



**WORK MOTIVATION AND EMPLOYEE PERFORMANCE:
THE ROLES OF DISCIPLINE AND TRUSTWORTHINESS
AT DITJEN PENDIDIKAN ISLAM**

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Abstract

This study originates from the gap between employee potential and actual performance outcomes in the public sector, underscoring the need for a more comprehensive understanding of the psychological, behavioral, and moral determinants shaping performance. This study employs a quantitative correlational and causal-comparative design. It examines the effects of work motivation, work discipline, and trustworthiness on employee performance at the Directorate General of Islamic Education (Ditjen Pendis). Data were collected through a Likert-scale survey and analyzed using multiple regression and Structural Equation Modeling (SEM) to test direct, interaction, mediation, and moderation effects. The findings reveal that motivation, discipline, and trustworthiness collectively explain 61% of the variance in employee performance, with motivation emerging as the strongest predictor. Discipline strengthens the relationship between motivation and performance, while trustworthiness acts as a partial mediator by transmitting part of motivation's effect through the internalization of Islamic-based ethical responsibility in bureaucratic practice. These findings indicate that performance improvement is shaped not only by psychological energy but also by structured behavioral regulation and internalized ethical foundations. Theoretically, this study advances a value-mediated performance framework, and practically provides a basis for designing integrated public-sector human resource development strategies grounded in motivation, discipline, and integrity.

Keywords: *Work Motivation; Work Discipline; Trustworthiness; Employee Performance.*



Abstrak

Isu penelitian ini berangkat dari kesenjangan antara potensi pegawai dan capaian kinerja aktual di sektor publik, yang menegaskan perlunya pemahaman yang lebih komprehensif mengenai determinan psikologis, perilaku, dan moral yang membentuk kinerja. Dengan menggunakan pendekatan kuantitatif melalui desain korelasional dan kausal-komparatif, penelitian ini menganalisis pengaruh motivasi kerja, disiplin kerja, dan amanah terhadap kinerja pegawai di Direktorat Jenderal Pendidikan Islam (Ditjen Pendis). Data dikumpulkan melalui survei skala Likert dan dianalisis menggunakan regresi berganda serta Structural Equation Modeling (SEM) untuk menguji pengaruh langsung, interaksi, mediasi, dan moderasi. Hasil penelitian menunjukkan bahwa motivasi, disiplin, dan amanah secara bersama-sama menjelaskan 61% variasi kinerja pegawai, dengan motivasi sebagai prediktor yang paling kuat. Disiplin memperkuat hubungan antara motivasi dan kinerja, sedangkan amanah berperan sebagai mediator parsial dengan menyalurkan sebagian pengaruh motivasi melalui internalisasi tanggung jawab etis berbasis nilai Islam dalam praktik birokrasi. Temuan ini menunjukkan bahwa peningkatan kinerja tidak hanya ditentukan oleh energi psikologis, tetapi juga oleh regulasi perilaku yang terstruktur serta fondasi etis yang terinternalisasi. Secara teoretis, penelitian ini mengembangkan kerangka kinerja berbasis nilai (value-mediated performance framework), dan secara praktis memberikan dasar bagi perancangan strategi pengembangan sumber daya manusia sektor publik yang terintegrasi dan berlandaskan pada motivasi, disiplin, dan integritas.

Kata Kunci: *Motivasi Kerja; Disiplin Kerja; Amanah; Kinerja Pegawai.*

INTRODUCTION

Employee performance is one of the key indicators of organizational effectiveness in the public sector, including within the Directorate General of Islamic Education (Ditjen Pendis). Although various policies and capacity-building programs have been implemented, empirical studies indicate a persistent disparity between employee potential and actual performance in the field. This phenomenon raises a fundamental question: to what extent do work motivation, discipline, and trustworthiness (*amanah*) influence employee performance? Previous studies emphasize that work motivation is a crucial factor in improving productivity and individual work quality (Alam & Monica, 2015; Anisa Aruan et al., 2024; A. Y. Astuti et al., 2023). However, interactions between motivation, work discipline, and trustworthiness have rarely been analyzed simultaneously, particularly in the context of Islamic educational institutions in Indonesia. This study seeks to fill that gap by offering an integrative perspective that combines classical motivation

theories, organizational discipline theory, and integrity/ trustworthiness principles within a unified analytical framework.

