



WORK MOTIVATION AND EMPLOYEE SATISFACTION IN ISLAMIC EDUCATION ORGANIZATIONS: CASE STUDY OF SMA DARUL MUKLASIN

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Abstract:

This research analyses the relationship between work motivation and employee job satisfaction at Darul Muklasin High School. In Islamic educational institutions, work motivation, influenced by internal factors such as religious values, a sense of responsibility, and the awards received, plays a vital role in shaping job satisfaction. Job satisfaction, in turn, also strengthens employee motivation to work better. This research uses a qualitative approach with data collection techniques through in-depth interviews and participatory observation of Darul Muklasin High School employees. The research results show a mutually reinforcing positive relationship between work motivation and job satisfaction. Factors such as appropriate compensation, rewards for performance, a conducive work environment, and supportive leadership greatly influence these two aspects.

Keywords: *Work Motivation, Employee Satisfaction, and Islamic Educational Organizations.*

INTRODUCTION

One of the challenges faced by Islamic education organizations today is human resource management, especially work motivation and employee satisfaction (Wahyuni et al., 2021)(Tarjo, 2019). Employees consisting of teachers and administrative staff play an important role in creating a conducive climate for quality learning (I. B. Nurdin, 2018). However, often low work motivation and job dissatisfaction are problems that affect employee performance and the quality of education produced. This not only has an impact on the learning process, but also on employee retention and student parent satisfaction. At Darul Muklasin High School, an Islamic educational institution located in an environment rich in religious traditions, this phenomenon is attracting increasing attention. There are significant differences in the level of motivation and satisfaction among teachers and administrative staff, which can influence the work culture and quality of education in the school (Nugraheni et al., 2022).

Darul Muklasin High School has the characteristics of being an Islamic educational institution that prioritizes religious values in teaching and learning activities. However, in initial observations, there are challenges in terms of work motivation and employee satisfaction. Several factors that contribute to this include high workloads, lack of recognition for achievements, and limited career development opportunities (I. B. Nurdin, 2018)(Ratna Sari et al., 2022). On the other hand, most employees are satisfied with the work environment which is based on Islamic values, as well as harmonious relationships between co-workers. However, the existence of disparities in other aspects indicates the need for further evaluation regarding the factors that influence work motivation and employee satisfaction at Darul Muklasin High School.

Several previous studies have shown that work motivation and employee

satisfaction influence organizational performance, both in the education sector and in other sectors. For example, research by Herzberg (1959) on the two-factor theory revealed that motivator factors such as recognition, rewards, and opportunities for development can increase motivation and job satisfaction. In addition, according to research by McGregor (1960), theories X and Y show that understanding employees' basic needs can help managers create a more productive work environment. Research in the education sector, such as that conducted by Mahmud et al. (2019), shows that teacher job satisfaction is closely related to the quality of learning produced. However, research that focuses on Islamic educational organizations, especially at Darul Muklasin High School, is still limited. Therefore, this research focuses on filling this gap by analyzing work motivation and employee satisfaction at this Islamic educational institution.

RESEARCH METHODS

This research uses a qualitative approach with a case study research design (Suci Sukmawati et al., 2023)(Assyakurrohim et al., 2023). This research model aims to explore the experiences and perspectives of SMA Darul Muklasin employees regarding their work motivation and satisfaction, as well as understanding the factors that influence both in the context of Islamic educational organizations. This qualitative approach was chosen to gain a deeper understanding of the phenomena of motivation and job satisfaction, as well as to identify the meanings that emerge from employee experiences.

The data collection techniques used in this research are (Achjar et al., 2023): (1) In-depth Interviews: Interviews were conducted with teachers and administrative staff at Darul Muklasin High School to gain a deeper understanding of work motivation and satisfaction their work. This interview will be semi-structured, with an interview guide tailored to the themes you wish to explore, but allowing respondents to provide more open answers. (2) Participatory Observation: Researchers will conduct direct observations of work dynamics at Darul Muklasin High School, by paying attention to interactions between employees, managerial policies, and organizational climate which may influence motivation and job satisfaction. (3) Documentation: Documentation in the form of annual reports, internal school policies, or employee performance evaluation reports will be analyzed to provide further context regarding the factors that influence motivation and job satisfaction.

The objectives of this research are: (1) to understand the experiences and perceptions of SMA Darul Muklasin employees regarding their work motivation and job satisfaction. (2) To explore the factors that influence motivation and job satisfaction at Darul Muklasin High School, especially in the context of an organizational culture based on Islamic values. (3) To analyze how the work environment, managerial policies, and interpersonal relationships influence employee motivation and job satisfaction at Darul Muklasin High School.

