**INTERNATIONAL JOURNAL OF
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(IJEPC)**www.ijepe.com**THE INFLUENCE OF RELIGIOSITY, MOTIVATION AND
WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT
THE HUMAN RESOURCES DEVELOPMENT AND PERSONNEL
AGENCY OF EAST LUWU REGENCY**Arif Gunawan^{1*}, Suhardi M Anwar², Hadi Pajarianto³, Ilham Tahier⁴

¹ Postgraduate Student Master of Management, Muhammadiyah University of Palopo, Indonesia
Email: arif_gunawan82@yahoo.com

² Department of Economics and Business, Muhammadiyah University of Palopo, Indonesia
Email: manwarsuhardi@umpalopo.ac.id

³ Department of Economics and Business, Muhammadiyah University of Palopo, Indonesia
Email: pajariantohadi@gmail.com

⁴ Department of Economics and Business, Muhammadiyah University of Palopo, Indonesia
Email: ilhamtahier@umpalopo.ac.id

* Corresponding Author

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DOI: 10.35631/IJEPC.956009**Abstract:**

BKPSDM Luwu Timur Regency as an institution responsible for human resource development at the local government level, requires a deep understanding of the factors that influence employee performance. The purpose of the study was to identify and analyze the influence of religiosity, motivation, and work environment on employee performance at BKPSDM Luwu Timur Regency. This study is a quantitative study with a population of BKPSDM Luwu Timur Regency employees. The sampling technique used saturated sampling so that the number of samples was 54 people. Data were collected using a questionnaire and analyzed inferentially using the help of the SmartPLS statistical tool. The results of the study showed that religiosity had a positive but not significant effect on employee performance. Motivation had a positive and significant effect on employee performance. The work environment had a positive and significant effect on employee performance. Religiosity, motivation, and work environment simultaneously had a positive and significant effect on employee performance. Overall, the partial and simultaneous effects of religiosity, motivation, and work environment emphasize the importance of a holistic approach in human resource management. By paying attention to and optimizing these three factors, BKPSDM Luwu Timur Regency can improve employee performance significantly and sustainably.

**Keywords:**

Religiosity; Motivation; Work Environment; Employee Performance

Introduction

Employee performance is one of the main factors that determine the success of an organization in achieving its goals. In the public sector, such as the East Luwu Regency Human Resources Development and Personnel Agency (BKPSDM), employee performance is key to ensuring effective and efficient public services. Various factors influence employee performance, including religiosity, motivation, and work environment.

Religiosity refers to the extent to which a person's religious beliefs and practices influence their behavior in the workplace (Alharbi, Yahya, & Kassim, 2022). In Indonesia, as a country with a majority religious population, the aspect of religiosity is often the basis for determining work ethics and commitment to tasks. In addition, motivation, both intrinsic and extrinsic, plays an important role in encouraging employees to work harder and achieve organizational goals (Mohamad & Rahman, 2023). A conducive work environment is also a crucial element that can improve or hinder employee performance (Zhenjing et al., 2022).

BKPSDM Luwu Timur Regency as an institution responsible for human resource development at the regional government level, requires a deep understanding of the factors that influence the performance of its employees. This understanding is important for designing policies that can improve overall employee performance.

Although various efforts have been made to improve employee performance at BKPSDM Luwu Timur Regency, there are still several challenges that need to be overcome. One of them is the varying levels of motivation among employees, which can be influenced by factors such as financial well-being, recognition, and clarity of work goals. In addition, there are differences in the application of religious values in the workplace, which can affect employee work ethics and discipline. An unsupportive work environment, such as inadequate facilities and lack of effective communication, are also obstacles to improving employee performance.

This situation raises questions about the extent to which religiosity, motivation, and work environment contribute to employee performance at BKPSDM Luwu Timur Regency. Therefore, this study aims to explore the relationship between these three factors and employee performance, and to identify interventions that can be made to improve performance.

Research on factors that influence employee performance has been conducted by many experts in various fields. For example, research by Asamani et al., (2022) highlights the importance of religiosity in shaping employee behavior and work ethics. Tahiri et al., (2022) developed a theory of motivation that emphasizes the importance of intrinsic motivation in improving performance. Meanwhile, Zainudin et al., (2020) The two-factor theory states that a good work environment can increase job satisfaction and performance.

