The Role of Achievement Motivation on Human Resource Performance Based on Islamic Religiosity, Islamic Work Ethic

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Abstract. *The purpose of this study is to describe and analyze the influence of Islamic religiosity, Islamic work ethics, need for achievement on human resource performance. And develop a model for improving the performance of human resources through Islamic religiosity, Islamic work ethics, and the need for achievement. The population in this study was at the educational institutions of Al-Azhar and Nasima Semarang as many as 53 respondents using a questionnaire. The sampling method used is the census method, where all members of the population are sampled. The method of analysis used multiple linear regression. Based on data analysis, it can be found that there is a positive and significant influence of Islamic religiosity and Islamic work ethic variables on achievement needs, and there is a positive and significant influence of Islamic religiosity, Islamic work ethic, and achievement needs variables on human resource performance. The influence of Islamic religiosity variable and Islamic work ethic is 39.6%, while the influence of Islamic religiosity variable, Islamic work ethic and achievement on human resource performance is 65.7%.*

Keywords: *Islamic Religiosity; Islamic Work Ethics; Need for Achievement and HR Performance*

1. Introduction

Human resources are important assets for an organization where they have certain skills, abilities, skills and expertise in doing a job. An organization certainly has goals that must be supported by all elements of the organization to realize them, goals can be achieved if the organization has quality human resources and has high competitiveness to be able to compete in global competition (Besma, 2014). Human resources can have positive and negative impacts on an organization(Wanza & Nkuraru, 2016).

This globalization is unavoidable, so that human resources are required to have skills in working. Especially for an organization must have resources that support by improving

performance. Good performance is realized by managing human resources to be optimal in doing work effectively and efficiently.

Human resource performance is a reflection of the comparison of work results with targets or what has been set, optimizing performance is difficult to achieve due to factors that influence the success of performance.(Huang et,. al, 2015). According toYusrisal & Heryanto (2019) Human resource performance is the quantity and quality of work obtained by human resources in carrying out work in accordance with the responsibilities given. Human resource performance is greatly influenced by motivation in working, if the motivation of human resources to complete work with organizational targets is high, it will have a positive impact on the organization and human resources themselves.(Goswami & Pollak, 2020).The need for achievement or achievement motivation is one of three types of motivational needs identified by McClelland (in Yateno, 2020), including the need for achievement (N-ACh), the need for affiliation (N-Aff) and the need for power (N-Pow).Motivation theory according to McClellandcan influence human resource performance, including the need for achievement which will encourage human resources to achieve specified targets and have the opportunity to create creativity.(Mayowan, 2015).

McClellad argues that money is not the most important factor in improving work performance, it does not mean that money is not important. However, if individuals are successful in achieving high achievements, they will seek rewards as tangible evidence of their success (Yateno, 2020). This means that the need for achievement indicates the achievement of human resource performance. If an organization has human resources with a high need for achievement, they will have high performance. It would be nice if the need for achievement obtained was the result of doing with good intentions by implementing religious values.

According to Mangkunegara (2005:5), cultural, religious and psychological approaches are the foundation for good work performance for an individual or organization in this era.

According toTarakeshwar et,. al (2003)religion has become a strong factor in the nature of important domains of life among human resources throughout the world. Religion and religiosity are two factors that are most likely to influence human behavior, have a significant influence on the attitudes, values and behavior of their adherents (Mokhlis, 2009). With the presence of religious factors, it will create good norms in performance as human resources which are later expected to be able to provide maximum results.Islamic religiosity is a reflection of a Muslim's self in doing things in daily life with his beliefs, experience, politeness and knowledge.(Hoetoro, 2020). Islamic religiosity, every Muslim must show, implement and practice all Islamic beliefs in the Qur'an and Hadith to influence good attitudes and behavior (Sharabi, 2012).

Another religious factor is the Islamic work ethic, which has been an interesting topic for previous researchers. The first study on the Islamic work ethic was conductedby Ali (1988) then Beekun (1997)expanding the Islamic work ethic to the organizational context. Further

researchYousef (1999)expanding the role of Islamic work ethic as a moderator between organizational commitment and job satisfaction. Islamic work ethic is a moral principle based on the Qur'an, the sayings and actions of the Prophet Muhammad to help humans distinguish between right and wrong in behaving.(Ismaeel & Blaim, 2012). According toIbrahim & Kamri (2013)Islamic work ethics are positive actions to benefit society and if done with good intentions will receive Allah's blessings. StudyAdam (2019)Islamic work ethic has a positive relationship with performance. Meanwhile, according toPutro (2018)Islamic work ethic does not have a significant positive effect on human resource performance.

