


Effectiveness of Work Motivation on Employee Performance at the Faculty of Economics and Islamic Business

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ABSTRACT

Work motivation is an internal and external drive that encourages a person to improve the quality of their performance. The right motivational factors can realize productive performance so that work becomes more effective and efficient. This study aims to identify the effectiveness of work motivation in improving staff performance in academic units with work environment characteristics based on Islamic higher education administration. This research uses descriptive qualitative methods through interviews and literature review. The results revealed various work motivation factors that contribute to staff satisfaction, performance improvement and productivity. Good motivation, self-development opportunities, and employee engagement proved to play an important role in creating job satisfaction in the academic environment.

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Introduction

In the era of the development of increasingly advanced globalization and increasingly sophisticated technology, it also encourages the advancement of the quality of human resources, but on the other hand there is a higher competition. Human resources are required to be adaptive to changes in digitalization, improve their quality so that they have expertise, thereby increasing their superiority in competing with other human resources, as well as competing with increasingly sophisticated technology. Improving the quality of human resources is important in an effort to improve the progress and existence of a company, organization, institution, or institution. Increasingly fierce competition requires an organization to have an advantage so that the organization survives ([Harahap & Khair, 2019](#)).

The Faculty of Economics and Islamic Business (FEBI) is one of the faculties at UIN

Raden Mas Said Surakarta. FEBI is one of the faculties that has the largest number of students each year. FEBI organizes undergraduate education in sharia accounting, sharia economics, sharia business management, and sharia banking study programs. Learning that presents an atmosphere in the classroom, complete library facilities, and the use of FEBI One Touch technology, as well as supporting practicums such as creative digital practicum, capital market practicum, statistical practicum, and others. The large number of students and programs implemented, requires FEBI to have quality staff resources, education personnel who are aligned and adequate in providing services. The development of the times also requires the performance of staff, educators in preparing programs, facilitating, providing the best service for the entire academic community in order to maintain existence and accreditation.

According to [Susan \(2019\)](#) human resources are an important element that must be owned in order to achieve organizational goals compared to other resource elements such as capital and technology. Human resources are the potential contained in humans to realize their role in developing organizations as movers, thinkers, and planners to achieve organizational goals. Human resources in carrying out their role need planned and systematic self-development efforts. The most important role of human resources is to determine the success of the company/organization by fostering a potential workforce. Companies/organizations must be able to find and foster employees effectively so that superior human resources are maintained and able to compete. Relationships between employees and leaders also affect the success of company goals. Employees who fully contribute to carrying out their duties and behaving responsibly for the achievement of the company's success will have a good impact on the company itself.

Efforts to maintain the existence of the company cannot be separated from the role of leaders in motivating employees so that employee performance remains successful and increases. Every company or organization always needs leadership. Leadership that is able to direct, supervise, employees want to work together to achieve the planned company goals. A leader must also have a higher level of intelligence than his subordinates and must have higher motivation and achievement ([Harahap & Khair, 2019](#)).

Leadership attitudes affect job satisfaction in creating interesting jobs and work environments, delegating responsibilities, and implementing regulations properly. Negative leadership styles affect work performance such as employee turnover, decreased performance and satisfaction. Therefore, leaders must be able to create an environment that can inspire and enable employees to develop personally, increase their optimal potential and self-confidence, and in this environment employees can be encouraged, especially to complete tasks quickly and effectively ([Tolu et al., 2021](#)).

Creating employee work productivity is not an easy thing, many factors influence, including work motivation. According to [Rahardjo \(2022\)](#) motivation is the process of channeling encouragement in a person in achieving organizational goals.

Motivation plays an important role in providing strength in encouraging more productive, quality, and maximum human performance. High work motivation can occur the possibility of employee success. According to [Sunyoto & Wagiman \(2023\)](#) the importance of work motivation is that it can create enthusiasm, passion in carrying out tasks, so as to produce good work and increase productivity and encourage a sense of job satisfaction.