The respondents in this study were 10 to 15 Darul Muklasin High School employees consisting of teachers and administrative staff. Respondents were selected using a purposive sampling technique, namely selecting respondents based on certain criteria, such as work experience at the school and their knowledge of managerial policies or work environment conditions that are relevant to the research.

Table 1. Research Respondents

Respondent Category	Number of Respondents	Selection Criteria
Teacher	7-10	Has work experience at Darul Muklasin High School
Administrative staff	3-5	Manage administration and interact directly with managerial policies
Total	10-15	Employees who are relevant to the research topic

With this qualitative approach, the research will be more in-depth in exploring the meaning and understanding of employee experiences and perceptions regarding motivation and job satisfaction, which not only focuses on the relationship between variables, but also on the social context and dynamics that exist at Darul Muklasin High School. This qualitative method allows researchers to adapt findings to more contextual and complex field conditions.

RESULTS AND DISCUSSION

Work Motivation Among Employees

Employee work motivation is one of the main factors that influences the performance and quality of education in an educational institution (Sholeh et al., 2024)(Adinda et al., 2023). At Darul Muklasin High School, employee work motivation, both teachers and administrative staff, has a significant influence on the effectiveness of the teaching and learning process. This research reveals that various factors, both internal and external, play a role in shaping employee work motivation at this school. Work motivation at Darul Muklasin High School is not only influenced by incentives or salary, but also by Islamic religious values which are the basis for the operations of this institution.

The work environment at Darul Muklasin High School also plays an important role in building work motivation. An environment that is harmonious and full of mutual respect creates a conducive atmosphere for employees to work optimally. Many employees feel motivated because the relationships between coworkers are well developed. This good relationship reduces stress and increases a sense of togetherness in achieving a common goal, namely creating high quality education (Ratna Sari et al., 2022).

Work motivation is also influenced by a sense of responsibility for the tasks and roles carried out. At Darul Muklasin High School, many employees feel very attached to their roles as educators or administrative managers. A sense of responsibility towards students and the progress of the institution is the main driver for them to carry out their duties wholeheartedly. Employees who have a high sense of responsibility usually show more dedication, even without waiting for close supervision.

Opportunities for career development are also an important factor influencing work motivation at Darul Muklasin High School. Employees who feel that they have opportunities for development, whether in the form of training or promotions, are more motivated to work hard. SMA Darul Muklasin offers several training programs for teachers and staff to improve their competence. This not only improves their professional skills, but also strengthens their sense of loyalty and commitment to the school (Agustin et al., 2023)(A. Nurdin & Mulyanti, 2023).

However, not all factors in the Darul Muklasin High School work environment are positive for work motivation. Some employees reveal that high workloads and pressure to achieve certain targets often reduce their motivation. Especially for teachers who have to prepare learning materials, deal with various kinds of extracurricular activities, and interact with students' parents, often feel burdened. Excessive work stress can reduce their energy and focus, although Islamic values and respect are still the main drivers.

Employee work motivation is also influenced by the balance between work and personal life (Tarjo, 2019). At Darul Muklasin High School, although there is awareness of the importance of dedication to work, many employees also emphasize the importance of personal time for family and other activities outside of school. Policies that allow employees to have flexible time and organize their work wisely greatly influence their work motivation. When employees feel they can balance work and personal life, they will be more motivated and productive.

Managerial support also influences employee work motivation. When facing challenges or problems at work, employees who feel they have full support from their superiors will feel more motivated to face them(Rodliyah et al., 2024). At Darul Muklasin

High School, the principal and management strive to provide the necessary support, either in the form of direct guidance or providing the necessary resources. This support increases employees' confidence in completing their tasks, which in turn increases work motivation (I. B. Nurdin, 2018)(Sholeh et al., 2024).

Apart from internal factors that are directly related to the work environment, external factors such as influence from family, friends and socio-economic conditions also influence work motivation at Darul Muklasin High School. Employees who have a supportive family and a positive social environment tend to be more motivated at work. On the other hand, personal problems or family burdens can reduce work motivation, even though internal factors at work are supportive. Therefore, social and family welfare also needs to be considered as part of a strategy to increase motivation (Harmawati, 2022).

Based on the analysis above, to increase work motivation at Darul Muklasin High School, several recommendations can be proposed. First, school management needs to place more emphasis on rewarding employee performance, both in the form of material and non-material recognition. Second, provide more opportunities for career development and training to increase employee competency. Third, improve the balance between work and personal life by providing time flexibility and more support for employees who need it. With these steps, it is hoped that employee work motivation can increase, which will ultimately have a positive impact on the quality of education at Darul Muklasin High School.