Efforts to improve human resource performance with Islamic work ethic variables,Mohammad et,. al.(2018)recommends to include other variables as mediators of human resource performance. Therefore, the agenda for future research is to test other interesting mediator variables, so that researchers include need for achievement as a mediator.

The object of this study is an Islamic educational institution under the auspices of the Al-Azhar Islamic Boarding School Foundation in Jakarta in collaboration with YPI Al-Fikri Semarang located at Jl. WR. Supratman Kav 31-32 Semarang. Human resource performance can be seen from the ability to achieve the specified targets. The following is a recap of the average National Examination scores for Elementary School, Junior High School, Al-Azhar Islamic High School and Nasima Semarang in 2019, which can be seen in Table 1.1 as follows

Table

Average Score of National Examination in 2019

Al-Azhar and Nasima

No	Level of education	Average
1.	Al-Azhar Elementary School	79.1
2.	Al-Azhar Middle School	79.4
3.	Al-Azhar High School	58.7
4.	Nasima Elementary School	81.9
5.	Nasima Junior High School	74.4
6.	Nasima High School	61.7

Table shows the average score of Al-Azhar and Nasima National Examination for elementary, junior high, and senior high school education levels in 2019. Based on the table, it can be seen that the average score of Al-Azhar National Examination in 2019 at elementary school education level is 79.1 while at junior high school education level is 79.4 and at senior high school education level is 58.7. Based on the table, it can be seen that the average score of Nasima National Examination in 2019 at elementary school education level is 81.9 while at junior high school education level is 74.4 and senior high school is 61.7. This indicates that the performance of human resources at Al-Azhar and Nasima Semarang is still less than optimal.

The quality of education in Indonesia is still low, one indicator of low education is the low quality of educators (competence, performance or professionalism) the certification program that has been running has not had a significant effect. Certification has an effect on teacher welfare but the standardization of academic qualifications of educators has not been successful because many teachers do not meet the standards set by law according to the Minister of Education and Culture (Nadiem Makariem, 2019).

2. Research Methods

The form of research used by the author in this study is Explanatory research or research that is explanatory in nature. This method attempts to explain and highlight the influence between one variable and another (Sugiyono, 2010).

3. Results and Discussion

3.1. Respondent Description

Respondents in this study were human resources at Al-Azhar and Nasima Semarang Educational Institutions with a total of 238 human resources consisting of 98 human resources at Al-Azhar and 140 human resources at Nasima. However, 53 people returned the questionnaire. With a general description of the respondents, it is expected to be able to know for sure the performance of human resources at Al-Azhar and Nasima Semarang Educational Institutions.

The profile of respondents at Al-Azhar and Nasima Semarang Educational Institutions includes: gender, age, education level and length of service. Based on the results of field research, Tables 4.1 to 4.4 can be explained.

Gender

The gender of human resources that dominates in Al-Azhar and Nasima Semarang Educational Institutions is shown in Table 4.1. The table shows that the majority of human resources are male (41.5%) and female (58.5%).

Human Resources Gender

at Al-Azhar and Nasima Semarang Educational Institutions in 2021

No.	Gender	Amount	Presentation
1.	Man	22	41.5%
2.	Woman	31	58.5%
Total		53	100%

Source: Processed Primary Data, 2021

Age

The age of human resources at Al-Azhar and Nasima Educational Institutions in Semarang can be classified into: 23-31 years old, 32-40 years old, 41-49 years old and >50 years old. Based on field research, Table 4.2 appears. The table shows that most of the ages at Al-Azhar and Nasima Educational Institutions are 34% at the age of 23-31 years, 22.6% at the age of 32-40 years, 26.4% at the age of 41-49 years and 17% at the age of >50 years.