Job satisfaction cannot be separated by work motivation which is often an expectation for employees. According to Sudaryo (2018) in the article [Octavianus & Turangan \(2023\)](#) job satisfaction is something that employees feel either happy or unhappy regarding the work and compensation they get. Work motivation can lead to high job satisfaction, job satisfaction will be high if the wants and needs of employees at work are met. Job satisfaction has an effect on the results of a process in the organization. High job satisfaction will be achieved if the factors that cause job satisfaction are available properly. Job satisfaction is not a variable that stands alone, but is influenced by various factors both from within the organization and from the employees themselves ([Harahap & Khair, 2019](#)).

Factors that affect satisfaction include interesting types of work, opportunities for success, opportunities for rewards, promotions. Job satisfaction can be achieved if employees are productive at work and employee expectations can be met by the company. Factors that cause dissatisfaction include, among others, incompatible salaries, lack of management, and working conditions are not conducive, and the relationship between employees / superiors is not harmonious. If leaders or coworkers do not support each other or do not care about each other, the work carried out will not go well and will cause problems and automatically employee job satisfaction will definitely decrease ([Max & Widjaja, 2023](#)).

Based on this statement, the researcher decided to conduct a mini riset related to work motivation applied by staff at the Faculty of Economics and Islamic Business (FEBI), UIN Raden Mas Said Surakarta, especially in the Academic Subdivision. The purpose of this study is to determine the effectiveness of work motivation applied to the performance of staff in the Academic Subdivision of FEBI, UIN Raden Mas Said. Not only that, this research can also be used as an evaluation of staff performance in an effort to improve work quality. More productive performance, finding innovations, and solutions to face future challenges.

Method

This research uses descriptive qualitative methods (descriptive research). According to [Adlini et al \(2022\)](#) qualitative research is research conducted with certain settings that exist in real life with the aim of investigating and understanding phenomena. According to [Hardani et al \(2020\)](#) qualitative research prioritizes the description/description of the symptoms observed. Research with qualitative methods collects information as complete as possible and as a whole. This research begins by asking questions (interviews) related to the research project on work motivation to the resource persons of the FEBI academic and student affairs staff at the FEBI Office on October 16, 2023, then collecting sources

from literature reviews related to the topic of work motivation, and analyzing the results of interviews with literature sources obtained to produce new data that is clearer and more systematic.

Findings

Based on the interviews that have been conducted by researchers with resource persons, the results are as follows:

1. Who plays an important role in providing motivation to support staff performance, explain?

Answer: Motivation is given by leaders such as the dean, vice dean, and also the head of the staff, Mrs. Kabag TU, but motivation does not only come from leaders but also from ourselves, because the most important thing in doing something is that performance comes from ourselves, from ourselves for us and for others.

2. How do leaders provide motivation for employees/staff?

Answer: from my leader, namely the dean, when there is a problem from within the office or our performance is felt to be declining, then some things that can be improved are our work motivation to do refreshing, refreshing out for a walk, besides conducting comparative studies to other PTKIN such as in Salatiga, Malang, and so on. Comparative studies are not just a walk but we can get additional information at the PTKIN, so that we can learn how to serve, what their environment is like to be more efficient and effective.

3. In providing motivation, does the leader involve the role of the staff, explain?

Answer: Of course, the staff involved are not only academic staff, but also general staff, department admin staff, to library staff, Mrs. Farah. All are involved from leaders to subordinates.

4. What are the forms of motivation that have been given by the leadership, explain?

Answer: In addition to refreshing, there is also a sharing meeting that is often held by the dean at certain moments, after the event, to remind us how important it is for us to contribute to UIN RM Said, providing motivational reminders related to our original purpose of being here (flashback), which from our lethargic limp is given time to reflect for a moment, for example remembering my original goal here to achieve my dreams as a person like what, because everyone has their own goals and desires.

