

The Role of Islamic Intrinsic Motivation and Work Engagement with Spiritual Welfare as Intervening Variables on HR Performance

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Abstract. *The purpose of this study was to determine the role of intrinsic motivation related to Islamic values and employee work engagement on spiritual well-being and employee performance. The study was conducted at one of the fairly large manufacturing companies in Central Java, involving 105 respondents. The data collection method was carried out by distributing questionnaires. Data were analyzed using the PLS tool. The results of this study indicate that Islamic intrinsic motivation and work engagement have an effect on spiritual well-being, which ultimately improves HR performance. Islamic Intrinsic Motivation is a driving force from within that is based on Islamic teachings that results in a person being willing and willing to use their abilities, expertise or skills, energy and time to carry out a particular activity, while work engagement is a positive state towards work with a well-managed workload. Individuals with high Islamic intrinsic motivation will have high work engagement and feel good spiritual well-being so that in the end their performance is high.*

Keywords: *Human Resource Performance; Human Resources; Islamic Intrinsic Motivation; Work Engagement; Spiritual Well-being.*

1. Introduction

At present, business competition between companies is very tight in facing global competition in various industries, especially in manufacturing companies. Companies engaged in manufacturing have quite a lot of Human Resources (HR), so that companies can continue to improve the optimization of Human Resources in order to maintain the survival of the company. Human Resources have an important role in all company activities. Human Resources are one of the important things in an organization or company. HR as a company asset to achieve the goals of the company or organization. Therefore, companies or organizations need to manage and empower the Human Resources they have. In order for an organization to survive and achieve its goals, the management of Human Resources owned by the organization is very important because Human Resources are a significant source of competitive advantage in the organization.¹

¹Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanafa Publishing.

A company/organization will try to maximize the performance of its Human Resources to achieve organizational goals. Performance is an employee's work achievement where performance shows the employee's ability to produce final results in terms of quality and quantity of production within a certain period of time. Meanwhile, Human Resources performance is work achievement, or work results (output) in terms of quality and quantity achieved by HR per unit period of time in carrying out their work duties in accordance with the responsibilities given to them. Define employee performance as what employees do and what they do not. HR performance is the main factor that determines the success of a company. Performance shows a behavioral result that is assessed by several criteria or quality standards. This means that an employee will provide work results in accordance with the standards or criteria set by the organization/company, then the employee has a fairly good performance and if otherwise, then his performance is relatively bad.²

Employees or HR who have intrinsic Islamic motivation and also attachment to their work will affect spiritual well-being which is expected to improve HR performance. Spiritual well-being will contribute to the performance of the employee. Employee well-being can be in the form of harmony in believing in the existence of God the Creator of everything as a need that deepens spiritual matters. Spiritual well-being is the process of describing the nature of the dynamic bond between the individual and the creator, the relationship is quite harmonious depending on self-development that is done intentionally, usually comes on the basis of the suitability between meaningful life experiences, having goals and personal life values.³

In Central Java there are several cement industry companies with several products. Each company hopes to increase effectiveness and efficiency and improve its quality. The large number of employees causes diversity in the form and level of motivation and work engagement to achieve their respective goals, one of which is welfare, which can determine increased performance. Employee performance will be used as evaluation material, which is expected to have a positive impact on the company. So that it can create quality Human Resources and produce optimal performance for the organization. To be able to achieve optimal employee performance requires efforts (a model) to integrate this diversity, so as to be able to improve HR performance optimally.⁴

2. Research Methods

This research is a type of explanatory research. According to Sugiyono, explanatory research is a research method that aims to explain the position of the variables studied and the influence between one variable and another. By using the explanatory research method to

²Sitepu, IU. (2014). Manajemen dan Keterampilan Kinerja Pegawai pada Asuransi Jiwa XXX. *Jurnal Sainatecp*. Vol. 06.

³Ellison, C. W. (1983). Spiritual well being : conceptualization and measurement. *Journal of Psychology and Theology*, 11 (4), 330-340.

⁴Abduraahim, *Faham Tauhid dan Etos Kerja* (Yogyakarta: CV Kuning Mas, 1993), p.31-48.

test the proposed hypothesis, it is expected that this research can explain the relationship and influence between the independent and dependent variables in the hypothesis. These variables include Human Resource performance, Islamic intrinsic motivation, work engagement, and spiritual welfare.⁵

3. Results and Discussion

3.1.Age, Gender, Education, Length of Service, and Marital Status of Respondents

The results of the analysis of respondent characteristics data based on the age of the respondents are shown in table 3.1.

