variables: work discipline, Islamic work motivation, and compensation, as well as one dependent variable: employee performance. Work discipline according to Sastrodiwiryo (in Khaeruman et. al., 2021) is The Influence of Work Discipline, Islamic Work Motivation, and Compensation on Employee Performance 5 (Case Study at CV Lestari Albasia Mandiri)

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an attitude that shows respect, appreciation, obedience, and compliance with existing regulations, both written and unwritten, as well as being willing to carry out these regulations and being ready to receive sanctions if they violate the duties and authority given to them. Islamic work motivation according to Rahman (1995) is a commitment to the work that exists in employees, which comes from the spiritual and emotional relationship between employees and God, namely Allah SWT. (Hidayah et. al., 2022). Compensation according to Hasibuan (in Zunaidah et. al., 2020) is any form of income received by employees, which can be in the form of money, goods, either directly or indirectly, which is given by the company as compensation or remuneration for employee services and contributions. Performance according to Torang (2022) is the quantity or quality of individual or group work results in completing organizational tasks by referring to the norms, criteria, and standard operating procedures established by the organization. (Yuliana et. al., 2022). Data analysis was carried out through multiple linear regression using SPSS 25 software.

Results and Discussion

Validity Test

Table 1. Validity Test

Variable	Item	R Table	R Count	Information
Work Discipline (X1)	X1.1	0,1672	0,388	Valid
	X1.2	0,1672	0,451	Valid
	X1.3	0,1672	0,423	Valid
	X1.4	0,1672	0,852	Valid
	X1.5	0,1672	0,833	Valid
	X1.6	0,1672	0,823	Valid
	X1.7	0,1672	0,908	Valid
	X1.8	0,1672	0,849	Valid
	X1.9	0,1672	0,785	Valid
	X1.10	0,1672	0,856	Valid
Islamic Work Motivation (X2)	X2.1	0,1672	0,362	Valid
	X2.2	0,1672	0,675	Valid
	X2.3	0,1672	0,580	Valid
	X2.4	0,1672	0,693	Valid
	X2.5	0,1672	0,815	Valid
	X2.6	0,1672	0,786	Valid
	X2.7	0,1672	0,854	Valid
	X2.8	0,1672	0,686	Valid
	X2.9	0,1672	0,678	Valid
	X2.10	0,1672	0,658	Valid
	X2.11	0,1672	0,700	Valid
	X2.12	0,1672	0,689	Valid
	X2.13	0,1672	0,523	Valid
	X2.14	0,1672	0,604	Valid
Compensation (X3)	X3.1	0,1672	0,510	Valid
	X3.2	0,1672	0,706	Valid
	X3.3	0,1672	0,704	Valid
	X3.4	0,1672	0,610	Valid
	X3.5	0,1672	0,564	Valid

The Influence of Work Discipline, Islamic Work Motivation, and Compensation on Employee Performance 6
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Variable	Item	R Table	R Count	Information
Employee Performance (Y)	X3.6	0,1672	0,668	Valid
	X3.7	0,1672	0,484	Valid
	X3.8	0,1672	0,484	Valid
	Y1	0,1672	0,744	Valid
	Y2	0,1672	0,644	Valid
	Y3	0,1672	0,705	Valid
	Y4	0,1672	0,540	Valid
	Y5	0,1672	0,538	Valid
	Y6	0,1672	0,590	Valid
	Y7	0,1672	0,402	Valid
	Y8	0,1672	0,543	Valid
	Y9	0,1672	0,725	Valid
Y10	0,1672	0,506	Valid	
Y11	0,1672	0,635	Valid	
Y12	0,1672	0,680	Valid	

Source: SPSS 25 output, data processed 2025

The table shows that all items in the research instrument have calculated r values greater than the table r value. Therefore, it can be concluded that the research instrument is valid for measuring the variables.

Reliability Test

Table 2. Reliability Test

Variabel	Cronbach's Alpha	Critical Value	Information
Work Discipline (X1)	0,866	0,6	Reliabel
Islamic Work Motivation (X2)	0,886	0,6	Reliabel
Compensation (X3)	0,737	0,6	Reliabel
Employee Performance (Y)	0,844	0,6	Reliabel

Source: SPSS 25 output, data processed 2025

Based on the results presented in the table, the reliability values for each variable were all above 0.6, thus concluding that the research instrument was reliable. This means the research instrument used provided consistent test results in measuring the relevant variables in each study.