5. How is the process of providing motivation by leaders, directly or indirectly, explain?

Answer: motivation is usually often given after an event. The dean often reminds us, reminds us again, but it does not rule out the possibility that he conducts a sharing ceremony in the leadership meeting room, which is next to the dean's room. At the beginning and end of each year, he gives an assessment of our performance such as what has been done, contributions, and innovations that we have given are effective and efficient for the sustainability of the

academic community here. Everyone has their own assessment, the assessment in question is not only through structured and automatic paper, but through verbal expression, his monitoring so far to us, he will see. Until now, in my opinion, the dean is one of the leaders who is aware of his staff, besides that my staff leader, Mrs. Siti Mukhodimah, is also aware of us, both regarding development, decline, and others.

6. Is the provision of work motivation able to improve the effectiveness of staff performance?

Answer: Of course yes, it is very impactful, has an impact on us staff, because with the existence of work motivation it increases very strong interpersonal, interpersonal itself we are rich in being given a reminder of our original purpose here, how difficult it was when we first applied for a job, we competed with fresh graduates, experienced people, but after we were accepted we were only mediocre it was impossible. Surely we can survive here, besides that we are given space / space to develop ourselves, and I thank God here given the opportunity to be able to teach to students in FEBI and FUD, from there it can be seen that the dean and my head of department provide space / opportunity for me to become a teacher and also educational staff and educators seeing my background as an MBS graduate. The motivation given is not only words, but also impact/action and most importantly why the leadership gives space to us, gives trust to us to be able to develop our careers, run as part of the academic staff, and teaching lecturers.

7. Does the motivation that is applied have an effect on satisfaction in carrying out tasks, providing a sense of satisfaction for the motivation obtained by the staff?

Answer: If you say very satisfied, satisfied, dissatisfied, very dissatisfied, I am in the satisfied category. Because I feel grateful to be placed here in the academic department, given space as a teaching lecturer, and from there it does not rule out the possibility of me expanding my career in the academic community as a lecturer.

8. What are the most influential motivational drivers to improve performance, explain?

Answer: I am a typical person who comes from myself, because in my opinion coworkers, the atmosphere in the office is only temporary. And completely what we do, what we don't do, and what we plan for the future will definitely come back to us. For example, I plan for the future, I can explore, not only as an academic staff but also as a lecturer and businessman.

9. Does the leader also provide facilities to support the performance of the staff, explain?

Answer: Of course there is, one of them is when I was placed in the secretary of the dean's office, I was given cellphone facilities for services, from there it can be seen that the leadership is aware of us when the service is held, because it is impossible for services to use personal cellphones. In addition, in the general staff section, in Mr. Hanif's place, the public relations department was given a set of camera equipment and supporting equipment such as flash, tripod.

10. Are there any rewards to support staff performance motivation, please explain?

Answer: rewards for staff are currently not available, but regarding rewards for lecturers there are. It can be seen from the website in 2022 given directly by the dean and rector. The criteria for lecturers are lecturers who have a high journal reputation, have high journal work.

11. Are there any problems/constraints in the application of work motivation, please explain?

Answer: every job will definitely have problems, it is impossible not to find problems, but there we must be able to be problem solving every time there is a problem to respond maturely and find a way out, not for ourselves but also for others. Problems that occur in the academic staff section come from the students themselves, for example there are students who do not know the information on the judgement announcement, even though all information related to academic activities has been disseminated through the website, siakad, and all social media. Many students do not want to read, only want instant, without caring about the little things around them. For problems between coworkers there must be, but I am a typical person who is better off avoiding when there is a problem, still solved, discussed face to face, but avoiding it in the sense that when an incident will cause problems, then it doesn't have to be done. Problems with colleagues, for example, misunderstandings about job desks, for example in the department admin division cannot be disturbed at this time, while I also need personal to help me with academic activities, socialization, I usually need colleagues to support socialization when delivering in front of students. Problems like that are only one or two, not often. After the problem occurs, it will return to normal, because my coworkers here are mature in addressing the problem/professional. Because in my opinion, what must be upheld besides honesty is professionalism. In addition, also related to lecturers, several times there were lecturers who had difficulty finding classrooms, even though the academic system had scheduled all classrooms with contents, but for some reason there were lecturers and students who were not there, after being clarified by my leadership, it turned out that the lecturer was teaching online even though it was not allowed, because now it must be full offline.

