



## THE ROLE OF WORK MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE IN ISLAMIC EDUCATIONAL INSTITUTIONS

Syuhud

Institut Agama Islam Syarifuddin, Indonesia

Email: syuhudlu@gmail.com

### Abstract:

As a learning agents, Islamic Religious Education Teachers (GPAI) have a central role in building the quality of PAI learning. One of the factors that influence the quality of PAI learning is the selection to learn the right learning approach by GPAI in designing and managing learning. Therefore, in the context of learning reform that should be carried out by PAI teachers is how to change the pattern of PAI learning activities which are dominated by the application of conventional (teacher-oriented) learning approaches to student-oriented learning approaches. One of them is a problem-solving strategy. The purpose of this research is an effort to cover GPAI skills in exploring students' abilities to think creatively, critically and rationally through problem-solving learning models and strategies. This study uses a qualitative approach to the type of library research. Sources of research data come from books, journals and scientific articles. All data obtained were analyzed with a hermeneutic scalpel. The results of this study indicate that problem-solving learning strategies can stimulate students to think creatively, critically and rationally. The motivation for work is based on employees' increased performance in Islamic educational institutions. Educational institutions are various formal institutions with different individual characters and motivations. Motivation Work appears in the behaviour of everyone inside an activity or work, and motivation is a person's mental state that drives to do something giving action-guiding force to achievement need. Motivation can raise encouragement or Work Spirit for every individual. Push or Spirit of work is strongly influenced by factors situation, workmate, policy, reward, type of work, and moderate challenges someone faces. This objective study reveals another aspect of the base motivation of employees to increase performance to get results and work maximum according to the stated target. This article uses the qualitative method, data collection using the form of interviews and observations, and then for analyze data using interactive analysis. The data obtained conclude that motivation for the work of teachers and employees in institutions of Islamic education is not only financially oriented, but other factors can underlie the base motivation of teachers and employees, that as intention devotion for practising knowledge with reward as a form of worship to Allah SWT. Intention and sincerity is the main asset for teachers and employees in institutions of Islamic education, so performance they keep going to experience positive changes and developments for progress and quality education in institutions of Islamic teaching.

**Keywords:** Motivation for work, Performance, Islamic Education Institutions

### INTRODUCTION

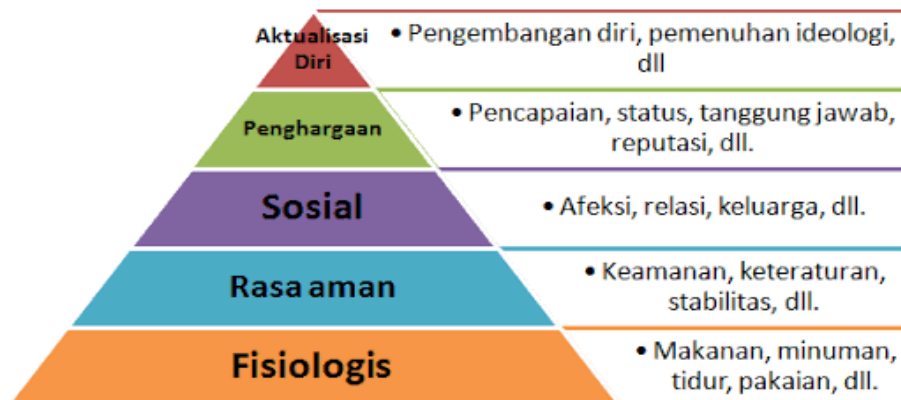
Several work motivations of employees in Islamic education institutions need to be seen from a religious perspective, the basic state of mind of teachers and employees

to improve their performance in completing tasks to achieve goals. A religious approach can give a different style to work motivation and performance which are two things that have a positive correlation in efforts to achieve the goals of Islamic education institutions, both to build quality and achieve goals that have been formulated together. Several theoretical studies and the results of research conducted by researchers describe the views on improving the performance of employees based on the work motivation they expect.