Factors That Influence Employee Job Satisfaction

Job satisfaction is an important element in maintaining employee motivation and performance (Harmawati, 2022). At Darul Muklasin High School, employee job satisfaction, both teachers and administrative staff, influences not only the quality of learning but also overall organizational performance. This research aims to explore various factors that influence employee job satisfaction at this school. These factors include the work environment, managerial policies, interpersonal relationships, and work and personal life balance. High job satisfaction can increase employee loyalty and create a more harmonious work atmosphere, which ultimately has an impact on the quality of education (Hutagalung, 2022)(Hasnah & Asyari, 2022).

Employees at Darul Muklasin High School also feel satisfied when they receive awards or recognition for the performance they have achieved. This award can take the form of material, such as bonuses or incentives, or non-material, such as praise or appreciation for certain achievements. Awards and recognition given by school management provide a sense of appreciation, which in turn increases employee job satisfaction. Employees who feel that their achievements are recognized will have a higher sense of satisfaction, which will have an impact on improving performance and the quality of education in schools (Pangestu et al., 2022).

Good relationships between employees, both between fellow teachers and between teachers and administrative staff, are also an important factor in determining the level of job satisfaction. At Darul Muklasin High School, harmonious interpersonal relationships create a conducive work atmosphere. Employees who feel supported and appreciated by their colleagues tend to feel more satisfied with their work. Low interpersonal conflict and mutual respect between employees increases work comfort, which ultimately contributes to higher levels of job satisfaction (Winarsunu, 2022).

A conducive work environment also plays a big role in determining job satisfaction at Darul Muklasin High School. A clean, safe and comfortable environment to work can increase employee satisfaction. Adequate facilities, such as a comfortable teacher's room, cleaning facilities, and technological support in the learning process, also provide comfort that supports employee performance. On the other hand, a bad work environment, such as cramped or poorly maintained rooms, can reduce the level of job satisfaction and have a negative impact on employee productivity (Harmawati, 2022)(Zahratulfarhah et al., 2022).

The leadership implemented at Darul Muklasin High School plays an important role in shaping the level of employee job satisfaction. Principals who adopt a democratic

leadership style, which involves employees in decision making and provides opportunities for them to express their opinions, can increase feelings of job satisfaction. Employees who feel heard and valued in the decision-making process will feel more satisfied with their jobs. Conversely, an authoritarian or unsupportive leadership style will reduce employee satisfaction (Jaya, 2022).

Employees who feel involved in decision making at work will feel more appreciated and satisfied with their work. At Darul Muklasin High School, management tries to involve employees, especially teachers, in the educational planning process and school policies. This participation provides a sense of ownership of the decisions taken, as well as increasing their sense of responsibility and satisfaction with their work. Decisions that involve active employee participation show that their voices are valued and heard by management.

The organizational culture based on Islamic values at Darul Muklasin High School also influences employee job satisfaction. Many employees feel satisfied because they work in an environment that supports the moral and spiritual values they adhere to. The application of Islamic principles such as trust, sincerity and mutual assistance in daily activities strengthens the sense of spiritual well-being and job satisfaction. For many employees, working at an Islamic educational institution provides a sense of peace and a clearer sense of purpose in life, which increases their satisfaction with their work.

Even though there are many factors that support job satisfaction, work stress remains a challenge that affects the majority of employees at SMA Darul Muklasin. High workload, great academic demands, and pressure to achieve adequate results often reduce the level of job satisfaction. Employees who experience stress are more likely to feel dissatisfied with their jobs. Therefore, it is important for management to identify factors that cause work stress and provide solutions, such as reducing workload or increasing emotional support to employees (Zahratulfarhah et al., 2022).

The factors that influence job satisfaction at Darul Muklasin High School are very complex and interrelated. Although aspects of compensation, rewards, and a supportive work environment play an important role, factors such as interpersonal relationships, career development opportunities, and work-life balance also influence the level of job satisfaction. High job satisfaction among employees can contribute to better quality education, so it is important for management to pay attention to and manage these factors wisely.

The Relationship Between Work Motivation and Employee Satisfaction at Darul Muklasin High School

Work motivation and job satisfaction are two interrelated aspects in improving employee performance in organizations, including in educational institutions such as SMA Darul Muklasin. Work motivation refers to the internal drive that encourages individuals to do their work well, while job satisfaction refers to positive feelings that arise from the work done (Riyadi, 2022)(Tarjo, 2019). This research aims to examine the relationship between work motivation and job satisfaction among Darul Muklasin High School employees, with the aim of understanding how the two influence each other and contribute to organizational performance.