Theoretically, this research draws upon Herzberg's (1966) two-factor theory, Robbins & Judge's (2016) organizational behavior framework, and contemporary literature on the influence of discipline and integrity on employee performance (Aprianto et al., 2024; Herlianto & Rahayu, 2024; Izhar et al., 2024). This conceptual foundation is strengthened by recent empirical evidence showing that work discipline and trustworthiness may function as moderating or mediating variables in the relationship between work motivation and performance (Aslamia & Siska, 2025; Permana et al., 2025; Tika et al., 2025). The contribution of this study is twofold: first, it reinforces theoretical understanding of the determinants of employee performance; second, it provides practical recommendations for Ditjen Pendis to design more targeted interventions for improving employee performance through a combined strategy of motivation enhancement, discipline strengthening, and integrity development.

The use of mediation and moderation in this study is grounded in empirical inconsistencies identified in prior research. Existing studies on work motivation, work discipline, and employee performance predominantly employ direct-effect models and report varying effect sizes, suggesting that the relationship may not be purely linear or additive. Several empirical findings indicate that motivation does not always translate directly into performance, implying the presence of intervening psychological mechanisms. In response to this gap, this study positions trustworthiness as a mediating construct that explains how motivational energy is internalized and transformed into performance outcomes.

Furthermore, prior research rarely examines the conditional role of contextual or behavioral factors in strengthening or weakening this process. Therefore, work discipline is introduced as a moderating variable to test whether the effectiveness of motivation depends on the level of regulatory consistency within the organization. A review of recent publications in human resource and public sector management literature shows that integrated moderated-mediation models combining these three constructs remain limited, particularly in the Indonesian public sector context, where studies largely rely on bivariate or multiple regression approaches.

Within this framework, trustworthiness is conceptualized not merely as generalized organizational integrity but as the operationalization of *amanah* within professional conduct (Astuti, 2024; Ateeq et al., 2025). Rooted in Islamic ethical principles, *amanah* reflects internalized moral responsibility that integrates intentional awareness, procedural compliance, and ethical consistency in task

execution (Handayani et al., 2025; Mufawazah & Sadiyah, 2025). While Islamic ethical thought situates *amanah* within a broader framework of accountability, the present study focuses specifically on its observable behavioral manifestation in bureaucratic settings. Thus, trustworthiness represents the professional expression of *amanah*, reflected in responsible task completion, consistency between commitment and action, and adherence to institutional procedures as a moral obligation (Amaliasita & Astuti, 2023). By framing trustworthiness in this manner, the study captures ethical internalization at the behavioral level rather than theological conviction, ensuring empirical measurability while preserving its normative foundation within organizational practice (Robbins & Judge, 2016).

By positioning trustworthiness as a mediating construct, this study proposes that motivational energy translates into sustainable performance only when filtered through an internalized ethical-regulatory framework (Ateeq et al., 2025). Accordingly, trustworthiness functions as a moral transmission mechanism linking psychological drive to accountable and consistent professional outcomes within Islamic public institutions, consistent with value-based organizational behavior perspectives (Hedström & Bearman, 2009; Herzberg, 1966).

Recent internal performance reports and accountability documents of the Directorate General of Islamic Education indicate fluctuations in service responsiveness, program timeliness, and target realization. Although institutional indicators remain within acceptable standards, variations across units suggest that performance optimization remains a managerial concern. These empirical conditions highlight the need for a more integrative analytical approach that explains not only whether motivation, discipline, and trustworthiness influence performance, but how and under what conditions such influence occurs. Accordingly, this study develops and empirically validates a theoretically integrated moderated-mediation model that simultaneously examines direct effects, mediating mechanisms, and moderating conditions to provide a process-based explanation of performance formation within Islamic public institutions.