However, research that combines these three factors in the context of the public sector in Indonesia is still limited. Especially in East Luwu Regency, where aspects of religiosity,

motivation, and work environment may have different dynamics compared to other regions. This study seeks to find out and understand by focusing on how these three factors simultaneously affect employee performance at BKPSDM East Luwu Regency. This study seeks to provide a comprehensive understanding of the interaction between religiosity, motivation, and work environment, and how these three factors contribute to employee performance in the public sector.

The main objective of this study is to identify and analyze the influence of religiosity, motivation, and work environment on employee performance at BKPSDM Luwu Timur Regency. Specifically, the objectives of this study are to measure the influence of religiosity on employee performance, analyze the role of motivation in improving employee performance, evaluate the impact of the work environment on employee performance, determine the interaction between religiosity, motivation, and work environment in influencing employee performance, provide recommendations based on research findings to improve employee performance at BKPSDM Luwu Timur Regency.

By achieving these objectives, it is hoped that this study can provide a significant contribution to the understanding of the factors that influence employee performance in the public sector, especially at the BKPSDM of East Luwu Regency, as well as assist in formulating more effective policies in human resource development.

Literature Review

Employee Performance

Employee performance is something that can be measured, observed and is concrete, in other words, performance is everything that has been produced by an employee (Mulyati & Herawati, 2022). Another definition states that employee performance is what has been achieved by a person in accordance with his/her duties and responsibilities, seen in terms of quality and quantity (Bagis et al., 2020)

Employee performance can be interpreted as work achievement, namely the results of work in terms of quality and quantity achieved by a worker in carrying out his duties in accordance with the responsibilities given to him. Theoretically, the factors that influence performance achievement are ability factors and motivation factors. Ability is a determination of knowledge and skills, while motivation is formed from attitudes in facing work situations (Noorazem et al., 2021).

From the above understanding, it can be concluded that employee performance is everything that has been done or implemented by an employee in an organization that shows the level of success of an employee in carrying out his/her duties and responsibilities. It is also said that high productivity of an organization is the result of the increasing performance of employees in the organization.

Actual performance is the same as work achievement, performance is the result of work and how the work process takes place (Ikhida et al., 2022). An employee can have good performance if the employee can do the job well and the results of his work are in accordance with what must be achieved. Several factors that can affect performance include individual worker factors, organizational factors, psychological factors (Pais, 2018).

There are three factors underlying employee performance: 1) employee ability; 2) Effort made; 3) Organizational support. While employee performance can be measured using the level of knowledge, reliability, cooperation, quality and quantity (Ngwenya & Pelser, 2020).

Employee performance indicators in research are everything that has been done or implemented by an employee in an organization that shows the level of success of an employee in carrying out his/her duties and responsibilities and is measured using the level of work quality, work quantity, timeliness, effectiveness, creativity, supervision and cooperation in working (Alefari et al., 2020).

Religiosity

Elias et al., (2018) define religiosity as a concept that encompasses various dimensions of religious beliefs and practices that affect an individual's life. They identify five main dimensions of religiosity, namely the dimensions of ideology, practice, experience, knowledge, and consequences. Religiosity according to them is the extent to which individuals internalize and practice their religious teachings in their daily lives, whether in the form of beliefs, worship, or behavior.

Nelson & Angellius, (2023) divides religiosity into two types: intrinsic and extrinsic religiosity. Intrinsic religiosity is when an individual internalizes religious teachings as part of his or her identity, which directs actions and life goals in accordance with religious values. Extrinsic religiosity, on the other hand, is when religion is used as a tool to achieve other goals, such as social status, emotional security, or material gain.

Ramadhan & Eryandra, (2022) see religiosity as a broad dimension, encompassing not only beliefs but also how those beliefs are manifested in everyday behavior. They argue that religiosity encompasses aspects of beliefs, spiritual experiences, religious knowledge, religious practices, and the consequences of those religious practices in an individual's life, reflecting a deep integration between religious beliefs and everyday life.

Based on the views of the experts above, religiosity can be concluded as a complex religious dimension, including beliefs, practices, experiences, knowledge, and the consequences of religious teachings in a person's life. Religiosity is not only related to how often a person worships, but also how deeply religious teachings are internalized and implemented in everyday life. There is also an extrinsic aspect where religion is used as a tool to achieve worldly goals.