Elza Umiyarzi, Dirgahayu Erri and Divya Syahtana Rizqi conducted research from several different perspectives using a rational perspective approach in seeking and studying work motivation to produce a quality performance to achieve goals. The study they conducted has a consistent value that work motivation has a positive impact on the performance of employees and teachers seen from the results of work in educational institutions. The theory of motivation that forms the basis of their research provides an interactive picture between theory and field data that they get so that the research results make more new contributions to the implementation of policies in the field of human resources.

Motivation according to Fauzia Agustini states that employee motivation is defined as any power that arises from within the individual to achieve certain goals or benefits in the world of work or in the field of life in general (Agustini, 2019). While Priyono said that motivation is defined as encouragement or energy that moves the soul and body to act so that motive is a person's "driving force" to behave in achieving the goals that have been set (Priyono). Motivation is something that raises enthusiasm or encouragement to work. The greater the employee's work motivation, the higher his work performance, thus it can be said that motivation is a very important factor in increasing work performance (Tsauri, 2013). So motivation is a person's psychological condition in doing work as their responsibility where they work.

Motivation is an important factor in encouraging an employee to work (Wibowo, 2020).



Abraham Maslow's theory of needs which is the basis of work motivation has been widely used to identify and analyze the condition of the desires of employees in carrying out tasks, namely; First, physiological needs are a person's most important needs because they are basic needs. Second, the need for security will be the next driving force when physiological needs have been met. Third, social relations, namely the need for communication and interaction with other people or pleasant associations and the creation of a good sense of cooperation. thus will respect and compassion. Fourth, the need for appreciation, namely the desire and need for a person to be rewarded for work performance Fifth, the need for self-actualization, which means the need related to the desire for more, the desire to progress and the desire to be more than other people (Priyono & Marnis, 2008).

Abdus Salam provides an overview of performance which says performance is the

result of work that has been achieved by employees based on predetermined standards (Salam, 2014). While Rahmat Laan gives the view that performance is a work achievement produced by employees. While the encouragement that grows in a person who comes from outside himself is also called extrinsic motivation. As mentioned, this extrinsic motivation arises due to external stimuli, for example, good relationships with leaders and co-workers or high salaries (Ansory, 2018). Meanwhile, motivational management from an Islamic point of view based on the Qur'an is a basic concept. for the people of Islamic educational institutions in carrying out their duties and responsibilities, they will carry out. Duties and responsibilities are a process of achieving goals that have been formulated together in educational institutions (Nabila & Dewi, 2021). If what is obtained turns out to be greater than what is desired, then people will be even more satisfied even though there is a difference, but it is a positive difference. Conversely, the further the perceived reality is below the minimum standard that becomes a negative difference, the greater one's dissatisfaction with work (Tsauri, 2013). Employee performance turned out to be good even though compensation, training and motivation were not good with indicators of the quantity of work completed by teachers and employees, the ability to carry out work, and the quality of the work of teachers and employees (Mujanah, 2019). The concept of compensation is given to teachers and employees based on the volume of work assignments they are responsible for.

Educational institutions are theoretically an organization with a vision and mission that must be achieved. Some people involved in educational institutions are human resources who have a dominant role in the organization of educational institutions, institutionally educational institutions have an urgent role in shaping human beings. Every educational institution, both public and private, is the hope of everyone involved with the abilities, skills and skills to fulfil the desire to achieve optimal work results. However, as a driving force for human resource organizations, they also have needs, desires, and encouragement that are expected to be obtained from educational institutions.

The study of several theories in this introduction inspired researchers to carry out further research in the field of human resources in implementation in the world of educational institutions with Islamic characteristics, which teach about sincerity and rewards for the afterlife to worship Allah SWT. In this study, more emphasis is placed on work motivation with different characters in the reality of the actions taken by teachers and employees in understanding the increase in work results as one of the responsibilities that get finances for worldly life and becomes worship to get great rewards as a provision for life in the hereafter with motivation and sincere intention to worship Allah SWT.