Age of Human Resources at Al-Azhar and Nasima Semarang Educational Institutions in 2021

No	Age	Amount	Presentation
1.	23 - 31 years	18	34%
2.	32 – 40 years	12	22.6%
3.	41 – 49 years	14	26.4%
4.	> 50 years	9	17%
Total		53	100%

Source: Processed Primary Data, 2021

Level of Education

The education level of human resources at Al-Azhar and Nasima Semarang Educational Institutions includes: High School/Vocational High School, Bachelor's and Master's degrees. Based on field research, it can be seen in Table 4.3. The table shows that the majority of the education level of human resources at Al-Azhar and Nasima Semarang Educational Institutions with a total of 3 people having a high school/vocational high school education, 44 people having a bachelor's degree and 6 people having a master's degree.

Length of Service

The length of work of human resources in Al-Azhar and Nasima Semarang educational institutions includes: 5-10 years, 11-15 years, 16-20 years and >20 years. Based on field research, it can be seen in Table 4.4. The table shows that most of the length of work of human resources in Al-Azhar and Nasima Semarang Educational Institutions with a length of work of 5-10 years 26 people, a length of work of 11-15 years 10 people, a length of work of 16-20 years 8 people and a length of work >20 years 9 people.

Variable Description

Knowing the frequency of intensity of each variable can be known by multiplying the highest score in each variable by the number of question items in each variable which is then divided by 3 categories, namely high, medium and low. Therefore, the interpretation of the value is as follows:

$$\frac{R}{JK} = \frac{\text{Skor maksimal} - \text{skor minimal}}{\text{Jumlah kelas}} = \text{Interval kelas}$$

$$\frac{5-1}{3} = \frac{4}{3} = 1{,}33$$

Respondents' perceptions of the variables studied, this study uses a range criterion of 1.33. So the interpretation of the value is as follows:

1.00 – 2.33 = Low

2.34 – 3.66 = Moderate

3.67 – 5.00 = High

Based on the results of empirical studies at the Al-Azhar and Nasima Semarang Educational Institutions, the descriptions of each variable are as follows:

Islamic Religion

The indicators of the Islamic religiosity variable include honesty and fairness, helping each other, being guilty if acting in a way that is not in accordance with religious teachings and decisions influenced by faith. Based on field research, the index of the Islamic religiosity variable is shown

Descriptive Statistics of Islamic Religiosity
       Year 2021

No.	Indicator	Average Answers	Respondents'
1.	Honest and fair	4.74	
2.	Help each other	4.64	
3.	Guilty if you behave in ways that do not conform to religious teachings	4.79	
4.	Decisions are influenced by faith	4.74	
Overall Average		4.73	

Source: Appendix 2

Table shows in detail the respondents' answers, the average indicator of honesty and fairness was 4.74, helping each other 4.64, being guilty if acting in a manner that is not in accordance with religious teachings 4.79, decisions influenced by faith 4.74 and the overall average of respondents was 4.73.

This shows that the respondents' perceptions of the Islamic religiosity variable are honest and fair, helping each other, guilty if they act not in accordance with religious teachings, decisions are influenced by faith, including high criteria. This is based on findings in the field which can be presented in Table

Need For Achievement

Indicators of the need for achievement variable include: Doing a job well even though it is difficult, trying to improve performance, daring to take risks and keep trying, working better

than colleagues. Based on field research, the need for achievement variable index appears in

Descriptive Statistics Need For Achievement

Year 2021

No.	Indicator	Average Respondents' Answers
1.	Doing a good job even when it's hard	4.62
2.	Trying to improve performance	4.72
3.	Dare to take risks and keep trying	4.55
4.	Work better than your colleagues	3.43
Overall Average		4.33

Source: Appendix 2

Table shows in detail the respondents' answers, the average indicator is doing a good job even though it is difficult 4.62, trying to improve performance 4.72, daring to take risks and keep trying 4.55, working better than colleagues 3.43 and the overall average of respondents' answers is 4.33.