From this understanding, the indicators of religiosity that will be used in this study can be summarized as follows; Religious Belief: The level of individual belief in religious teachings and doctrines.; Worship Practice: Frequency and consistency in carrying out religious activities such as praying, fasting, and attending places of worship; Religious Knowledge: The extent to which individuals understand religious teachings, including history, sacred texts, and religious rules; Spiritual Experience: Emotional and spiritual experiences related to religious beliefs, such as feelings of closeness to God or deep religious experiences; Application of Religious Teachings: How religious teachings are applied in everyday actions, including ethics, morality, and important decisions in life.

Motivation

According to Deressa & Zeru, (2019) Motivation can be used as one strategy in improving employee performance. In a company, motivation can be done in several ways, namely by giving praise or rewards to employees, and creating a competition in the company. Batova, (2018) defines motivation as a change in energy within a person (personal) which is characterized by the emergence of feelings and reactions to achieve goals.

Kusumah, (2016) defines motivation as a desire that arises from within a person or individual because they are inspired, encouraged and driven to carry out activities with sincerity, joy and earnestness so that the results of the activities carried out produce good and quality results.

Study Batova, (2018) also said that work motivation is one of the most important things for an individual because if someone does not have motivation then the individual will tend to be less enthusiastic in doing his work, more relaxed than doing work, and produce low work. On the other hand, someone who has motivation in the workplace will be persistent, creative and productive, which will produce high quality work.

Based on the explanation above, it can be concluded that a company does not only expect employees who have the ability, are competent and have skills but what the company wants is employees who have high enthusiasm in completing their work and who want to achieve maximum work results. An employee's ability and skills are very useful for the company if the employees want to work hard.

Some motivations are not realized by the individual, many human behaviors are not realized by the perpetrator, so that some drives that arise because of facing unfavorable situations, are then suppressed unconsciously. Thus if there is a strong internal drive, it makes the individual concerned unable to understand his own motivation.

From all these motivations, it can be concluded that each person can have different motives and sometimes the motivation that arises is not realized by the individual, besides that their motivation can also change and there is not only one motivation but there are several motivations that occur simultaneously. Research Alexandermaramis et al., (2019) put forward several indicators of work motivation as follows: Rewards, Working Conditions, Working Facilities, Work Spirit and Incentives. This study uses indicators put forward by Alexandermaramis et al., (2019) to measure the level of work motivation.

Work Environment

Zhenjing et al., (2022) defines the work environment as everything around workers that can affect the course of work, either directly or indirectly. The work environment includes physical aspects, such as the layout of the workspace, temperature, noise, and lighting, as well as non-physical aspects such as relationships between employees, organizational structure, and work culture.

Simarmata et al., (2022), explains that the work environment is a condition around the workplace that can have both positive and negative effects on employees in carrying out their duties. The work environment is divided into two types: a physical work environment consisting of everything that can be felt physically, and a non-physical work environment that includes social relationships, psychological conditions, and work safety conditions.

Yusuf Q. et al., (2020) defines the work environment as all elements around the workplace that affect employee performance. These elements can be physical conditions such as work space and equipment, as well as psychosocial factors such as employee relationships, organizational culture, and communication. A conducive work environment will increase comfort and work motivation, which ultimately has a positive impact on performance.

Based on the opinions of the experts above, the work environment can be concluded as all physical and non-physical conditions around the workplace that affect employee performance. A good work environment includes not only physical aspects such as facilities and layout, but also psychosocial aspects such as interpersonal relationships, communication, and organizational culture. The balance between these factors is very important to create a conducive work atmosphere and support productivity.

Work environment indicators can be divided into several categories that reflect various physical, social and psychological aspects of the workplace (Zhenjing et al., 2022) which consists of Workspace Layout, Cleanliness and Comfort, Inter-Employee Relations, Relations with Superiors, Work Stress, Work Culture and Supporting Facilities.

Hypothesis Development

Study Alharbi, Yahya, & Ramadani, (2022) found that religiosity has a significant positive effect on employee performance. The results of the study indicate that employees who have a high level of religiosity tend to have good work ethics, discipline, and a strong commitment to work which has implications for improving performance. The study Utama et al., (2024) examines the relationship between religiosity and employee performance in the public sector. The results of the study indicate that religiosity affects employee performance through increased work motivation and job satisfaction. Religious employees feel that their work is a form of worship, so they are more motivated to work hard and provide the best results. The study Widiyono et al., (2020) examines the influence of religiosity on employee performance in a private company. Employees who have high religiosity tend to be more disciplined in carrying out their duties and are more committed to achieving organizational goals. Based on previous research and the relationship between variables, the hypothesis can be formulated as follows:

Hypothesis 1: Religiosity has a positive and significant effect on employee performance.