## **RESEARCH METHODS**

This article was written from the results of research at Islamic education institutions under the Miftahul Huda Selok Anyar Pasirian Lumajang foundation, data obtained in general from all institutional units under the foundation, namely PAUD, Kindergarten, Madrasah Ibtidaiyah, and Madrasah Tsanawiyah. Interviews and observations were conducted with school principals, teachers and employees in all agency units. Leaders at the Miftahul Huda foundation regarding the impact of work motivation on the performance of teachers and employees. The research method used is a qualitative method by examining theories related to the work motivation of teachers and employees in Islamic educational institutions. In qualitative research, literature review consistently becomes the basic methodological assumption. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that this research is explorative on the condition of field data of Islamic educational institutions in managing human resources, namely teachers and employees. The data collection method is through interviews and field observations, while the data sources in this study are the leaders of educational institutions, teachers and employees according to specific data needs, then the resulting data is analyzed using the interactive analysis model of Miles

and Huberman with three steps, namely reduction, presentation, and concluded to get the findings of the final results of this study.

## **RESULTS AND DISCUSSION**

Work motivation becomes the same perception of institutional human resource management, namely human resources into work efforts that provide benefits for the sustainability of goals with the expected quality. So human resources are a group consisting of humans who can provide services to the educational institutions they lead. In educational institutions, the organizational development of human resources is something that needs attention, so that human resource development can provide performance expectations from people who are in the organization well achieved. Human resource management is needed to influence organizational performance and is not only limited to operational employees but also includes managerial levels. Authorities and responsibilities need to be well defined so that employee performance must be determined by standards or benchmarks that have been agreed upon by subordinates and superiors. Subordinates together with their respective superiors can set work targets and performance standards that must be achieved and assess the actual results achieved at the end of a certain time.

### **Work Motivation**

Miftahul Huda is an educational institution foundation using Islamic character management, including in the management of human resource management, the teachers and employees who are involved in the educational process that they carry out are very thick with Islamic patterns, they say that teaching and working in educational institutions has many aspects. the function is to work while intending to worship, they say; "...we work in Islamic education institutions like Miftahul Huda and are very happy because everyone in the foundation has the same thoughts, they work not only to earn wealth or salary but we also have the intention of worship to practice knowledge, namely preaching to children. -our children to become people who believe in Allah SWT "

Islam gives us the basic assumption that work done by someone who is based on sincere intentions becomes a benchmark and guide for them. While westerners like Robbins give a different term to intention, namely using the term commitment. He said organizational work commitment is a situation where an employee sides with a particular organization and the goals and desire to maintain membership in the organization with financial rewards (Agustini, 2019). Teachers and employees at the Miftahul Huda foundation built a shared commitment from the start when they were accepted as part of the Miftahul Huda institution, the commitments they built were: First, Commitment which concerns employees' feelings of obligation to remain in the organization because it is employees' feelings of obligation to do. Second, a commitment based on the costs associated with work in leaving the organization. Third, Commitment concerns the emotional attachment of work to identification and involvement in the organization. Fourth, organizational commitment can grow because individuals have an emotional bond with an educational institution which includes moral support and acceptance of the values that exist in the institution and internal determination to serve the institution. This commitment data was conveyed by several teachers and employees, they have the same view of their needs in the life of this world and the hereafter, the work has a two-way value, namely material and reward as a form of reward for their hard work in carrying out their responsibilities.

Islam provides its motivational framework for building human morale. In an educational institution, it is very necessary to have a commitment that is built from religious motivation so that the value of their work also has a positive impact on their life in the afterlife. Field conditions show that the intentions or commitment of teachers and employees in Islamic education institutions, especially at the Miftahul Huda foundation, they have a sense of responsibility to educate students with sincere intentions because carrying out Allah's commands, namely preaching to students, makes teachers more enthusiastic in carrying out their duties. Work. The role of work motivation with a religious intention approach is very urgent because the intentions they have can have a

positive impact and functional relationships in achieving the goals they have set. Intentions of worship that are part of the world of work of employees, the tasks that are their responsibility are not seen from a different perspective, but an image of the world of worship which is a spiritual side that gives rise to a sense of calm in their work life.

The management of Islamic educational institutions in managing human resources draws inspiration from the basic guidelines of the Koran, Allah SWT says in the Koran about work motivation management by quoting verses of the Koran in surah Ar-ra'du verse 11

إن الله لا يغير ما بقوم حتى يغيروا ما بأنفسهم;

Meaning: "Indeed, Allah does not change the condition of a people until they change what is in themselves."