Table 3.1 Respondent Age

AGE (YEARS)	AMOUNT	PERCENTAGE
18 to 20	0	0%
21 to 30	76	72%
31 to 40	19	18%
≥41	10	10%
TOTAL	105	100%

Based on Table 3.1, it can be seen that from 105 data collected, respondents come from several age categories. Most respondents are between 21 and 30 years old and the fewest respondents are over 41 years old, and there are no respondents under 20 years old.⁶

3.1.1. Respondent Gender

The results of the analysis of respondent characteristics data based on respondent gender are shown in table 3.1.1.

Table 3.1.1 Respondent Gender

GENDER	AMOUNT	PERCENTAGE
Man	103	98%
Woman	2	2%
Total	315	100%

Based on Table 3.1.1, it can be seen that of the 105 data collected, the majority of respondents were male, dominating with a percentage of 98%, while the fewest respondents were female.⁷

3.1.2. Respondent Education

⁵Sugiyono. 2017. *Metode Penelitian Bisnis. Pendekatan Kuantitatif, Kualitatif, Kombinasi Dan R Dan D*. Bandung: Alfabeta.

⁶Schaufeli, W., & Bakker, A. (2004). UWES : Utrecht Work Engagement Scale Preliminary Manual.

⁷Lee, C.-W., & Hidayat, N. (2018). *The influence of transformational leadership and intrinsic motivation to employee performance. Advances in Management and Applied Economics*, 8(2), p.1-12.

The results of the analysis of respondent characteristics data based on the respondent's last education category are shown in table 3.1.2.

Table 3.1.2 Respondents' Education

EDUCATION	AMOUNT	PERCENTAGE
JUNIOR HIGH SCHOOL	3	3%
SENIOR HIGH SCHOOL	89	85%
D III	3	3%
S1	10	10%
S2	0	0%
TOTAL	105	100%

Based on Table 3.1.2, it can be seen that from the 105 data collected, respondents came from several categories of last education. The most respondents came from the last education of high school. And the fewest respondents came from the last education of junior high school and DIII, and there were no respondents from the last education of S2.⁸

3.1.3. Length of Employment Period

The results of the analysis of respondent characteristics data based on the length of service of the respondents are shown in Table 3.1.3.

Table 3.1.3 Length of Service Period

YEARS OF SERVICE	AMOUNT	PERCENTAGE
1 to 2	22	21%
3 to 4	44	42%
≥5	39	37%
TOTAL	105	100%

Based on Table 3.1.3, it can be seen that from the 105 data collected, respondents come from several categories of length of service. The most respondents have a service period of 3 to 4 years. And the least respondents have a service period of 1 to 2 years.⁹

3.1.4. Marital Status

The results of the analysis of respondent characteristics data based on the respondents' marital status are shown in table 3.1.4.

Table 3.1.4 Marital Status

Marital status	Amount	Percentage
Bachelor	47	45%
Marry	58	55%

⁸Mangkunegara, Anwar Prabu A.A. 2013. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.

⁹Paul Hersey dan Ken Blanchard, terjemahan Agus Dharma, *Manajemen Perilaku Organisasi "Pendayagunaan Sumber Daya Manusia"* (Jakarta : Erlangga, 2002), p.16.

Total	105	100%
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Based on Table 3.1.4, it can be seen that of the 105 data collected, the majority of respondents were married, as many as 55%.¹⁰

3.2. Islamic Intrinsic Motivation Variables, Work Engagement, Well-being Spiritual (spiritual welfare), and HR Performance

3.2.1. The Islamic intrinsic motivation variable (X1) was measured using a questionnaire instrument consisting of 5 questions by scoring the Semantic Scale consisting of 7 alternative answers, where a score of 7 is the highest score and 1 is the lowest answer score. And there is 1 open question with the freedom given to respondents to answer the question. The results of the respondents' answers are as follows:

Table 4.9 Results of Respondents' Answers Regarding Islamic Intrinsic Motivation Variables

No	Indicator	Score							Index	Information
		1	2	3	4	5	6	7		
1	X1.1	2.0	0.0	12.0	52.0	80.0	102.0	371.0	88.4	Tall
2	X1.2	0.0	4.0	3.0	36.0	85.0	132.0	378.0	91.1	Tall
3	X1.3	1.0	2.0	15.0	32.0	120.0	192.0	238.0	85.7	Tall
4	X1.4	0.0	0.0	12.0	32.0	105.0	150.0	329.0	89.7	Tall
5	X1.5	11.0	18.0	24.0	64.0	115.0	96.0	154.0	68.9	Currently
Average index									84.8	Tall