This shows that the respondents' perception of the need for achievement variable doing a good job even though it is difficult, trying to improve performance, daring to take risks and continuing to try is included in the high criteria, while working better than colleagues has a medium criterion. This is based on findings in the field which can be presented as in

Need for Achievement Findings 2021

No	Criteria	Indicator	Findings
1.	Tall	Doing a good job even when it's hard	• Trying to find solutions to face obstacles
2.	Tall	Trying to improve performance	• Improve performance in terms of quality and quantity of work
3.	Tall	Dare to take risks and keep trying	• Take responsibility for work results and become better
4.	Currently	Work better than your colleagues	• Working together makes work easier

Source: Processed Primary Data, 2021

Human Resources Performance

Indicators of human resource performance variables include: Adjusting the analysis of subject matter, compiling semester programs, conducting instructional stages, conducting normative evaluations, implementing improvement and enrichment programs. Based on field research, the human resource performance variable index appears in
Descriptive Statistics of Human Resource Performance Year 2021

No.	Indicator	Average Answers	Respondents'
1.	Adjusting the analysis of the subject matter	4.70	
2.	Preparing a semester program	4.91	
3.	Performing the instructional stage	4.72	
4.	Conducting normative evaluation	4.60	
5.	Implementation of improvement and enrichment programs	4.74	
Overall Average		4.73	

Source: Appendix 2

shows in detail the respondents' answers, the average indicator is adjusting the analysis of lesson materials 4.70, compiling semester programs 4.91, carrying out instructional stages 4.72, carrying out normative evaluations 4.60, implementing improvement and enrichment programs 4.74 and the overall average of respondents' answers is 4.73.

This shows that the respondents' perceptions of the human resource performance variables adjusting the analysis of subject matter, compiling semester programs, conducting instructional stages, conducting normative evaluations, implementing improvement and enrichment programs are included in the high criteria. This is based on findings in the field which can be presented in

Data Validity and Reliability Test

1. Validity Test

Validity test is used to measure the validity or invalidity of a questionnaire, and represents what will be studied. The data tested with factor analysis is by looking at the magnitude of the correlation or relationship between question items in one variable. It is said to be valid if the calculated r value is greater than the r table (Ghozali, 2013). Based on calculations using the spss program, it can be seen in Table 4.13 which shows that the questionnaire in this study is valid.

2. Reliability Test

TestReliabilityis a measuring tool to measure a questionnaire that has indicators of variables or constructs. Reliability testing is measured by the Cronbach Alpha (α) statistical test. A construct or variable is said to be reliable if it has a Cronbach Alpha value > 0.60. If Alpha

approaches one, then the reliability of the data is increasingly reliable (Ghozali, 2013). Based on calculations with the SPSS program, it appears in Table 4.14, then the questionnaire in this study is consistent or reliable.

Data Reliability Test

No.	Variables	Alpha	Information
1.	*Islamic Religion*	0.689	Reliable
2.	*Islamic Work Ethics*	0.658	Reliable
3.	*Need for Achievement*	0.611	Reliable
4.	Human Resource Performance	0.772	Reliable

Source: Appendix 4

3.1. Classical Assumption Test

Multicollinearity

Multicollinearity test is conducted to test whether there is a correlation between independent variables in the regression model. A good regression model should not have a correlation between independent variables. Testing for the presence or absence of multicollinearity in the regression model can be seen by looking at the tolerance and VIF values. The values used to indicate multicollinearity are tolerance values ≥ 0.10 or VIF values ≤ 10 (Ghozali, 2013). If the VIF value is not more than 10 and the tolerance value is not less than ≥ 0.10, then it can be said to be free from Multicollinearity. The calculation results are shown in Table

Table

Multicollinearity Test

No.	Independent Variables	Dependent Variable	Tolerance	VIF
1.	*Islamic Religion*	*Need for Achievement*	66.5%	1,505
	Islamic Work Ethics		66.5%	1,505
2.	*Islamic Religion*	Source Performance	58.9%	1,699
	Islamic Work Ethics	Human Resources	56.5%	1,769
	Need for Achievement		58.1%	1,721

Source: Processed Primary Data, 2021

In table the calculation results show that the tolerance is above 10% and the VIF is below 10%, so it can be concluded that the assumption of no multicollinearity in this study has been met.

Heteroscedasticity

A good regression model is Homoscedasticity/no Heteroscedasticity. The way to detect the presence or absence of heteroscedasticity is by using a scatter plot by looking at the calculation graph between the predicted value of the level variable (ZPRED) and the residual (SRESID). Detection of the presence or absence of Heteroscedasticity can be seen if there are points that form a certain regular pattern, then it identifies that heteroscedasticity has

occurred. However, if there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, then heteroscedasticity does not occur. To test the presence or absence of heteroscedasticity, Figure shows a scatterplot graph of points spread randomly and spread both above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity.