Discussion

Motivation is an important thing that supports, causes, and impacts human behavior to have the willingness to work productively, to achieve maximum results. Motivation as a driving force to manage employees to achieve organizational goals. Work motivation in each person varies with the wishes he expects, but there are similarities, namely everyone wants to live and have self-esteem. These needs and desires encourage everyone to fulfill them, namely by working, work that can lead to job satisfaction and fulfillment of fulfilled needs ([Khaeruman et al., 2021](#)).

The creation of productive work is the result of the role of motivation, work motivation can arise from within or from outside. According to Richard L, Daft

(2006) in the article [Tanjung \(2015\)](#), the type of motivation comes from a person's intrinsic and extrinsic strengths. This happens to staff in the Academic Subdivision of FEBI UIN Surakarta, that the motivation to work comes from superiors such as deans / vice deans (extrinsic) and also comes from oneself which is the most important factor in generating work motivation (intrinsic). "Motivation is given by leaders such as the dean, vice dean, and also the head of the staff, Mrs. Kabag TU, but motivation does not only come from leaders but also from ourselves" (W.Isa, Personal Communication, October 16, 2023).

According to [Hasibuan & Bahri \(2018\)](#) The role of leaders in shaping employee motivation is important, because the leader as a leader who has official authority to regulate, influence employees to want to work productively to achieve organizational goals. It is necessary to have a leader's attitude that is responsible, nurturing, and protective when a problem occurs. "From my leader, namely the dean, when there is a problem from within the office or our performance is felt to be decreasing, then some things that can increase work motivation we do refreshing, refreshing out for a walk, besides conducting comparative studies to other PTKIN ..." (W.Isa, Personal Communication, October 16, 2023). Leaders have an influence in encouraging employee performance. It is necessary to have a leadership style, attitude, and actions by leaders to influence employee behavior. FEBI leaders apply a democratic leadership style by involving staff and employees. According to Khaeruman et al. (2021) a democratic leadership style is leadership that involves togetherness between leaders and subordinates in all activities to achieve organizational goals. "Of course, the staff involved are not only academic staff, but also general staff, department admin staff, and library staff. All are involved from leaders to subordinates" (W.Isa, Personal Communication, October 16, 2023).

The motivation given by the leader must be able to arouse the enthusiasm of the employees' performance. Motivation is given through verbal and actions that influence employees. "In addition to refreshing, there is also a sharing meeting that is often held by the dean at certain moments, after the event, to remind us how important it is for us to contribute to UIN RM Said, providing motivational reminders regarding our original purpose for being here" (W.Isa, Personal Communication, October 16, 2023).

According to Rivai (2012) in the article [Hasibuan & Bahri \(2018\)](#) the implementation of leadership attitudes must be carried out maturely towards the organization, including the ability to foster good relationship cooperation and participatory leadership attitudes and effectiveness. Leadership that is always actively participatory will lead to good communication relations between leaders and subordinates. "Motivation is usually given after an event. The Dean often reminds us, reminds us again. At the beginning and end of each year he gives an assessment of our performance such as what has been done, contributions, and innovations that we have given are effective and efficient for the sustainability of the academic community here. Everyone has their own assessment, the assessment in question is not only through structured and automatic paper, but through verbal expression, his monitoring so far to us, he will see"

Work effectiveness will arise if motivation successfully fulfills and influences employees. Work effectiveness is a reflection of good employee performance. According to Prawirosentiono (1992) in the article [Ady & Wijono \(2013\)](#) work effectiveness and efficiency is one of the factors that affect employee performance. Optimal performance comes from motivation that has a positive impact on optimizing performance, encouraging enthusiasm, providing development opportunities for employees "very impactful, has an impact on us staff, because with the existence of work motivation it increases very strong interpersonal, interpersonal itself we are rich in being given a reminder of our original purpose here, how difficult we used to be when applying for a job, besides that we are given space / space to develop ourselves" (W.Isa, Personal Communication, October 16, 2023).