From the results of the respondents' answers shown in table 3.2.1 above, it describes that the majority of respondents gave a high assessment of Islamic intrinsic motivation, namely with an average index of 84.8. With a high average indicating that intrinsic motivation in an Islamic manner human resources working in one of the cement industry companies in Central Java are good. This is because human resources in working get encouragement from within themselves based on Islamic teachings, which results in someone being willing and willing to use their abilities, expertise or skills, energy and time to do a job in the company. Furthermore, working as a worship to Allah SWT, so that HR can achieve the best results if HR carries out tasks according to procedures, work according to superiors' orders, and HR can maximize their competencies. However, in indicator X1.4 in the form of providing incentives is at a moderate index, this requires an increase in motivation in the form of incentives given to human resources.¹¹

3.2.2. Work Engagement Variables

¹⁰Pradhan, R. K., & Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5(1), 69–85. <https://doi.org/10.1177/2278533716671630>.

¹¹Mathis, Robert L and Jackson, P. John, (2011), *Manajemen Sumber Daya Manusia*, Jakarta: Salemba Empat.

The Work Engagement variable (X2) was measured using a questionnaire instrument consisting of 6 questions by scoring the Semantic Scale consisting of 7 alternative answers, where a score of 7 is the highest score and 1 is the lowest answer score. And there is 1 open question with the freedom given to respondents to answer the question. The results of the respondents' answers are as follows:

Table 3.2.2 Results of Respondents' Answers Regarding Work Engagement Variables

No	Indicator	Score							Index	Information
		1	2	3	4	5	6	7		
1	X2.1	1.0	0.0	15.0	28.0	160.0	132.0	266.0	86.0	Tall
2	X2.2	1.0	6.0	6.0	48.0	180.0	162.0	168.0	81.6	Tall
3	X2.3	2.0	0.0	6.0	80.0	110.0	156.0	224.0	82.6	Tall
4	X2.4	1.0	0.0	0.0	24.0	135.0	156.0	315.0	90.1	Tall
5	X2.5	1.0	2.0	15.0	24.0	155.0	120.0	287.0	86.3	Tall
6	X2.6	1.0	0.0	3.0	36.0	145.0	174.0	252.0	87.3	Tall
Average index									85.6	Tall

From the results of the respondents' answers shown in table 3.2.2 above, it is described that the majority of respondents gave a high assessment of work engagement, namely with an average index of 85.6. With a high average indicating that the engagement between human resources working in one of the cement industry companies in Central Java are good. This is because human resources in working feel positive and comfortable, which results in HR being willing to carry out the workload that is their responsibility well and trying to achieve company goals. The attachment between human resources is very necessary, individuals can feel at peace and can achieve work attachment, because individuals feel that coworkers are a new family, and a place to share both about work and others.¹²

3.2.3. Variables Spiritual welfare

Variables Spiritual welfare (Z1) was measured using a questionnaire instrument consisting of 4 questions with a Semantic Scale scoring consisting of 7 alternative answers, where a score of 7 is the highest score and 1 is the lowest answer score. And there is 1 open question with the freedom given to respondents to answer the question. The results of the respondents' answers are as follows:

Table 3.2.3 Results of respondents' answers regarding Variables Spiritual welfare

No	Indicator	Score							Index	Information
		1	2	3	4	5	6	7		

¹²Schaufeli, W. (2012). *Work Engagement: What Do We Know and Where Do We Go?* *Romanian Journal of Applied Psychology*, p.3-10.

1	Z1.1	0.0	0.0	6.0	12.0	150.0	126.0	343.0	91.0	Tall
2	Z1.2	1.0	4.0	9.0	32.0	110.0	180.0	273.0	87.0	Tall
3	Z1.3	1.0	0.0	6.0	32.0	110.0	162.0	315.0	89.4	Tall
4	Z1.4	2.0	0.0	6.0	36.0	130.0	168.0	266.0	86.9	Tall
Average index									88.6	Tall

From the results of the respondents' answers shown in table 3.2.3 above, it is described that the majority of respondents gave a high rating to spiritual welfare, with an average index of 88.6. With a high average indicating that the spiritual welfare of human resources working in one of the cement industry companies in Central Java is good. This is because human resources in working feel a positive state inwardly/spiritually with enthusiasm and comfort to become better human resources by developing themselves according to the experiences and values of life that they have experienced. Peace can create a positive state spiritually, this can happen if individuals can still carry out worship at work, have good coworkers and have a sense of family in working and give each other encouragement and support in a positive direction.¹³