Normality

Priyatno (2013) said that the normality test is used to see the level of normality of the data used, whether the data is normally distributed or not. The level of data normality is very important, because normally distributed is considered to be able to represent the population in the study, the decision-making criteria in the normality test according to Priyatno (2013) are:

1. If the data is spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption.

2. If the data is spread far from the diagonal line, then the regression model does not meet the normality assumption.

Normality Test

Multiple Regression

Based on multiple regression calculations with Windows SPSS software, the results appear in

Summary of Multiple Linear Regression Test Results

No.	Dependent Variable	Independent Variables	t count	B	Sign
1.	*Need for Achievement*	*Islamic Religion*	2,539	0.336	0.014
		Islamic Work Ethics	2,964	0.392	0.005
2.	Human Resources Performance	*Islamic Religion*	3,079	0.326	0.003
		Islamic Work Ethics	3.613	0.390	0.001
		Need for Achievement	2,368	0.252	0.022

Source: Processed Primary Data, 2021

Based on table 4.16, it can be concluded that there are two multiple linear regression equation models as follows:

Equation 1: Y1 = 0.336 X1 + 0.392 X2 + e

Equation 2: Y2 = 0.326 X1 + 0.390 X2 + 0.0252 Y1 + e

In the first equation, the independent variables, namely Islamic religiosity and Islamic work ethic, have a positive sign, meaning that if the variable is higher, the need for achievement

will increase. Then in the second equation, the independent variables, namely Islamic religiosity, Islamic work ethic and need for achievement have a positive sign, meaning that if the variable increases, the performance of human resources will increase.

Hypothesis Testing

The Influence of Need for Achievement on Human Resource Performance

The first hypothesis in this study is that if the need for achievement is higher, then human resource performance will increase.

Based on the calculation results, the calculated t value is 2.368 and using a significance level of 5%, the t table is 1.674, which means that the calculated t value is greater than the t table value, which is 2.368> 1.674. The level of significance of the independent variable shows a figure of 0.022 <0.05, indicating that need for achievement has a significant influence on human resource performance.

The influence of need for achievement on human resource performance can be seen from natural resources that are actively achieving to improve performance. Achieving without encouragement from others, but for personal satisfaction so that they have the drive to achieve high success. The desire for success of individuals who have a need for achievement in performance because human resources want to improve their competencies so that they can be useful for their personal performance. Human resources to achieve achievement need motivation to do difficult work well and wholeheartedly, human resources continue to improve their performance, dare to take risks by trying, and work better than colleagues. Human resources who need achievement are the ones who will be able to build the motivation of their colleagues so that performance continues to increase.

Acceptance of the hypothesis supports the results of the study.Utomo et al., (2017)that achievement motivation has a significant and positive effect on performance. This means that achievement motivation provides job satisfaction to human resources and affects performance, this can happen because human resources feel satisfied with the fulfillment of needs so that they can work optimally.

The Influence of Islamic Religiosity on Human Resource Performance

The second hypothesis in this study is that if Islamic religiosity increases, human resource performance will increase.

Based on the calculation results, the calculated t value is 3.079 and using a significance level of 5%, the t table is 1.674, which means that the calculated t value is greater than the t table value, which is 3.079> 1.674. The level of significance of the independent variable shows a figure of 0.003 <0.05, indicating that need for achievement has a significant influence on human resource performance.

The influence of Islamic religiosity on human resource performance can be seen from the reflection of HR work behavior that has Islamic religiosity values in itself to always apply Islamic principles in daily activities both when working or outside the work environment. These daily habits will produce good results in work. Strong Islamic religiosity beliefs in human resources make decisions based on good Islamic principles and can work optimally.

Acceptance of the hypothesis supports the results of the study.Salmoirago-Blotcher et al., (2016)observed that religiosity and spirituality have a positive effect on human resource performance and reduce detrimental actions.

The Influence of Islamic Religiosity on Need for Achievement

The third hypothesis in this study is that if Islamic religiosity is higher, then the need for achievement will increase.