Then in the letter al-Ahzab verse 31 Allah SWT says;

ومن يقنت منكن لله ورسوله وتعمل صالحا نؤتها أجرها مرتين  
وأعتدنا لها رزقا كريما

It means "And whoever of you is sincere to Allah and His Messenger and does pious deeds, We will surely give him a double reward and We provide him with noble sustenance".

Management of motivation from an Islamic point of view based on the Qur'an is a basic concept for the people of Islamic educational institutions in carrying out the tasks and responsibilities they will carry out. Duties and responsibilities are a process of achieving goals that have been jointly formulated in educational institutions (Nabila & Dewi, 2021).

### **Performance**

Some of the data obtained shows that the work of employees of the Miftahul Huda Foundation's Islamic education institution makes a major contribution to the achievement of organizational performance. The basis of religious motivation in carrying out tasks that are the responsibility of teachers and employees in Islamic educational institutions is the commitment or intention of serving as worship that has an impact on the life of the world and the hereafter so that carrying out tasks is not only one direction. Job responsibilities and performance in Islamic education institutions built by school principals for teachers and employees can motivate them to complete tasks and responsibilities better and be consistent with the targets they have set. The teachers and employees said that "all teachers and employees in this place work not only to earn the world's life (money) but also we think about our life in the afterlife (reward) so that by doing so we keep trying to get good results continuously." "

Job satisfaction is the basis for a person's work standards in carrying out his professional duties. According to Masram that a worker who enters and joins an organization, institution or company has a set of wants, needs, desires and past experiences that unite and form an expectation that is expected to be fulfilled at the place of work. Job satisfaction will be obtained if there is a match between worker expectations and the reality obtained at work. Workers' perceptions of matters related to their work and job satisfaction involve a sense of security, a sense of fairness, a sense of enjoyment, a sense of passion, status and pride (Masram and Mu'ah, 2017). In measuring a person's job satisfaction based on perceived reality, then the views others say that a person's job satisfaction depends on what their feelings or perceptions are by their goals and motivations. The results of the work of teachers and employees in Islamic educational institutions such as the Miftahul Huda foundation always emphasize sincere intentions in carrying out teaching assignments, so that they feel they will get two things in completing tasks, namely the world and the hereafter.

Compensation variables with indicators of conformity of compensation with employee competence, duties, compatibility with other institutions, and suitability of benefits with competence have been assessed according to suitability so that there is an indication that compensation needs to be continuously reviewed by what is expected by employees. Employee performance turned out to be good even though compensation, training and motivation were not good with indicators of the quantity of work completed by teachers and employees, the ability to carry out work, and the quality of the work of teachers and employees (Mujanah, 2019). The concept of compensation is given to teachers and employees based on the volume of work assignments they are responsible for.

The results of the work or performance of teachers and employees in Islamic education institutions cannot only be seen from one point of view of the motivation they think about but rather the overall indicators as a whole and comprehensively, namely motivation from outside themselves and from within themselves for the ultimate goal of their desires. Teachers and employees in Islamic education institutions (madrasas) are complex individuals in completing tasks with maximum performance, teachers and employees have an ultimate goal that is nobler than just worldly matters, namely matters of the afterlife which is the concept of eternal life after living in the world.

### **The Positive Impact of Work Motivation on Employee Performance**

Religious motivation can encourage humans to act or behave. Religious motivation in the form of a sincere intention to get a reward is a potential from within humans that needs to be responded to or responded to so that a positive impact on the performance or work results of employees can provide positive value in building a religious work culture. The response to the needs of employees for the next life is manifested in the form of acts of worship, performance or results of work in educational institutions. In the world of education, work motivation that is reflected in performance can be said to be the overall driving force within them that causes activity in the direction of the desired goal. Theoretically, experts explain that motivation is a change in energy in a person's self which is characterized by the emergence of feelings and reactions to achieve goals.