3.2.4. Variables HR Performance

Variable kHR performance (Y1) was measured using a questionnaire instrument consisting of 5 questions with a Semantic Scale scoring consisting of 7 alternative answers, where a score of 7 is the highest score and 1 is the lowest answer score. And there is 1 open question with the freedom given to respondents to answer the question. The results of the respondents' answers are as follows:

Table 3.2.4 Results of respondents' answers regarding Variables HR Performance

No	Indicator	Score							Index	Information
		1	2	3	4	5	6	7		
1	Y1.1	0.0	0.0		36.0	140.0	144.0	308.0	89.7	Tall
2	Y1.2	0.0	4.0	18.0	20.0	115.0	162.0	294.0	87.6	Tall
3	Y1.3	1.0	2.0	3.0	24.0	125.0	168.0	301.0	89.1	Tall
4	Y1.4	1.0	0.0	0.0	28.0	105.0	186.0	315.0	90.7	Tall
5	Y1.5	0.0	0.0	0.0	28.0	105.0	126.0	392.0	93.0	Tall
Average index									90.0	Tall

From the results of the respondents' answers shown in table 3.2.4 above, it is described that the majority of respondents gave a high rating to kHR performance with an average index of

¹³Setiawan, O. D., & Widjaja, D. C. (2018). Analisa Pengaruh Employee Engagement Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Shangri-La Hotel Surabaya. *Jurnal Hospitality Dan Manajemen Jasa*, p.120-134.

90.0. With this high average, it shows that the performance of human resources working in one of the cement industry companies in Central Java is good. This is due to the fairly good work results of human resources working individually or in groups, both qualitatively and quantitatively. Human resources use the abilities and competencies they have, both individually and in groups, together in a company or organization to carry out their duties and obligations, so that the results are good and in accordance with what is expected and the company's goals. Human resources can work professionally if the ideas/ideas owned by HR are appreciated; have competent co-workers, can work together, are disciplined and responsible; and have a salary/wage according to responsibility and position and there is an increase in salary/wage given to HR.¹⁴

a. Convergent Validity Test

Table aConvergent Validity Test

Variables	Indicator	Performance	KK	MII	SW
HR Performance	K1	0.897			
	K2	0.824			
	K3	0.918			
	K4	0.799			
	K5	0.876			
Work Engagement	KK1		0.799		
	KK4		0.870		
	KK5		0.861		
	KK6		0.883		
Islamic Intrinsic Motivation	MII1			0.846	
	MII2			0.903	
	MII3			0.800	
	MII4			0.907	
Spiritual Welfare	SW1				0.845
	SW2				0.806
	SW3				0.897
	SW4				0.733

Source: Processed Primary Data, 2022

Based on the results of the measurement model test seen in Table a, which shows that the convergent validity of the measuring instrument using many indicators is based on the logic that the indicators in one construct group will have similar movements and cluster as seen in Table a. The table above shows the results of the convergent validity test. From the output, it

¹⁴Sudiyono, R. N., Goestjahjanti, F. S., Asbari, M., Agistiawati, E., Fayzhall, M., Yani, A., Winanti, W., Yuwono, T., Nurasiah, N., & Yulia, Y. (2020). Meningkatkan Komitmen dan Kinerja Dosen: Apa Peran Manajemen Perguruan Tinggi? *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1),p.337–352.

can be seen that all items are valid, because the loading factor value is above 0.5. The convergent validity test result model is shown in Figure a below.¹⁵