RESEARCH METHODS

This study employs a quantitative approach with a correlational and causal-comparative design to analyze the effects of work motivation, discipline, and trustworthiness on the performance of employees at the Directorate General of Islamic Education (Ditjen Pendis). This approach enables the examination of direct causal relationships as well as interactions among variables through simultaneous analysis, including moderation and mediation effects.

A total of 200 employees ($n = 200$) from the Secretariat Division of Ditjen Pendis were selected using a stratified probability sampling technique to ensure proportional representation across functional sections (General Affairs, Finance, Planning, and Organization/Personnel and Legal Affairs), job positions (managerial and staff levels), educational background, and length of service. This sampling strategy was designed to capture variations in motivation, discipline, trustworthiness, and performance within the administrative structure. All distributed questionnaires were returned and deemed valid for analysis, resulting in 200 usable responses. The measurement instruments were subsequently tested for validity and reliability using established statistical procedures (Agustini et al., 2024; Sugiyono, 2020).

To address potential common method bias (CMB) arising from the use of self-reported data, Harman's single-factor test was conducted. The unrotated factor solution indicated that no single factor accounted for the majority of variance, as the first factor explained less than 50% of the total variance. Additionally, variance inflation factor (VIF) values for all constructs were below the threshold of 3.3, suggesting the absence of substantial common method bias. These results indicate that the structural relationships identified in the model are unlikely to be inflated by measurement artifacts.

The trustworthiness construct was operationalized using reflective indicators designed to capture the behavioral manifestation of amanah within bureaucratic practice. The measurement items assessed: (1) responsibility in completing assigned tasks beyond minimum formal requirements; (2) consistency between stated commitments and actual work behavior; (3) adherence to institutional rules and procedures as a moral obligation; and (4) perceived accountability in executing duties with integrity and ethical awareness. These indicators reflect the Islamic concept of amanah as moral responsibility and ethical consistency in professional conduct. The instrument focuses on observable behavioral dimensions rather than theological conviction, ensuring empirical measurability while maintaining alignment with Islamic ethical foundations.

Statistical analysis applied a significance level of $p < 0.05$ and the coefficient of determination (R^2) to assess the contribution of independent variables. Findings are presented in tables, graphs, and path diagrams to clearly visualize the mechanisms of influence and interactions among variables (Barroga & Matanguihan, 2022; Susanto et al., 2024). These procedures were designed to address the core research focus: measuring the individual and simultaneous effects of work motivation, discipline, and trustworthiness on the performance of Ditjen Pendis employees, and understanding how interactions among these variables

strengthen or mediate performance outcomes. This approach is expected to offer both theoretical and practical contributions, supporting human resource management development and strategies to enhance discipline and integrity within public sector organizations.

RESULTS AND DISCUSSION

Results

The structural model produced an R^2 value of 0.61, indicating that 61% of the variance in employee performance is explained by the proposed predictors. This level of explanatory power suggests that the integrated effects of work motivation, work discipline, trustworthiness, and their interaction substantially account for performance variation within the organizational context examined. The remaining 39% of the variance may be attributed to other factors not included in this model, such as leadership quality, organizational culture, work environment, incentive structures, and policy implementation dynamics.

Table 1. Structural Path Coefficients, Significance, and Effect Sizes

Relationship	β	t-value	p-value	95% CI (LL-UL)	f^2	Effect Size	Result
Motivation → Performance	0.31	4.01	0.000	0.16 – 0.45	0.18	Medium	Supported
Discipline → Performance	0.29	3.78	0.000	0.14 – 0.44	0.18	Medium	Supported
Trustworthiness → Performance	0.26	3.02	0.003	0.09 – 0.42	0.12	Medium	Supported
Motivation → Trustworthiness	0.31	3.87	0.000	0.15 – 0.47	0.16	Medium	Supported
Motivation × Discipline → Performance	0.12	2.45	0.015	0.02 – 0.21	0.10	Small-Medium	Supported

Table 1 presents the complete structural results, including standardized path coefficients, bootstrapping significance, confidence intervals, and effect sizes. All hypothesized relationships are statistically significant, and the confidence intervals do not include zero, confirming the robustness of the structural model. The effect size values indicate moderate practical relevance for the main structural paths and a small-to-medium effect for the interaction term.