Classical Assumption Test

Normality Test

**Table 3. Normality Test
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		138
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,21113568
	Most Extreme Differences	
	Absolute	,071
	Positive	,029
	Negative	-,071
Test Statistic		,071
Asymp. Sig. (2-tailed)		,081 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: SPSS 25 output, data processed 2025

The Kolmogorov-Smirnov normality test results table above shows that the Asymp. Sig. (2-tailed) value is 0.081, which is greater than 0.05 ($0.081 > 0.05$). It can be stated that the residual values for the variables of work discipline, Islamic work motivation, compensation, and employee performance are normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Disiplin Kerja	0,873	1,145
Motivasi Kerja Islami	0,836	1,196
Kompensasi	0,929	1,077

Source: SPSS 25 output, data processed 2025

Based on the multicollinearity test results table above, the work discipline variable has a tolerance value of $0.873 > 0.10$ and a VIF value of $1.145 < 10$, the Islamic work motivation variable has a tolerance value of $0.836 < 0.10$ and a VIF value of $1.196 > 10$, and the compensation variable with a tolerance value of $0.929 > 0.10$ and a value of $1.077 < 10$. The three independent variables have a tolerance value of more than 0.10 and a VIF value of less than 10. It can be concluded that the variables are free from multicollinearity symptoms. This means that there is no high linear relationship between the independent variables, namely work discipline, Islamic work motivation, and compensation.

Heteroscedasticity Test

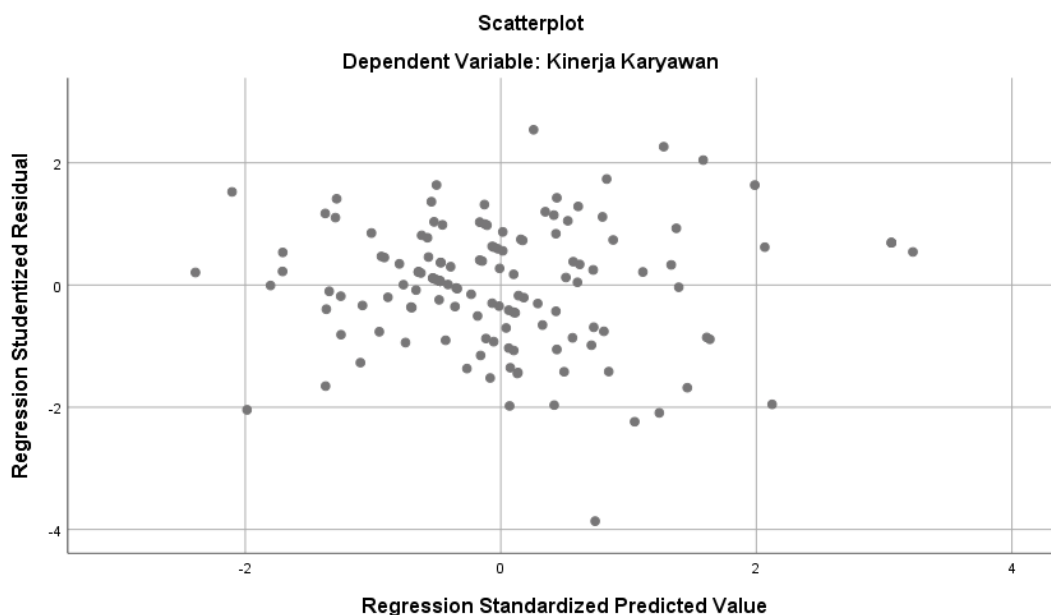


Figure 1. Heteroscedasticity Test

Source: SPSS 25 output, data processed 2025

Based on the scatterplot graph above, it can be seen that the points are spread randomly above and below the number 0 on the Y axis, so it can be concluded that there are no symptoms of heteroscedasticity.

Multiple Regression Analysis

Table 5. Multiple Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,670	4,552		1,246	,215
Work Discipline	,479	,091	,363	5,245	,000
Islamic Work Motivation	,168	,064	,186	2,631	,010
Compensation	,425	,074	,383	5,701	,000

a. Dependent Variable: Employee performance

Source: SPSS 25 output, data processed 2025

Based on table 5. Multiple Regression Analysis, the multiple regression model in this study can be written in the following equation:

$$Y = 5,670 + 0,479X_1 + 0,168X_2 + 0,425X_3 + e$$

To understand the regression model, the following explains the interpretation and analysis of the regression output:

- The constant value (C) in the regression output is 5.670. This means that if the variables work discipline, Islamic work motivation, and compensation are zero, then employee performance is 5.670.
- The regression coefficient for the work discipline variable (X1) is 0.479. This means that if the work discipline variable increases by one unit, then the employee performance variable will increase by 0.479, assuming the other independent variables remain constant. It can also be stated that the independent variable work discipline has a positive or unidirectional relationship with the dependent variable employee performance.
- The regression coefficient for the Islamic work motivation variable (X2) is 0.168. This means that if the Islamic work motivation variable increases by one unit, then the employee performance variable will increase by 0.168, assuming the other independent variables remain constant. It can also be stated that the independent variable Islamic work motivation has a positive or unidirectional relationship with the dependent variable employee performance.
- The regression coefficient for the compensation variable (X3) is 0.425. This means that if the compensation variable increases by one unit, the employee performance variable will increase by 0.425 units, assuming the other independent variables remain constant. It can also be stated that the independent variable, compensation, has a positive or unidirectional relationship with the dependent variable, employee performance.