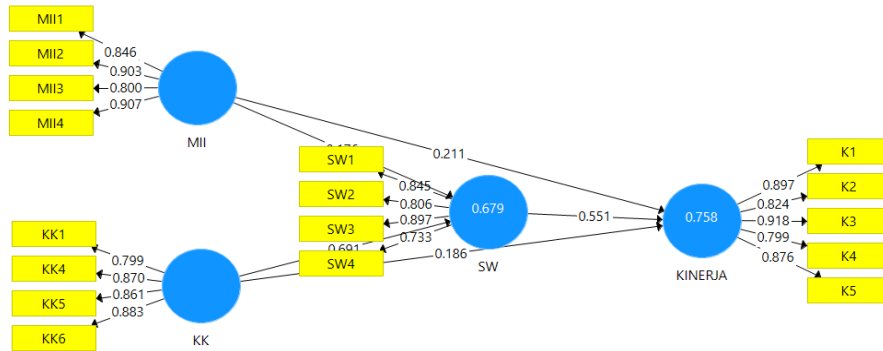


Figure a. Path Diagram

b. Cross Loadings

Table b Cross Loading

Variables	Indicator	Performance	KK	MII	SW
HR Performance	K1	0.897	0.707	0.646	0.776
	K2	0.824	0.604	0.598	0.692
	K3	0.918	0.765	0.618	0.801
	K4	0.799	0.600	0.490	0.661
	K5	0.876	0.691	0.688	0.698
Work Engagement	KK1	0.605	0.799	0.627	0.650
	KK4	0.697	0.870	0.644	0.712
	KK5	0.622	0.861	0.580	0.656
	KK6	0.738	0.883	0.558	0.755
Islamic Intrinsic Motivation	MII1	0.575	0.584	0.846	0.572
	MII2	0.675	0.604	0.903	0.637
	MII3	0.523	0.616	0.800	0.485
	MII4	0.656	0.639	0.907	0.583
Spiritual Welfare	SW1	0.691	0.623	0.496	0.845
	SW2	0.624	0.716	0.618	0.806
	SW3	0.797	0.749	0.564	0.897
	SW4	0.645	0.577	0.496	0.733

Source: Processed Primary Data, 2022

¹⁵Veithzal Rivai dan Arviyan Arifin, *Islamic Leadership "Membangun Superleadership Melalui Kecerdasan Spiritual"* (Jakarta : Bumi Aksara, 2009), p.386.

From the results of the Cross Loadings measurements shown in the table above, it can be seen that all indicators have a larger correlation coefficient with each of their own variables compared to the correlation coefficient value of the indicator with other variables, so it is concluded that each indicator in the block is a component of the variable or construct in the column.

Discriminant Validity furthermore, it can also be measured by comparing the Average Variance Extracted (AVE) root value of each construct with the correlation between the construct and other constructs in the model. If the Average Variance Extracted (AVE) root value of each construct is greater than the correlation value between the construct and other constructs in the model, then it has a good Discriminant Validity value. The results of measuring the Average Variance Extracted (AVE) root value are shown in Table b About the Average Variance Extracted root value below.

Table b Average Variance Extracted (AVE) Root Value

	PERFORMANCE	KK	MII	SW
PERFORMANCE	0.864			
KK	0.783	0.854		
MII	0.706	0.703	0.865	
SW	0.842	0.814	0.662	0.822

Source: Processed primary data, 2022.

Performance = HR Performance, KK = Work Engagement, MII = Islamic Intrinsic Motivation, SW = Spiritual Welfare

Based on the results of table b, it can be seen that the Average Variance Extracted (AVE) root value of each variable has a higher score when compared to the correlation value between the variable and other variables in the model. With this, it can be said that according to the test with the Average Variance Extracted (AVE) root, the model has good Discriminant Validity. Thus, based on the Convergent Validity test and the reliability test, feasible items and variables have been obtained, and the Discriminant Validity analysis using the Cross Loadings value has also shown good results, and the Average Variance Extracted (AVE) value has met the requirements, so the SEM PLS analysis is still feasible to continue (Haryono, 2017). In testing discriminant validity, the AVE square root value of a latent variable is compared to the correlation value between the latent variable and other latent variables. It is known that the AVE square root value for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it has met the requirements for discriminant validity.¹⁶

3.3. The Influence of Islamic Intrinsic Motivation on HR Performance

¹⁶Karatepe, O. M (2013). *High-performance work practice and hotel employee performance: The mediation of work engagement. International Journal of Hospitality Management*, p.132- 140.

The results of the hypothesis test show that HR performance can be influenced by Islamic intrinsic motivation. A positive influence value indicates a direction of influence that is in harmony. Logically, if Islamic intrinsic motivation increases, HR performance will also increase. Motivation according to Paul Hersey & Ken Blanchard (2002), is a motive as a need, desire, drive, impulse in a person. Motives that are directed at goals that may be in the conscious or unconscious realm of a person. The strength or weakness of the motive will determine a person's motivation.

In Islam, there is also Islamic work motivation according to Asifudin, which is the character and habits of humans regarding work, emanating from the Islamic faith or creed system which is a basic attitude towards Him. Working for a Muslim is a serious effort, by mobilizing all assets, thoughts and dhikr to actualize or show the meaning of himself as a servant of Allah SWT who must subdue the world and place himself as part of the best society or by working humans can humanize themselves.