Study Jodaei et al., (2021) shows that motivation affects punctuality in completing tasks. Employees who are intrinsically motivated are usually more committed to completing work on time and improving employee performance. The results of the study Siddiqui & Rida, (2019) shows that motivational factors (such as achievement and recognition) increase job satisfaction, which in turn can improve employee performance. Employees who are satisfied with their jobs tend to show better performance. Research Shin & Bolkan, (2021) shows that intrinsic motivation is positively related to initiative and creativity. Employees who have high intrinsic motivation tend to be more innovative and take initiative in their work, thereby improving employee performance. Based on previous research and the relationship between variables, the hypothesis can be formulated as follows:

Hypothesis 2: Motivation has a positive and significant effect on employee performance.

Alexandermaramis et al., (2019) conducted research on the influence of the work environment on employee performance, the results of this study indicate that a comfortable work environment, both physically and socially, contributes significantly to improving employee performance. Desta, (2021) Research on the influence of the work environment on employee performance shows that work environment factors such as lighting, noise, room temperature, and work facilities have a direct influence on employee performance. Research Sutaguna et al., (2023) examining the relationship between work environment and employee performance found that a conducive work environment, especially from psychological aspects such as a sense of security, comfort, and social support, has a significant influence on employee performance. Employees who feel comfortable and supported at work are more motivated to achieve work targets and contribute to improving overall organizational performance. Based on previous research and the relationship between variables, the hypothesis can be formulated as follows:

Hypothesis 3: The work environment has a positive and significant effect on employee performance.

Asamani et al., (2022) conducted a study on the influence of religiosity, motivation, and work environment on employee performance in the government sector. This study shows that the three variables simultaneously have a significant influence on employee performance. Alharbi, Yahya, & Kassim, (2022) examines the influence of religiosity, motivation, and work environment on employee performance in the education sector. The results of this study found that the combination of religiosity, motivation, and work environment significantly influences employee performance. Ramadhan & Eryandra, (2022) examined the simultaneous influence of religiosity, motivation, and work environment on employee performance in the private sector. This study shows that these three variables simultaneously provide significant contributions to improving employee performance. Religiosity provides moral and ethical guidelines, motivation becomes a driver to achieve goals, and a positive work environment provides the physical and emotional support needed to achieve optimal performance. Based on previous research and the relationship between variables, the hypothesis can be formulated as follows:

Hypothesis 4: Religiosity, motivation and work environment simultaneously have a positive and significant influence on employee performance.

Conceptual Framework

The results of previous research and the relationship between research variables, the conceptual framework of this research can be described as follows:

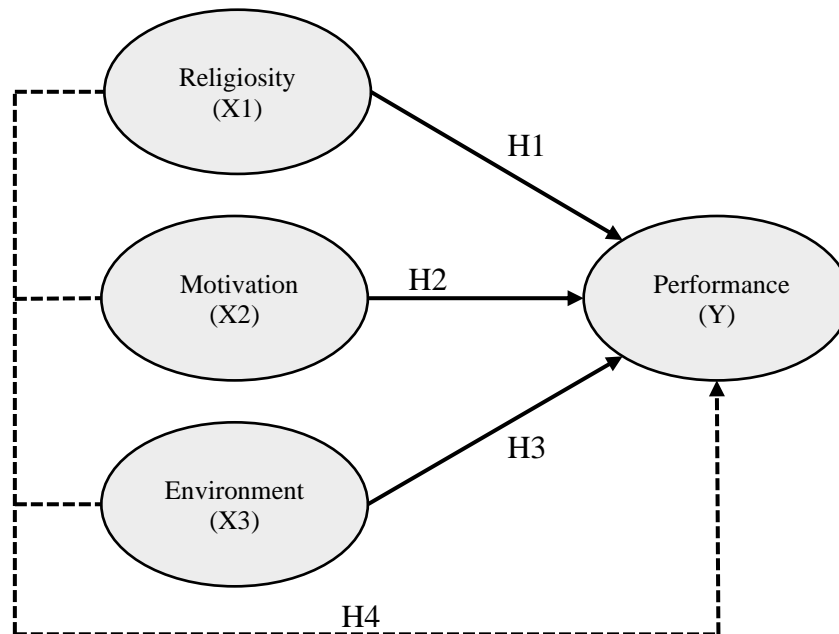


Figure 1: Conceptual Framework

Methodology

The type of research conducted is explanatory research using a quantitative approach, which uses data in the form of numbers as a tool to analyze information about what is to be known. The population in this study were employees at the BKPSDM of East Luwu Regency. The sampling technique used was saturated sampling where the entire population was sampled, so that the number of samples was 54 samples. Data were collected by distributing questionnaires to respondents. Several data processing techniques used include Validity Test and Reliability Test, Descriptive Analysis and Inferential Analysis. Data analysis in this study used correlation analysis through the SmartPLS program.