- e. The standard error indicates how far the actual data tends to deviate from the regression line predicted by the model.

t test

**Table 6. t-test
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,670	4,552		1,246	,215
Work Discipline	,479	,091	,363	5,245	,000
Islamic Work Motivation	,168	,064	,186	2,631	,010
Compensation	,425	,074	,383	5,701	,000

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 25 output, data processed 2025

Based on the analysis results, it can be explained that:

1. The work discipline variable has a calculated t-value of 5.245, greater than the t-table value of 1.97756 ($5.245 > 1.97756$), and a significance value of 0.000, less than 0.05 ($0.000 < 0.05$). This means that work discipline has a positive and significant effect on employee performance. Therefore, it can be concluded that H1 is accepted and H0 is rejected.
2. The Islamic work motivation variable has a calculated t-value of 2.631, greater than the t-table value of 1.97756 ($2.631 > 1.97756$), and a significance value of 0.010, less than 0.05 ($0.010 < 0.05$). This means that Islamic work motivation has a positive and significant effect on employee performance. Therefore, it can be concluded that H2 is accepted and H0 is rejected.
3. The compensation variable has a calculated t value of 3.383, which is greater than the t table of 1.97756 ($3.383 > 1.97756$), and a significance value of 0.000, which is smaller than 0.05 ($0.000 < 0.05$). This means that motivation is stated to have a positive and significant effect on employee performance, so it can be concluded that H3 is accepted and H0 is rejected.

F test

**Table 7. F Test
ANOVA^a**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1109,144	3	369,715	35,070	,000 ^b
Residual	1412,661	134	10,542		
Total	2521,804	137			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Compensation, Islamic Work Motivation, Work Discipline

Source: SPSS 25 output, data processed 2025

The test results table above shows that the calculated F value of 35.070 is greater than the F table and the significance value of 0.000 is less than 0.05 ($0.000 < 0.05$), so it can be concluded that the independent variables in this study have a significant simultaneous effect on the dependent variable. This means that work discipline, Islamic work motivation, and compensation can collectively significantly influence employee performance.

Test R²

Table 8. R² Test Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,663 ^a	,440	,427	3,247

a. Predictors: (Constant), Compensation, Islamic Work Motivation, Work Discipline

b. Dependent Variable: Employee performance

Source: SPSS 25 output, data processed 2025

The test results table shows that the Adjusted R Square value is 0.427. This means that the independent variables, including work discipline, Islamic work motivation, and compensation, together explain 42.7% of the dependent variable, employee performance, while the remaining 57.3% is explained by other variables outside the study.

Discussion

The Effect of Work Discipline on Employee Performance

The results of the study indicate that work discipline has a positive and significant impact on employee performance. Therefore, if work discipline improves, employee performance will also improve, and vice versa. Based on data collected during the study, the majority of CV Lestari Albasia Mandiri employees demonstrate high levels of work discipline. This behavior is reflected in adhering to work hours strictly, not being absent from work without permission, and consistently complying with company regulations and procedures. This work discipline positively impacts both individual and company performance. Employees successfully complete tasks as requested by the company on time. This work discipline ultimately contributes to the smooth operation of the company, ensuring timely fulfillment of requests. The conclusions of this study align with those of Hira Maulida and Angga Pratama (2024) and Nopi Nurhayati (2024), which stated that work discipline has a positive and significant impact on employee performance. This means that disciplined employee behavior will contribute to improved employee performance. Employees with high levels of discipline tend to be orderly and organized in accordance with work regulations, thus better able to meet company expectations.

Referring to goal-setting theory, it is explained that performance effectiveness is related to the setting of clear goals and employee commitment to achieving them. The stated goal, namely high employee performance, can be achieved through strong work discipline. Work discipline is a mechanism that guides employees to consistently strive to achieve goals. The implementation of work discipline typically includes complying with company regulations, following procedures, completing tasks on time, arriving and

leaving work according to regulations, and maintaining a high attendance rate. Furthermore, work discipline is also demonstrated by employee behavior that is consistently diligent, consistent, committed, and focused on the desired goals. This behavior will increase employee work output, leading to goal achievement. Work discipline plays a role in ensuring that goals can be achieved, even when faced with challenges and difficulties. Even though goals have been set, without work discipline, employees may be careless and inconsistent in achieving their goals.