Table 2. Coefficient of Determination (R^2) of the Structural Model

Endogenous Variable	R^2
Performance	0.61

Table 2 presents the coefficient of determination (R^2) for the endogenous construct of employee performance. The reported value demonstrates that the structural model achieves a high level of explanatory adequacy, indicating that the combined effects of work motivation, work discipline, trustworthiness, and their interaction meaningfully capture the variation in performance outcomes within the institutional context examined. This level of explanatory strength suggests that the proposed framework provides a substantively robust representation of performance formation in Islamic public sector settings, supporting the overall validity of the moderated-mediation structure.

Table 3. Trustworthiness as a Partial Mediator of Motivation’s Effect on Performance

Mediation Path	Indirect	Total Effect	VAF (%)	Type
Motivation → Trustworthiness → Performance	0.08	0.39	20.5%	Partial

Bootstrapping analysis confirms the statistical stability of the structural relationships. All significant paths display entirely positive 95% confidence intervals. This indicates that the estimated coefficients are consistently different from zero. The absence of interval overlap with zero strengthens the validity of the findings. Overall, the results provide strong empirical support for the robustness of the proposed structural model.

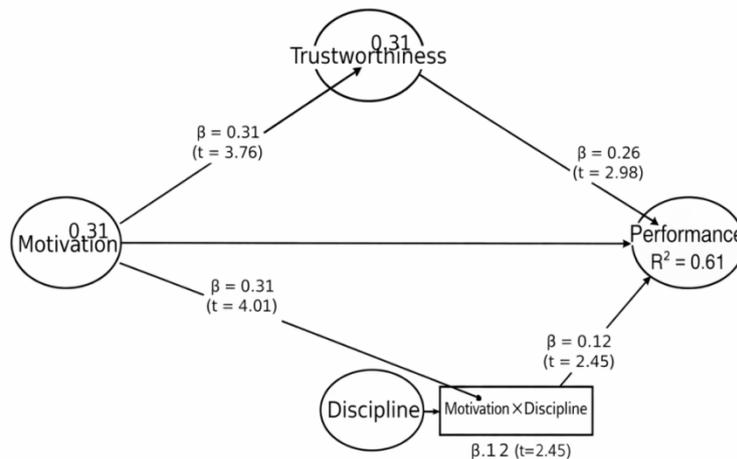


Figure 1. Structural Model of the Moderated-Mediation Effect of Work Motivation on Employee Performance through Trustworthiness Strengthened by Work Discipline

Figure 1 presents the structural model estimated using SmartPLS, illustrating the relationships among work motivation, trustworthiness, work discipline, and employee performance at the Directorate General of Islamic Education. The model

shows that work motivation has a direct positive effect on employee performance ($\beta = 0.31$) and also influences trustworthiness ($\beta = 0.31$). Trustworthiness, in turn, exerts a significant positive effect on performance ($\beta = 0.26$), confirming its mediating role in the model. The interaction term between motivation and discipline ($\beta = 0.12$) indicates that discipline strengthens the effect of motivation on performance. The R^2 value of 0.61 for employee performance demonstrates substantial explanatory power of the integrated model.

Overall, the figure visualizes a moderated-mediation structure in which motivation influences performance both directly and indirectly through trustworthiness, while discipline operates as a conditional factor that enhances this relationship. The model highlights that performance formation is shaped by the combined influence of psychological, behavioral, and ethical dimensions within the organizational context.