Results

The results of data processing on the relationship between the variables of religiosity (X1), motivation (X2), work environment (X3) and employee performance (Y) based on data analysis can be seen in full in the image and table below:

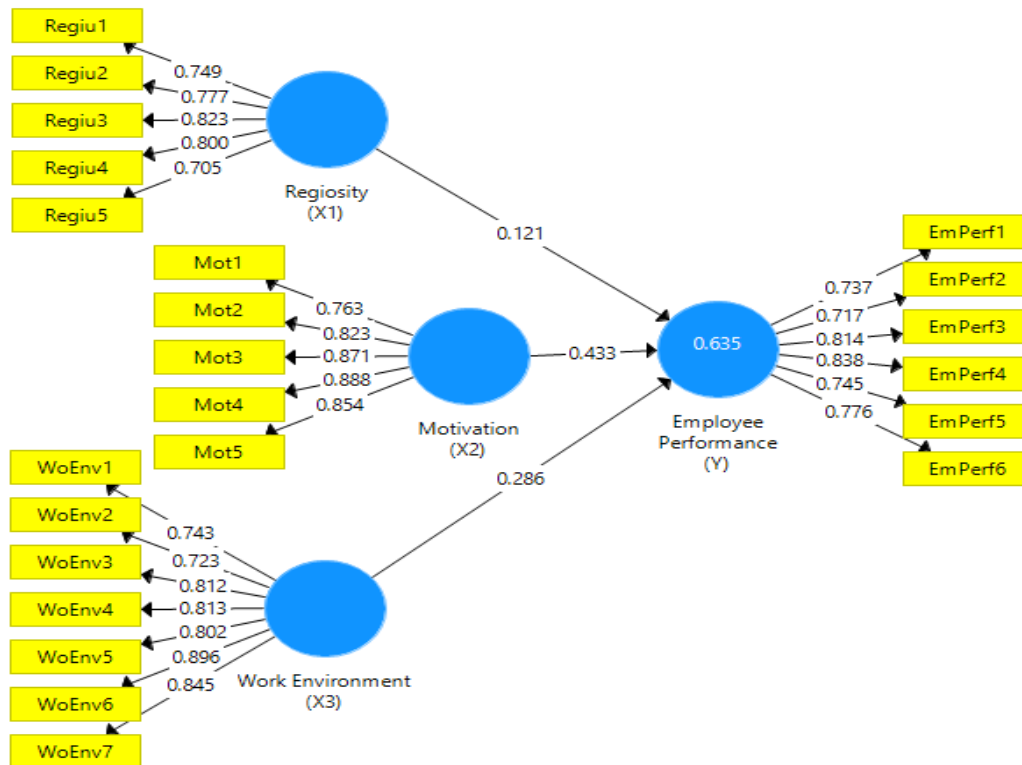


Figure 2: Outer Loading Analysis

Validity testing uses two methods, namely outer loading and AVE value. In Figure 1 above, we can see the loading factor value of each variable, the required loading factor value is > 0.6 . The validity test carried out shows that all outer loading values are in accordance with the requirements. The expected AVE value is > 0.5 . The results of the AVE value validity test are shown in Table 1 below, showing the values that are in accordance with the requirements.

Table 1: Construct Validity and Reliability

| | Cronbach Alpha | Composite Reliability | AVE |
|--------------------------|----------------|-----------------------|-------|
| Employee Performance_(Y) | 0.864 | 0.898 | 0.597 |
| Motivation_(X2) | 0.896 | 0.923 | 0.707 |
| Region_(X1) | 0.830 | 0.880 | 0.596 |
| Work Environment_(X3) | 0.910 | 0.928 | 0.651 |

Source: Primary Data is Processed

The values used to determine the level of reliability of the SEM model are Composite Reliability and Cronbach Alpha. The standard value of Cronbach's Alpha for a variable to be declared reliable is > 0.6 , while the standard value for Composite Reliability is > 0.7 . Therefore, based on the table above, it is known that all variables have Cronbach's Alpha values and Composite Reliability values that have met the requirements so that it can be stated that the SEM model analyzed is reliable.