The Influence of Islamic Work Motivation on Employee Performance

The results of this study indicate that Islamic work motivation has a positive and significant impact on employee performance. Therefore, if Islamic work motivation increases, employee performance will also improve, and vice versa. This finding is supported by the reality in the field that employees consistently uphold Islamic values in carrying out their work. Employees understand that work is not merely a mundane routine to meet the necessities of life, but also a form of worship to Allah, which must be carried out sincerely and earnestly. The belief that good efforts will lead to blessings from Allah motivates employees to continuously improve their performance and refrain from complaining even when facing difficulties. Furthermore, employees are also afraid to neglect their work or violate regulations because Allah is always watching. These Islamic values and beliefs fuel employee intrinsic work motivation, which influences performance outcomes. The conclusions of this study align with those of Onky Winanda Galih Saputera (2023) and Septi Lenita Putri et. al. (2024) which states that Islamic work motivation has a positive and significant impact on employee performance. This means that the spiritual values instilled in employees are the driving force that drives them to perform their work to the best of their ability.

Locke and Latham explain in their goal-setting theory that a person will be motivated if they have specific goals to achieve. This work motivation is demonstrated by work behaviors that support goal achievement. In the Islamic concept, goal setting is not only based on worldly aspects but also spiritual ones. In this context, worldly goals are interpreted in a more Islamic way. This means that efforts to achieve goals are seen as a form of worship to gain Allah's pleasure. Commitment to goals comes from a sincere intention for Allah, so motivation will not easily wane even when obstacles arise in the process of achieving them. Having sharia-compliant goals in work, such as expecting rewards and blessings from Allah, will motivate someone to earnestly improve their performance.

The Effect of Compensation on Employee Performance

Research results indicate that compensation has a positive and significant effect on employee performance. Therefore, if compensation increases, employee performance will also improve, and vice versa. This positive and significant effect can be explained by the majority of employees feeling quite satisfied and well-off with the compensation provided by the company. Field research indicates that the compensation received by employees, including salary, incentives, allowances, and facilities, is deemed adequate and in line with job demands. This appropriateness impacts the well-being of employees, including their families, as compensation can meet their living needs. This motivates employees to improve their performance. Employees even demonstrate their loyalty and

commitment by being willing to work overtime and work longer hours at the company. The conclusions drawn from this study align with those of Heru Sutapa et. al. (2023) and Kadek Edi Miyana et. al. (2024) which states that compensation has a positive and significant effect on employee performance.

According to goal-setting theory, compensation plays a role in increasing acceptance and commitment to a goal, even if the goal is difficult to achieve. Compensation can increase employee enthusiasm for work. Compensation is understood as a reward given by a company to its employees as a form of appreciation for achieving goals. Compensation is considered adequate not only in terms of amount but also in terms of its relevance to performance. Adequate compensation will make employees feel that their efforts in achieving goals are appreciated, thus encouraging them to work diligently and earnestly to achieve their goals, namely maximum performance. If the compensation provided does not match the performance, it can lead to demotivation and a reluctance to work harder.

Conclusion

Based on the analysis, the following conclusions were drawn:

1. Work discipline partially has a positive and significant effect on employee performance. This means that increased work discipline will improve employee performance, while decreased work discipline will decrease employee performance.
2. Islamic work motivation partially has a positive and significant effect on employee performance. This means that increased Islamic work motivation will improve employee performance, while decreased Islamic work motivation will decrease employee performance.
3. Compensation partially has a positive and significant effect on employee performance. This means that increased compensation will improve employee performance, while decreased compensation will decrease employee performance.

Suggestion

Based on the research results, the following are several recommendations for relevant parties:

1. For Companies

Companies are advised to conduct systematic and regular performance evaluations of employee performance. Performance evaluations can help provide feedback on employee behavior and work results. In terms of work discipline, companies can improve it through stricter policies and implement a reward and punishment system. Companies also need to maintain and enhance Islamic values in employees through coaching and specific Islamic activities. Regarding compensation, companies can evaluate and refine their compensation systems by paying greater attention to fairness, workload, achievement, and sanctions to improve employee satisfaction and performance.

2. For Further Researchers

Further researchers are advised to add variables or examine other variables given the limitations of this study. Future researchers can also examine other industrial sectors, both with similar and different characteristics, for comparative studies.

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