Intrinsic Islamic motivation in Islam is based on the motivation of faith, worship and muamalah motivation. The motivation of faith is a belief in life, the foundation and basis of life. Worship as a divine rule that regulates the direct ritual relationship between servants and their Lord, the procedures of which have been determined in detail in the Qur'an and Assunnah. In order to support the implementation of worship activities carried out by human resources working in one of the cement companies in Central Java, the company has provided several prayer rooms located in company buildings and the existence of a grand mosque that is sufficient to accommodate the congregation working in the company environment.¹⁷

The grand mosque has undergone several renovations since its inception. The mosque has become more comfortable with several facilities such as a digital clock to indicate prayer times, air-conditioned rooms, a fairly large digital TV, prayer equipment, etc. In addition, there are also mosque guards, muezzins and religious figures from surrounding villages and there are celebrations of religious activities together with the surrounding community such as praying together. This makes the human resources who work in the environment punctual in performing worship. Worship makes human resources always feel close to Allah SWT and we always feel supervised so that in working human resources can be more trustworthy towards the work responsibilities given to their human resources. With more trustworthy human resources in working, human resources will be present at work on time and not leave the workplace before time. And human resources will carry out their work well and not waste time, so that their work or responsibilities are completed more quickly on time with results that are in accordance with the quality expected by the company.¹⁸

¹⁷ Iriana, N.I, (2010), Motivasi Intrinsik, Motivasi Ekstrinsik Dan Disiplin Kerja Pengaruhnya Terhadap Kinerja Pegawai Pada Kantor Dinas Pendidikan Kabupaten Sambas, *Jurnal Aplikasi Manajemen* Volume 8 Nomor 2 Mei 2010.

¹⁸ Jelita Caroline Inaray, Olivia S. Nelwan, Victor P.K. Lengkong (2017). *Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Amanah Finance di Manado.*

Muamalah is related to divine rules that regulate human relations with other humans and humans with natural objects or materials. Muamalah includes regulating primary and secondary needs with the requirement to improve performance. Relationships between employees or between human resources that are established harmonious with mutual care and mutual respect for the differences that exist, the relationship between human resources which will share knowledge, by continuing to learn and develop their respective capabilities. So human resources in carrying out their responsibilities work together so that they can complete work in large quantities. Cooperation can be fostered through joint activities such as team competitions or joint tours. In addition, it will be able to ensure the quality of work that has been done. The existing muamalah relationship is also in the form of providing wages or salaries in accordance with the agreement and provisions that have been agreed upon between the company and human resources, making human resources enthusiastic and carrying out their work responsibilities according to the quantity and quality of work as expected by the company. However, there is a desire from several respondents regarding an increase in wages or salaries and a career ladder so that human resources can increasingly improve their competence to support work and increasingly have a healthy competition spirit between human resources.¹⁹

The need for someone to want something and the hope to get something is quite large, the person concerned will be very motivated to get what he wants. Fulfilled needs will create welfare for human resources who work and their families. Physical welfare that is fulfilled through salary or wages and spiritual welfare through worship that encourages faith in the Almighty to increase and harmony in the relationship between human resources. Incentives as awards given to those who can work beyond the specified standards (Pangabean, 2002). Intensive as a motivator for employees to work. With human resources maintaining good relations with their God through worship and good relations between fellow human beings both in one unit and another unit, then the work that is interconnected will have good quality according to the operational standards that have been set, the quantity of work will be completed faster due to the ease of coordination built through good relations with fellow human resources.

Every human being has various needs, both primary needs, secondary needs and tertiary needs, all of which are attempted to be fulfilled by humans. The results of HR performance obtained from the company are expected to be able to fulfill these various needs. In addition to the salary/wages received by HR, from the results of their work, incentives are expected when HR meets the target or exceeds what is given to the company, either in the form of bonuses, merchandise, praise or promotions. Incentives by human resources who work are highly expected, some consider the provision of incentives for achieving work results to be

¹⁹Kalhor, M., Jhatial, A. A., & Khokhar, S. (2017). *Investigating the influence of extrinsic and intrinsic motivation on work performance: Study of bank officers. Global Management Journal for Academic & Corporate Studies*, 7(1), p.121.

still minimal. So there needs to be an increase in the provision of incentives by the company, the provision of incentives can be in the form of praise from superiors, awards, bonuses or additional salaries, or can be in the form of umrah or being sent to the Holy Land, or can be in the form of spiritual tourism together.