Based on the calculation results, the calculated t value is 2.539 and using a significance level of 5%, the t table is 1.674, which means that the calculated t value is greater than the t table value, which is 2.539> 1.674. The level of significance of the independent variable shows a figure of 0.014 <0.05, indicating that need for achievement has a significant influence on human resource performance.

The influence of Islamic religiosity on the need for achievement can be seen from the desire of human resources to achieve achievements based on belief or on the Islamic religion as a source in making decisions in their achievement needs. Internal and external factors are factors that greatly influence a person in religion. With internal and external factors of Islamic religiosity that influence continuity, it will easily increase the need for achievement.

Acceptance of the hypothesis supports the results of the study.Fatima, et al (2017)found that Islamic religiosity has a positive and significant effect on the need for achievement. This means that if human resources behave in an Islamic religiosity manner, it will increase the need for achievement to be higher.

The Influence of Islamic Work Ethic on Need for Achievement

The fourth hypothesis in this study is that if the Islamic work ethic is higher, the need for achievement will increase.

Based on the calculation results, the calculated t value is 2.964 and using a significance level of 5%, the t table is 1.674, which means that the calculated t value is greater than the t table value, namely 2.964>1.674. The level of significance of the independent variable shows a figure of 0.005<0.05, indicating that need for achievement has a significant influence on human resource performance.

The influence of Islamic work ethic on the need for achievement can be seen from human resources who comply with the ethics that apply in the work environment. Although working requires a work achievement, human resources still pay attention to work ethics. In

addition, Islamic work ethic is a very significant motivation because by paying attention to Islamic work ethic, it will be easy to get the achievements that will be achieved. Moreover, organizations that implement Islamic work ethic will treat human resources more fairly and wisely.

Acceptance of the hypothesis supports the results of the study.Hayati & Caniago (2012)found that Islamic work ethic has a positive and significant effect on motivation. As a result, if human resources get better Islamic work ethic behavior, then a higher level of motivation can be expected by human resources.

The Influence of Islamic Work Ethics on Human Resource Performance

The fifth hypothesis in this study is that if Islamic work ethic is higher, human resource performance will increase.

Based on the calculation results, the calculated t value is 3.613 and using a significance level of 5%, the t table is 1.674, which means that the calculated t value is greater than the t table value, which is 3.613> 1.674. The level of significance of the independent variable shows a figure of 0.001 <0.05, indicating that need for achievement has a significant influence on human resource performance.

The influence of Islamic work ethic on human resource performance can be seen from individuals or organizations that have moral values in Islam. Human resources that make Islamic work ethic will produce increasing performance. Prioritizing the nature of sidiq (honest), amanah (trustworthy), tablig (communicative) and fathonah (intelligent) and based on the Qur'an and Sunnah, the needs of individuals and have a sense of peace and tranquility in the workplace.

Acceptance of the hypothesis supports the results of the study.Adam (2019)Islamic work ethic has a positive relationship with performance. So it can be interpreted that by implementing Islamic work ethic, human resource performance will increase and the organization can develop more. Islamic work ethic must be instilled in every organization so that the organization is more Islamic and more obedient to Allah, both the commands and prohibitions that are set in the work environment.

Coefficient of Determination

The Determination Coefficient Test is used to determine the % (percentage) of the Y value as a dependent variable that can be explained by the regression line (Algifari, 1997). The Determination Coefficient essentially measures how far the model's ability to explain the variation of the dependent variable is the value of the Determination Coefficient or between 0 and 1 the bound R2 value means the ability of the independent variables to explain the variation is very limited the value that is close means the independent variables describe almost all the information needed to predict the variation of the variable. The test results appear in Table

Results of the Determination Coefficient Test (R2)

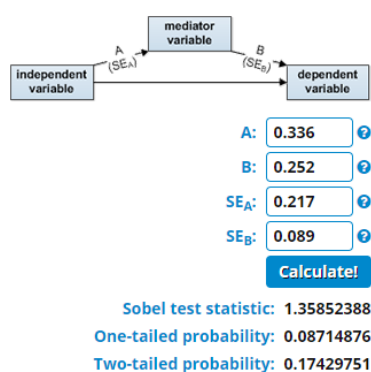| Equation Model	Adjusted R Square
1	0.396
2	0.657

Source: Processed Primary Data, 2021

Based on table shows the results of the coefficient of determination in the first equation of 0.396, this means that the model used independent variables consisting of Islamic religiosity and Islamic work ethic explains the dependent variable on need for achievement 0.396 or 39.6% while the remaining 60.4% is explained by other variables not examined in this study. While the results of the coefficient of determination of the second equation of 0.657, this means that the model used independent variables namely Islamic religiosity, Islamic work ethic and need for achievement explains the dependent variable of human resource performance of 0.657 or 65.7% while the remaining 34.3% is explained by other variables not examined in this study.