After the model is declared valid, a test of the relationship between research variables is carried out, the complete results of which can be seen in Figure 3, Table 2 and Table 3 below:

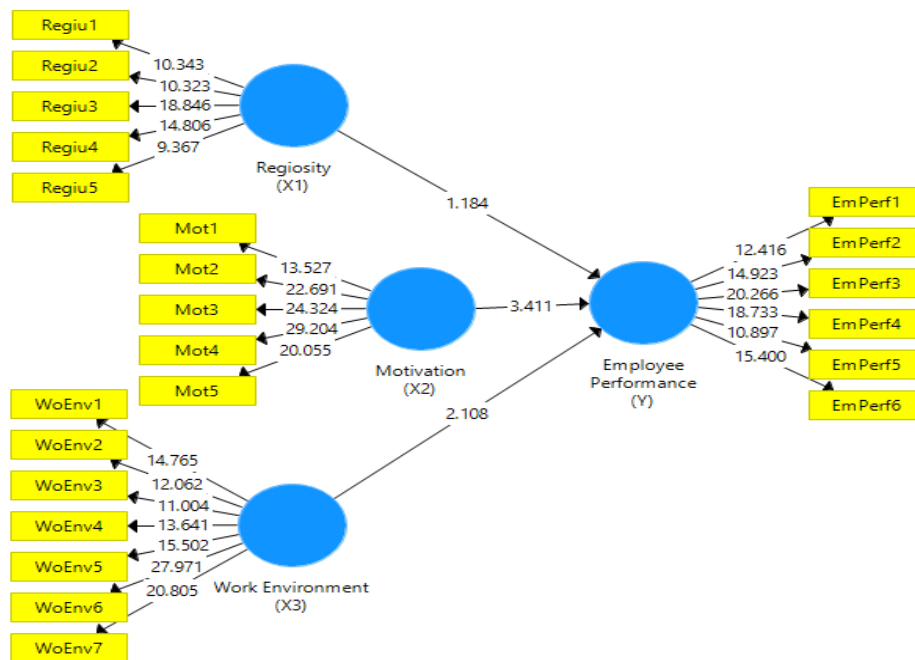


Figure 3: Direct Effect Research Variable

Table 2: Direct Effect

| Direct Effect | T-Stat | T-Table | P-Value | Cut Value |
|---|--------------|---------|--------------|-----------|
| Motivation_(X2) -> Employee Performance_(Y) | 3,411 | 1,675 | 0.001 | 0.05 |
| Regiosity_(X1) -> Employee Performance_(Y) | 1,184 | 1,675 | 0.237 | 0.05 |
| Work Environment_(X3) -> Employee Performance_(Y) | 2,108 | 1,675 | 0.036 | 0.05 |

Source: Primary Data is Processed

R Square Test

This stage is carried out to see the influence of independent variables on dependent variables simultaneously (together). The following are the results of the R Square test of this study:

Table 5. Simultaneous Effect (R-Square)

| Variables | R Square | R Square Adjusted |
|---------------------------------|----------|-------------------|
| Employee Performance_(Y) | 0.635 | 0.624 |

Source: Primary Data is Processed

For the R Square value, the measurement categorization with the value construction (<0.19 as weak), (0.19 to 0.33 as moderate) and (> 0.33 as strong). Based on the table above, the ability of exogenous variables simultaneously to explain endogenous variables is assumed to be at a level of having a strong influence, this can be seen from the results of the smart PLS analysis for R Square which shows a figure of $0.635 > 0.33$ as the assessment standardization.

Hypothesis Testing

First Hypothesis: The test results show a positive but insignificant influence between the religiosity variable and employee performance, as indicated by the t-stat value of $1.184 < t_{\text{table}.1,675}$ and p-value $0.237 > 0.05$. The first hypothesis of this study which states that religiosity has a positive and significant effect on employee performance is rejected.

Second Hypothesis: The test results show a positive and significant influence between the motivation variables and employee performance, as indicated by the t-stat value of $3.411 > t_{\text{table}.1,675}$ and p-value $0.00 < 0.05$. The second hypothesis of this study which states that motivation has a positive and significant effect on employee performance is declared accepted.