Islam itself has the holy book of the Qur'an as a guide to life. So that Islamic work motivation is a character or habit of humans in working which is based on Islamic beliefs or creeds and is based on the Qur'an and AsSunnah. So, Islamic intrinsic motivation is a driving force from within that is based on Islamic teachings that causes someone to want and be willing to use their abilities, expertise or skills, energy and time to do a certain activity. Islamic work motivation can be realized if human resources carry out work diligently and actively and utilize the potential that exists in themselves. The potential that is bestowed by Allah can be connected with divine attributes which are basically a mandate that must be carried out with full responsibility in accordance with Islamic law.²⁰

3.3.1. The Influence of Work Engagement on HR Performance

Based on the results of the hypothesis test, it shows that HR performance can be influenced by work engagement. A positive influence value indicates a direction of influence that is in line. Logically, if work engagement increases, HR performance will also increase. Qodariah (2019), defines it as a set of work attitudes that lead employees to feel positive emotions towards their work to become meaningful individuals, consider their workload to be managed, and have hopes about the future of their work. Meanwhile, according to Bakker, it is a positive, fulfilled, experience with work that is associated with vigor, dedication, and absorption where employees focus on one job so that time passes quickly and it feels difficult to get away from the job. Based on this definition, work engagement can be defined as a positive behavior towards work within the company/organization. It can be concluded that work engagement is a positive state towards work with a well-managed workload.²¹

Referring to Bakker's research, there are three aspects in measuring work engagement in individuals, namely: vigor is characterized by a high level of energy possessed by individuals, mental resilience when working, willingness to invest more effort in work, and perseverance in facing difficulties when working. Human resources who have high vigor, then these human resources will show enthusiastic work and maximize their efforts in every job. The vigor of each individual is different, the pressure or difficulty that must be achieved by human resources who work makes human resources have strong mental resilience and perseverance in completing their work or responsibilities according to the quantity, quality and timeliness of the work. The existence of various reports that must be made and reported to superiors

²⁰Fisher, j. (2011). *The Four Domains Model: Connecting Spirituality, Health and Well-Being*. *Religions* 2011, 2, 17-28; doi:10.3390/rel2010017. [online] tersedia di : www.mdpi.com/journal/religions.

²¹Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). *Work engagement: An emerging concept in occupational health psychology*. *Work & Stress*, 22(3), h,187–200.

every day, the amount of production and its supporters or work or maintenance that must be completed at one time, makes human resources must always be enthusiastic and try their best to complete.²²

Dedication, this refers to someone who is very fully involved in their work. Individuals with high dedication experience a sense of importance, pride, challenge, inspiration and enthusiasm for their work. Human Resources will feel involved in a job and experience feelings of meaning, enthusiasm, inspiration, pride, and challenge in their work. Human Resources who have high dedication, then the work is not considered a burden and always tries to complete it well. The work that is the responsibility of HR and is carried out every day, makes HR have a purpose when entering the work environment. Responsibilities are completed with feelings of meaning, enthusiasm and pride. Every HR enjoys the work they are doing.

Absorption(focus or concentration), in this case a state when an individual fully concentrates, is happy with what is being done, sincerity is marked by an active attitude of being involved and fully absorbed in work, so that time feels like it passes quickly, and it is difficult to break away from work. Human Resources will love work by feeling bound to work wherever and whenever. Human resources complete work with concentration so that work can be completed on time. Both those who work in the field or indoors, carry out work with full concentration and enjoy it happily, even though they are exposed to sunlight and there is flying dust. With HR who have high vigor, dedication and absorption, HR will be able to complete work quickly and work has good quality work. HR loves work and always does the best for the company.²³

3.3.2. The Role of Spiritual Welfare Mediating on the Influence of Islamic Intrinsic Motivation and Work Engagement on Spiritual Welfare

Based on the results of the hypothesis test that has been conducted, it shows that spiritual well-being can be influenced by Islamic intrinsic motivation and employee work engagement. The existence of a positive influence indicates a direction of influence that is in harmony. Logically, if the employee's Islamic intrinsic motivation increases, spiritual well-being will also increase. Likewise with work engagement, if someone has high work engagement, it can also significantly increase spiritual well-being. Well-being can be interpreted as a condition of being safe, prosperous, and secure, free from various disturbances. Well-being can be interpreted as a condition of society whose basic needs have been met, including the adequacy and quality of food, clothing, shelter, health, education, employment, and other basic needs such as a clean, safe and comfortable environment. Spiritual can be interpreted

²²*Ibid*

²³Astuti, N. L. P., Harta, M. N. P. S., & Ratnadi, N. made D. (2016). Pengaruh Work Engagement Pada Kinerja Transformasional Sebagai Pemoderasi Fakultas Ekonomi dan Bisnis Universitas Udayana , Bali , Indonesia Email : putuastuti22@gmail.com Abstrak Pendahuluan Kinerja bendahara erat kaitannya dengan kinerja suatu instansi. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 12(5), 4057–4082.

as a relationship with or spiritual (spiritual/inner). Spiritual well-being is an understanding of the social person, the environment and its creator.²⁴