One of the impacts of work motivation is a sense of satisfaction in carrying out work. According to Riyanti (2012) in the article [Max & Widjaja \(2023\)](#) job satisfaction is a source of satisfaction that comes from several factors such as interesting work, reward opportunities and job promotion. Providing work motivation can be productive. According to Mc Clelland in the book [Sunyoto & Wagiman \(2023\)](#) there are three things based on which a person's needs are obtained while living life, these needs are having achievement needs, wanting to affiliate with humans, and wanting to choose power. "I am in the satisfied category. Because I feel grateful to be placed here in the academic department, given the space as a teaching lecturer" (W.Isa, Personal Communication, October 16, 2023).

One of the work motivation factors arises from oneself. According to [Haeruddin et al. \(2021\)](#) Motivation comes from employees' desire to maximize their potential, such as the desire to be more confident or improve their position in the company. In line with Maslow's theory, Internal Motivation is seen from efforts to fulfill needs and actively participate "I am a typical person who comes from myself, because according to my colleagues, the atmosphere in the office is only temporary" (W.Isa, Personal Communication, October 16, 2023).

One of the external motivation factors is environmental conditions. A comfortable, conducive environment, productive coworkers, and adequate facilities can certainly help performance so that effective and efficient work is achieved. According to [Prakoso et al. \(2014\)](#) A pleasant work environment will make workers more passionate and enthusiastic. A comfortable work environment and fulfilling standard eligibility needs can affect employees in carrying out their duties. A conducive environment fosters the quality of employee thinking so that productive performance is fostered. "When I was placed in the secretary of the dean's office, I was given cellphone facilities for services, from there it can be seen that the leadership is aware of us when the service is held, because it is impossible for services to use personal cellphones. In addition, in the general staff section, in Mr. Hanif's place, the public relations section is given a set of camera equipment and supporting tools such as flash, tripot" (W.Isa, Personal Communication, October 16, 2023).

According to Harista (2014) in the book [Khaeruman et al. \(2021\)](#) employee performance is influenced by several factors, one of which is rewarding and

measuring performance which is used as a means to analyze and encourage efficiency. Providing rewards for employee satisfaction supports an attitude of loyalty for employees, but in reality, providing rewards for FEBI staff has not been implemented, rewards are only given to lecturers who have the most journal work achievements. "rewards for staff are currently not available, but regarding rewards for lecturers there are" (W.Isa, Personal Communication, October 16, 2023).

The running of an organization may not have encountered a problem. Problems that arise must be resolved professionally, both leaders and subordinates must be able to understand what performance problems occur, each person must be able to become a problem solver when a problem occurs. "The problems that occur in the academic staff section come from the students themselves, problems with coworkers, for example, misunderstandings about jobdesk. Besides that, it is also related to lecturers, lecturers have had difficulty finding classrooms several times, even though the academic system has scheduled all classrooms with contents, but for some reason there are lecturers and students who are not there, after being clarified by my leadership, it turns out that the lecturer teaches online even though it is not allowed, because now it must be full offline".

Conclusion

Work motivation leads to high job satisfaction because employees' wants and needs at work are met. Work motivation provides more productive performance results for the results of a process in the organization. The work motivation applied by the staff of the FEBI Academic Subdivision, UIN Surakarta is already in good condition. This can be seen from the staff at the Academic Subdivision of FEBI UIN Surakarta, that the motivation to work comes from superiors and from oneself, which is the most important factor in generating work motivation. Democratic leadership involves togetherness between leaders and subordinates in all activities to achieve organizational goals so as to produce optimal productive performance. In addition, the employees are also given the opportunity to develop a broader career so that there is a sense of satisfaction for the staff at FEBI UIN Surakarta.

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