Third Hypothesis: The test results show a positive and significant influence between work environment variables and employee performance, as indicated by the t-stat value of $2.108 > t_{\text{table}.1,675}$ and p-value $0.03 < 0.05$. The third hypothesis of this study which states that the work environment has a positive and significant effect on employee performance is declared accepted.

Fourth Hypothesis: The results of the analysis obtained an r-square value $= 0.635 > 0.33$ as the assessment standardization, which means it has a positive and significant influence. So that the fourth hypothesis of this study which states that religiosity, motivation and work environment of the principal's leadership and employee work motivation simultaneously have a positive and significant influence on employee performance is declared accepted.

Discussion

The Influence of Religiosity on Employee Performance

The results of the study indicate that religiosity has a positive but insignificant effect on employee performance at the Human Resources Development and Personnel Agency (BKPSDM) of East Luwu Regency. Several reasons may explain why religiosity has a positive but insignificant effect on employee performance at the BKPSDM of East Luwu Regency.

First, Religiosity can function as one of the driving factors of work ethics and behavior, but its influence on performance may be influenced by other more dominant factors such as external motivation or work environment conditions. If the motivation or support received by employees is inadequate, religiosity may not be strong enough to have a significant impact on performance. *Second,* in the context of research at BKPSDM, employee religiosity may not always be effectively integrated into the existing organizational culture or work system. Employee performance is more influenced by organizational policies, management, and existing work structures than by personal religiosity alone.

Third, The measurement of religiosity in this study may not cover all aspects that affect performance. Religiosity usually involves dimensions such as personal beliefs, religious practices, and moral values, but its impact on performance can vary greatly depending on how religiosity is applied in everyday work life. *Fourth,* Religiosity may interact with other factors such as motivation and work environment. In situations where these factors are not supportive or not well managed, the effect of religiosity on performance may be insignificant.

This finding is in line with research Harahap et al., (2023) found that although religiosity has a positive impact on employee performance, its effects are often influenced by other factors such as motivation and work environment. This study shows that religiosity can be a supporting factor, but is not strong enough to significantly influence performance without the support of other variables. Likewise, research Brien et al., (2021) found that although religiosity has a positive impact on employee performance, its effects are often influenced by other factors such as motivation and work environment.

Different results were found Tufail et al., (2021), in his study stated that religiosity influences ethical behavior in the workplace and can improve the quality of interactions between employees. This study emphasizes that high religiosity can positively influence employee attitudes and behaviors, although its impact on performance may not always be direct or significant.

The Influence of Motivation on Employee Performance

The results of the study indicate that motivation has a positive and significant effect on employee performance at BKPSDM Luwu Timur Regency. Motivation is one of the most important factors that affect employee performance. Motivated employees have the drive to work harder, achieve targets, and improve the quality of their work. High motivation can increase the dedication, commitment, and energy expended by employees in carrying out their duties.

Employees who feel motivated tend to be more satisfied with their jobs. This job satisfaction is closely related to better performance. Employees who are satisfied with their jobs usually show higher levels of productivity and strive to deliver quality work. Motivation has also been shown to influence employee attitudes and behaviors in the workplace. Motivated employees are generally more proactive, more open to feedback, and more prepared to face challenges. These positive behaviors contribute directly to their improved performance.

Several previous studies have examined the influence of motivation on employee performance with results showing that motivation has a significant impact on improving performance. Research Van der Kolk et al., (2019) found that motivation plays an important role in improving employee performance. This study confirms that employees who have high motivation show better levels of productivity and work efficiency compared to those who are less motivated. High motivation leads to greater involvement in work, skill development, and better achievement of work goals.

Ma'ruf et al., (2019) In his study on work motivation and employee performance, he found that intrinsic motivation, such as the need for achievement, recognition, and self-development, significantly affects employee performance. Ulandany et al., (2023) shows that work motivation not only increases job satisfaction but also improves the overall quality of employee performance. This study identified that strong motivation drives employees to try harder, innovate, and work effectively to achieve organizational goals.

The Influence of Work Environment on Employee Performance

The results of the study indicate that the work environment has a positive and significant effect on employee performance at BKPSDM Luwu Timur Regency. A good work environment, including adequate facilities such as a comfortable workspace, quality equipment, and good physical condition, can increase employee productivity. Adequate facilities support employees

in carrying out their duties more efficiently and reduce disturbances that can affect performance.