Spiritual well-being involves people around in their community of life. Spiritual well-being by providing an open and safe environment to explore, learn, practice, support and heal (Metilda et.al, 2017:572). Well-being in Islam means happiness, which is a good and pleasant atmosphere, and joyful, where everything achieved in life is as desired. Allah says in the Qur'an, Surah Al-Baqarah verse 201, meaning "And among them are those who pray:" Our Lord, give us goodness in this world and goodness in the Hereafter and protect us from the torment of the Fire. "²⁵

Human resources in working by not forgetting to carry out worship according to their beliefs and good relationships (muamalah) with human resources will have faith in the Almighty, so that my human resources will have a fairly high presence in the workplace, with sufficient time making human resources able to complete work both in terms of quantity and timeliness in the results of the work to be high. Human resources who are present in the workplace will aim to work well and have good results. The harmonious relationship between human resources and other human resources, and human resources with nature with the construction of eduparks and ecoparks in the company environment will make everyone work together in completing work and inner needs in the form of a calm heart. Resources from within human resources, will adaptively continue to innovate and be enthusiastic in driving or facing changes in the company, and collaborating by working together and also sharing knowledge and experiences that are synergistic with others.²⁶

Based on the results of the hypothesis test that has been conducted, it shows that HR performance can be influenced by work engagement. A positive influence value indicates the appropriate direction of influence. Logically, if work engagement increases, HR performance will also increase. Not only that, Islamic intrinsic motivation can also have a positive effect on HR performance. Thus, when work engagement and intrinsic motivation increase, HR performance can also increase through employee spiritual well-being. Spiritual well-being is an understanding of the social person, the environment and its creator.²⁷

4. Conclusion

Islamic intrinsic motivation has an effect on HR performance. Referring to the results of the PLS test of the construct of Islamic intrinsic motivation on HR performance, it obtained a t-

²⁴Asmaryani, Esi., Bambang, Mursito., Istiatin,. (2020). Kinerja Karyawan Ditinjau Dari Stres Kerja, Work Engagement, Penempatan Dan Kepemimpinan. *Edunomika* Vol. 04 No.02.

²⁵Ahmad Asifudin, *Etos Kerja Islami* (Yogyakarta : UII Press, 2004), p.104.

²⁶Bakker, A. B., Xanthopoulou, D., & Fiscbach, A. (2013). *Work Engagement Among Employee Facing Emotional Demands. Journal of Personnel Psychology*, p.74-84.

²⁷Ellison, C. W. (1983). Spiritual well being : conceptualization and measurement. *Journal of Psychology and Theology*, 11 (4), p.330-340.

statistic score of 2,797 and a p-value of 0.005, which means that the stronger the Islamic intrinsic motivation, the higher the HR performance. Based on these calculation results, hypothesis 1 has been accepted. So the motivation to work is not only to seek worldly life, but also one of the worships to Allah SWT. Work engagement has a positive effect on HR performance. Referring to the results of the PLS test of the construct of Islamic intrinsic motivation on HR performance, it obtained a t-statistic score of 1,450 and a p-value of 0.147, which means that the stronger the influence of Islamic intrinsic motivation, the higher the HR performance. Based on these calculation results, hypothesis 2 has been accepted. Work engagement can be defined as a positive behavior towards a workload that is well managed within the company/organization. Islamic intrinsic motivation and work engagement have an effect on spiritual well-being. Referring to the results of the PLS test, the construct of Islamic intrinsic motivation on spiritual well-being obtained a t-statistic score of 2.267 and a p-value of 0.024, which means that the stronger the influence of Islamic intrinsic motivation, the greater the increase in spiritual well-being. While on work engagement obtained a t-statistic score of 9.005 and a p-value of 0.000, which means that the higher the employee's work engagement can further increase the employee's spiritual well-being. Based on the results of these calculations, hypotheses 3 and 4 have been accepted. Spiritual well-being is a positive feeling of an individual spiritually/innerly with the enthusiasm to become a better human being by developing themselves according to their experiences and life values. Spiritual well-being is related to the people around them. Spiritual well-being mediates the influence of work engagement and Islamic intrinsic motivation on HR performance. Referring to the results of the PLS test, the construct of spiritual well-being as a mediator of the influence of work engagement on HR performance obtained a t-statistic score of b0 and a p-value of 0.000, which means that well-being is able to mediate the influence of work engagement on HR performance. Meanwhile, the mediating role of spiritual well-being on the influence of Islamic intrinsic motivation obtained a t-statistic score of 2.056 and a p-value score of 0.040, which means that spiritual well-being is able to act as a mediating variable on the influence of Islamic intrinsic motivation on HR performance. Based on these calculation results, hypothesis 5 has been accepted.

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