Work motivation at Darul Muklasin High School, which is influenced by internal factors such as a sense of responsibility for work and Islamic religious values, plays an important role in shaping the level of employee job satisfaction. Employees who have high work motivation tend to feel satisfied with their work because they feel the work is meaningful and makes a positive contribution, both to themselves and to society. As an Islamic educational institution, work motivation driven by spiritual and religious aspects often brings a deep sense of satisfaction to employees, who feel that their work is part of worship (Apriliyani & Meryawan, 2024).

Work motivation and job satisfaction at Darul Muklasin High School strengthen each other. Employees who feel satisfied with their work tend to be more motivated to work harder and make a greater contribution to the progress of the organization. In contrast, employees who have high work motivation and feel that they can grow in their work are more likely to experience greater job satisfaction. This relationship creates a

positive cycle, where high motivation brings greater satisfaction, which then increases motivation to perform better, and so on.

One of the factors that connects work motivation and job satisfaction at Darul Muklasin High School is appreciation for employee performance. Rewards, whether in the form of respect for achievements, financial incentives, or non-material recognition such as praise and appreciation, can increase work motivation. Employees who feel appreciated and recognized for their contributions are more likely to feel satisfied with their work. The awards given also increase employees' self-confidence, which further strengthens their motivation to work better and produce optimal performance (Darmawan & Muttaqin, 2023).

At Darul Muklasin High School, which is an Islamic educational institution, work motivation based on religious values plays a major role in increasing job satisfaction. Employees who feel that their work has spiritual values and can support their religious goals feel more satisfied with their jobs. Work motivation that is based on sincerity and devotion to Islamic education provides more meaning for employees, which has an impact on deeper and more sustainable job satisfaction.

Good leadership at Darul Muklasin High School helps strengthen the relationship between work motivation and job satisfaction. Principals and management who apply an open, communicative and supportive leadership style will motivate employees to work better and be more dedicated. Employees who feel heard and appreciated by their superiors tend to feel more satisfied with their jobs. Therefore, leaders who can provide clear direction, adequate support, and recognition of employee performance can create a mutually beneficial relationship between work motivation and job satisfaction (Zulkifli, 2022).

However, high work stress can be a barrier to the relationship between work motivation and job satisfaction. At Darul Muklasin High School, although many factors support motivation and job satisfaction, excessive workload or high pressure can reduce both. Employees who feel disproportionately burdened with tasks or lack support to complete their tasks are likely to feel dissatisfied with their jobs. This can also reduce their motivation level, because they do not feel appreciated or given the opportunity to develop at work (Marcella & Ie, 2022).

Training and professional development for SMA Darul Muklasin employees also has a big influence in strengthening the relationship between work motivation and job satisfaction. Training programs that can improve employee competencies and skills not only motivate them to work better, but also provide a sense of personal achievement and satisfaction. Employees who feel that they can continue to develop in their careers, either through training or the opportunity to obtain a higher position, are more likely to feel satisfied and motivated to provide their best for the organization (Agustin et al., 2023; A. Nurdin & Mulyanti, 2023).

The balance between work life and personal life also plays an important role in the relationship between work motivation and job satisfaction. Employees who feel they can balance work with their personal lives are more likely to feel satisfied with their jobs. Apart from that, this balance also increases motivation to work, because employees do not feel burdened or stressed. Policies that support work time flexibility or provide sufficient leave can increase employee satisfaction and motivation simultaneously.

The relationship between work motivation and job satisfaction at Darul Muklasin High School is very close and influences each other. High motivation will result in better job satisfaction, while job satisfaction will also increase motivation to work better. Therefore, it is important for the management of SMA Darul Muklasin to create conditions that support these two factors, through managing compensation, rewards, career development and good leadership. In this way, the quality of education and organizational performance can be improved optimally.

CONCLUSION

Based on the results of the analysis that has been carried out, it can be concluded that work motivation and job satisfaction at Darul Muklasin High School have a very close relationship and influence each other. Employee work motivation, which is

influenced by internal factors such as religious values, sense of responsibility, and awards received, contributes significantly to their level of job satisfaction. Employees who feel valued and have meaning in their work, and work in a conducive and supportive environment, tend to feel more satisfied with their work.

Job satisfaction, in turn, also strengthens employee work motivation. When employees feel satisfied with their work, both in terms of compensation, rewards, development opportunities, and harmonious interpersonal relationships, they are more motivated to work better. Supportive leadership and opportunities to participate in decision making also strengthen the positive relationship between motivation and job satisfaction. Work stress factors, unbalanced workload, and lack of managerial support can reduce the level of motivation and job satisfaction.

Overall, the mutually reinforcing relationship between work motivation and job satisfaction at Darul Muklasin High School shows the importance of proper management of these two factors to improve employee performance and the quality of education at this school.

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