Discussion

The mediating role of trustworthiness should be interpreted as an Islamic moral-regulatory mechanism through which motivational energy is transformed into consistent professional behavior (Astuti, 2024; Ateeq et al., 2025). Rather than functioning merely as a generalized integrity variable, trustworthiness in this model represents the operationalization of *amanah*, manifested in responsibility, procedural compliance, and ethical consistency (Amaliasita & Astuti, 2023; Damayanti, 2025; Handayani et al., 2025). The finding that motivation influences performance partly through trustworthiness (VAF = 20.5%) indicates that ethical internalization operates as a transmission mechanism that stabilizes motivational impulses into accountable work conduct, aligning with Islamic work ethic perspectives that position moral commitment as a driver of sustained task execution (Basalamah, 2025; Mufawazah & Sadiyah, 2025).

This finding suggests that motivation becomes sustainable and institutionally reliable only when filtered through an internalized ethical framework. Such interpretation is consistent with motivational theory emphasizing intrinsic drivers of work behavior (Herzberg, 1966) and organizational behavior literature highlighting the role of values in shaping professional conduct (Robbins & Judge, 2016). Accordingly, performance within Islamic public institutions reflects the integration of psychological drive and value-based self-regulation (Hedström & Bearman, 2009).

Empirically, work motivation demonstrates a significant direct effect on performance ($\beta = 0.31$; $p < 0.001$), supporting Herzberg's (1966) proposition that intrinsic motivation enhances work quality and productivity. Similarly, work

discipline exerts a strong direct influence ($\beta = 0.29$; $p < 0.001$), confirming that behavioral consistency and adherence to organizational procedures are critical in bureaucratic settings. Within the context of Islamic educational governance, discipline extends beyond administrative compliance, reflecting sustained commitment to duty grounded in ethical awareness. Thus, discipline operates both as regulatory structure and behavioral stabilizer.

In addition to its mediating function, trustworthiness contributes to the consistency and reliability of professional performance by channeling motivational impulses into accountable work behavior (Amaliasita & Astuti, 2023; Ateeq et al., 2025; Suhendra, 2025). Within the organizational context examined, it represents responsible task completion, alignment between commitments and actions, and adherence to established procedures (Astuti, 2024). The present study therefore conceptualizes trustworthiness as a form of value-based self-regulation manifested in observable conduct rather than as an indicator of theological conviction, thereby maintaining empirical clarity while preserving its ethical foundation within Islamic public institutions (Handayani et al., 2025; Robbins & Judge, 2016).

The moderation effect of discipline ($\beta = 0.12$; $p = 0.015$) further demonstrates that motivation alone is insufficient to ensure sustained performance. Its effectiveness depends on consistent behavioral regulation. The medium effect sizes ($f^2 = 0.18$; 0.12 ; 0.10) confirm that performance formation at Ditjen Pendis is structurally embedded in the interaction between psychological energy, behavioral discipline, and ethical grounding.

Taken together, these findings indicate that employee performance in Islamic public institutions emerges from the interplay of motivation, discipline, and trustworthiness. Rather than operating independently, these variables form an integrated system in which psychological drive is regulated by behavioral discipline and stabilized by ethical internalization. Consequently, performance-enhancement strategies should integrate motivational development, disciplinary reinforcement, and systematic value internalization to foster accountable and sustainable bureaucratic professionalism.

CONCLUSION

This study examined the effects of work motivation, work discipline, and trustworthiness on employee performance within the Directorate General of Islamic Education using a moderated-mediation framework. The findings demonstrate that motivation is the primary driver of performance, while discipline enhances the strength of the motivation-performance relationship. Trustworthiness functions as a partial mediator, indicating that motivational

energy contributes to sustained performance when internalized through ethical responsibility. The model explains 61% of the variance in employee performance, confirming substantial explanatory power.

These results suggest that performance formation in Islamic public institutions is shaped by the integration of psychological drive, structured behavioral regulation, and value-based ethical internalization. Rather than operating independently, these elements form an interconnected system in which motivation is stabilized by discipline and reinforced by trustworthiness.

Practically, performance enhancement strategies should combine motivational development, reinforcement of disciplined work conduct, and systematic internalization of ethical responsibility within organizational routines. This study is limited to one administrative unit within the Directorate General of Islamic Education, and future research may extend the model across broader governmental contexts to enhance generalizability.

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