We can say that work motivation is a driving factor that has a positive correlation to improving the performance of employees from within themselves as a response to the necessities of life, this motivation has three interrelated elements, namely: First, motivation starts from a change in personal energy. Second, motivation is characterized by the emergence of feelings. Third, motivation is characterized by reactions to achieve goals. So performance or results of work is the ability from within the individual to initiate and direct behaviour. Motivation is the result of several internal and external processes for a teacher or employee that causes enthusiasm and persistence for a person in carrying out certain activities. From various sides, we say that motivation is a psychic driving force from within a person that becomes a driving force in achieving and realizing predetermined goals.

The main work motivation of teachers and employees in Islamic education institutions is the motivation of serving Allah SWT, the impact of this motivation is very large for teachers and employees in carrying out their duties properly, and their work or performance is very good in completing the work for which they are responsible. We can see the positive impact of work motivation on performance from the results of our observations that the teachers and employees at the Miftahul Huda foundation all have the same understanding of building morale, namely to get rewards and pleasure from Allah SWT for life in the hereafter as well as getting wages. for their needs in the world.

### **CONCLUSION**

From the description of the results and discussion that has been presented, it can be concluded that human resources (teachers and employees) have a very important role in completing educational assignments which are the responsibility of school personnel. Work motivation based on sincere intentions from a religious approach is a psychic driving force from within a person that becomes a driving force in achieving and realizing predetermined goals. The results of the research show how the human resource



management of Islamic education institutions should be professional under Islamic demands. Work motivation that has a positive impact on performance can be from two directions, namely internal and external. The references suggested that the goal of humans in doing work is to worship Allah SWT and prosper life by managing it as a form of responsibility and a necessity of life in the world. Allah SWT will not change the human condition unless the human himself changes it by working hard and motivating himself, working hard to earn sustenance without losing heart and accompanied by trusting Allah SWT.

## REFERENCES

- Agustini, Fauzia, 2019, Strategi Manajemen Sumber daya Manusia, (Medan, UISU, Press Biro Rektor)
- Ansory, Al Fadjar, 2018, Meithiana Indrasari, Manajemen Sumber Daya Manusia, (Sidoarjo: Indomedia Pustaka)
- Enny, Mahmudah, 2019, Manajemen Sumber Daya Manusia,( Surabaya, UBHARA Manajemen Press dan Universitas Bhayangkara)
- Erri, Dirgahayu, Ashri Nur Fajrin, Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT Media Intan Semesta Jakarta, Journal , p-ISSN: 1411-8637 e-ISSN: 2550-1178 Perspektif Vol. XVI No. 1 Maret 2018
- Laan, Rahmat, Manajemen SDM Pelayanan Publik, (Malang, Cita Intrans Selaras)
- Mujanah, Siti, 2019, Manajemen Kompensasi, (Surabaya, Putra Media Nusantara,)
- Nabila, Aisyah<sup>1</sup>, Maya Sari Dewi<sup>2</sup>, Samsir Damanik, Tarsif ayat-Ayat Tentang Motivasi Kerja (Journal Educational Research and Social Studies Volume 2, Nomor 1, Januari 2021)
- Priyono dan Marnis, 2008, Manajemen Sumber Daya Manusia ( Sidoarjo, Zifatama Publisher)
- Priyono, 2007, Pengantar Manajemen ( Sidoarjo, Zifatama Publisher)
- Rizqi, Syahtana, Divya, Raudita Andra Nabila, Determinasi Kinerja Karyawan: Sumber Daya Manusia, Komitmen dan Motivasi Kerja, Jurnal Manajemen Pendidikan dan Ilmu Sosial, Volume 3, Issue 2, Juli 2022
- Salam, Abdus, 2014, Manajemen Insani dalam Pendidikan, (Yogyakarta, Pustaka Pelajar)
- Tsauri, Sofyan, 2013, MSDM Manajemen Sumber Daya Manusia, (Jember, Penerbit: STAIN Jember Press)
- Umiyarzi, Elza, Motivasi Kerja Dalam Perspektif Islam; Sebuah Kajian Teori, Jurnal Ilmiah Mahasiswa Perbankan Syariah (JIMPA) Vol. 1, No. 2 September 2021
- Wibowo, Agus, 2020, Manajemen Sumber Daya Manusia, (Semarang, Yayasan Prima Agus Teknik)