A supportive work environment also includes a positive work atmosphere and good interpersonal relationships between employees. Harmonious relationships with coworkers and superiors can create a pleasant work atmosphere, increase cooperation, and reduce conflict. A good work atmosphere contributes to increased employee satisfaction and motivation, which impacts their performance.

Work environment conditions that provide social and psychological support, such as opportunities for self-development, constructive feedback, and recognition for achievements, can positively affect employee performance. This support helps employees feel appreciated and motivated to achieve better work results.

In addition, a work environment that pays attention to employee well-being and health, such as providing health facilities and well-being programs, can significantly affect performance. Employees who feel healthy and well-being tend to have better energy and concentration, which has a positive impact on their performance.

These results are in line with research findings. Hidayati et al., (2019) found that a conducive work environment contributes significantly to improving employee performance. This study identified factors such as adequate work facilities, a comfortable work atmosphere, and social support in the workplace as key elements that influence employee performance. A positive work environment can increase employee satisfaction and productivity.

Nancy Yusnita, (2023) examining the influence of the work environment on employee performance found that physical, social, and psychological environmental factors in the workplace have a significant impact on performance. This study shows that a good work environment can reduce stress, increase concentration, and support employees in achieving optimal work results.

Korkeakunnas et al., (2023) shows that a supportive work environment, including good facilities and harmonious interpersonal relationships, has a positive impact on employee performance. This study also highlights that a safe and comfortable work environment affects motivation and work spirit, which has a direct impact on improving performance.

The Influence of Religiosity, Motivation and Work Environment on Employee Performance

The results of the study indicate that religiosity, motivation, and work environment simultaneously have a positive and significant effect on employee performance at BKPSDM Luwu Timur Regency. These three factors work simultaneously, creating a strong synergy in influencing employee performance. Religiosity provides a moral foundation, motivation drives action, and the work environment provides the support needed for optimal performance. When these three factors are in good condition, employees tend to achieve higher performance.

These findings indicate that human resource management at BKPSDM Luwu Timur Regency must pay attention to these three aspects simultaneously. Religiosity development programs, increasing work motivation, and improving the work environment must be integrated into the management strategy to improve employee performance. By creating a good balance between

religiosity, motivation, and work environment, organizations can achieve optimal performance and strategic goals more effectively.

The results of this study are in line with research by Asamani et al., (2022) who conducted research on the influence of religiosity, motivation, and work environment on employee performance in the government sector. This study shows that these three variables simultaneously have a significant influence on employee performance. Alharbi, Yahya, & Kassim, (2022) examined the influence of religiosity, motivation, and work environment on employee performance in the education sector. The results of this study found that the combination of religiosity, motivation, and work environment had a significant effect on employee performance.

Research Implications

The research findings show a positive but insignificant influence between religiosity and employee performance, which implies that the BKPSDM of East Luwu Regency needs to assess and improve other variables that can support employee performance, such as motivation and work environment. Although religiosity can make a positive contribution, factors such as strong motivation and a supportive work environment may have a more direct and significant influence on employee performance.

The BKPSDM of East Luwu Regency needs to implement effective motivational strategies, such as reward programs, career development, and improving employee welfare. These strategies can increase employee motivation levels and, in turn, improve their performance. In addition, it is important to identify and understand the factors that influence employee motivation and implement strategies that can motivate them sustainably.

The Luwu Timur Regency Human Resources Development and Personnel Agency is advised to continue investing in improving work facilities, creating a positive work atmosphere, and providing social and psychological support for employees. Efforts to improve and maintain the work environment can contribute to increasing employee productivity and overall performance.

Conclusion

Religiosity has a positive but not significant effect on employee performance at the BKPSDM of East Luwu Regency. Although religiosity is an important aspect of an individual's life, its influence on employee performance needs to be considered in a broader context and together with other variables that influence performance. Motivation plays a significant role in employee performance at BKPSDM Luwu Timur Regency, and efforts to improve motivation can have a substantial positive impact on employee quality and work results.

The work environment has a positive and significant effect on employee performance at BKPSDM Luwu Timur Regency. A good work environment plays an important role in improving employee performance at BKPSDM Luwu Timur Regency. A supportive work environment can help employees to work more efficiently, feel more satisfied, and achieve optimal work results.

The simultaneous influence of religiosity, motivation, and work environment on employee performance emphasizes the importance of a holistic approach in human resource management. By considering and optimizing these three factors, BKPSDM Luwu Timur Regency can improve employee performance significantly and sustainably.

Thank-you note

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