Based on the statistical results, it can be concluded that the first equation has a smaller value than the second equation after using the intervening variable. This indicates that with a person's level of Islamic religiosity and Islamic work ethic only have a smaller influence. However, when it comes to improving human resource performance through need for achievement, it has a greater influence with a person's level of Islamic religiosity and Islamic work ethic to improve human resource performance.

Sobel Test

The Sobel test is a test to determine whether the relationship through a mediating variable is significantly capable of acting as a mediator in the relationship.

Equation Model 1

Based on the results of the Sobel test 1, it is known that the significance value of the Sobel test (two tailed probability) is 0.174 > 0.05, so it is concluded that the need for achievement

has not been able to mediate the indirect influence between Islamic religiosity and human resource performance.
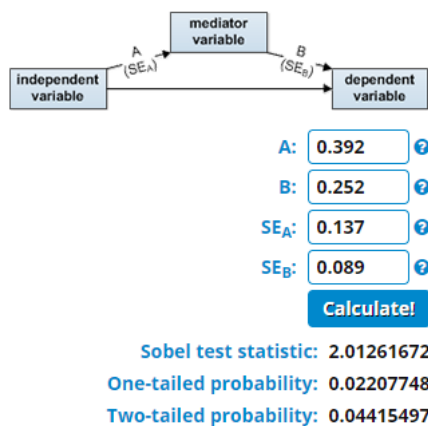
Equation Model 2

Based on the results of the Sobel 2 test, it is known that the significance value of the Sobel test (two tailed probability) is 0.044 < 0.05, so it is concluded that the need for achievement is able to mediate the indirect influence between Islamic work ethic and human resource performance.

4. Conclusion

Based on regression calculations using SPSS software, the hypothesis conclusions are as follows: 1. *Need for achievement* significantly affect human resource performance. If the need for achievement is higher, then human resource performance will increase. This means that increasing human resource performance is built by indicators of need for achievement which include doing a good job even though it is difficult, trying to improve performance, daring to take risks and keep trying, working better than colleagues. 2. *Islamic religiosity* significantly influence human resource performance. If Islamic religiosity is higher, then human resource performance will increase. This means that increasing human resource performance is built by Islamic religiosity indicators which include honesty and fairness, helping each other, being guilty if acting in a way that is not in accordance with religious

teachings, decisions influenced by faith. 3. *Islamic religiosity* significantly influence the need for achievement. If Islamic religiosity is higher, then the need for achievement will increase. This means that the increase in need for achievement is built by indicators of Islamic religiosity which include honesty and fairness, helping each other, being guilty if acting in a way that is not in accordance with religious teachings, decisions influenced by faith. 4. *Islamic work ethic* significantly influence the need for achievement. If the Islamic work ethic is higher, then the need for achievement will increase. This means that the increase in the need for achievement is built by indicators of Islamic work ethic which include laziness is an enemy in Islam, being fair and wise in the work environment for the common welfare, Islam assesses work done based on intention rather than the end result, work provides an opportunity to be independent, doing work to the best of one's ability. 5. *Islamic work ethic* significantly influence human resource performance. If Islamic work ethic is higher, then the need for achievement will increase. This means that increasing human resource performance is built by Islamic work ethic indicators which include laziness is an enemy in Islam, being fair and wise in the work environment for the common welfare, Islam assesses work done based on intention rather than the end result, work provides an opportunity to be independent, doing work to the best of one's ability. 6. Islamic religiosity and Islamic work ethic have a positive and significant effect on human resource performance through need for achievement. This means that increasing human resource performance is built by indicators on the variables of Islamic religiosity, Islamic work ethic, and need for achievement. The Islamic work ethic variable has the most dominant influence on human resource performance through need for achievement.

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