International Journal of Business and Management Technology in Society
Available at https://journal.its.ac.id/index.php/ijbmts/

The Relationship between the Islamic Work Environment and Work Performance: The Mediating Role of Islamic Work Motivation at Bank Jatim Syariah Surabaya Employees

Azkiya Shabira[1], Zera Zuryana[2], and Ferri Safriwardy[3]
[1,2]International Islamic University Malaysia
[3]Universitas Malikussaleh

Article History
Received : 2026-08-17
Revised : 2026-09-17
Accepted : 2026-10-19
Published: 2026-10-31

Keywords:
Islamic economics, Islamic Work Environment, Islamic Work Motivation, Work Performance

Corresponding author:
a.shabira@student.iium.edu.my

Paper type:
Research paper

Cite this article:
Shabira, A., Zuryana, Z., & Safriwardy, F. (2026). The Relationship between the Islamic Work Environment and Work Performance: The Mediating Role of Islamic Work Motivation at Bank Jatim Syariah Surabaya Employees. *International Journal of Business and Management Technology in Society, 4*(1), 1–14. https://doi.org/10.12962/j30254256.v4i1.10982

Abstract

Purpose – This research aims to examine the relationship between Islamic Work Environment and Work Performance and the mediating role of Islamic Work Motivation at Bank Jatim Syariah Surabaya.

Methodology – This study employed a quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the mediating role of Islamic Work Motivation in the relationship between the Islamic Work Environment and Work Performance. Data were collected through a Likert-scale questionnaire administered to all 40 employees of Bank Jatim Syariah, Surabaya Branch, using a saturated sampling technique.

Findings – The results indicate positive and significant relationships among Islamic Work Environment, Islamic Work Motivation, and Work Performance, with Islamic Work Motivation significantly mediating the relationship between Islamic Work Environment and Work Performance.

Originality – This study contributes by examining Islamic Work Motivation as a mediating mechanism linking Islamic Work Environment and Work Performance within the specific context of Bank Jatim Syariah Surabaya.

Practical implications – The findings provide valuable insights for Islamic banking managers in fostering an Islamic work environment that supports employee motivation and performance through fair leadership, trustworthy practices, respectful communication, and supportive workplace relationships, while ensuring that spiritual activities remain voluntary and non-coercive.

Introduction

An increasingly competitive business environment requires organizations to manage human resources not only for organizational effectiveness but also in ways that are consistent with the values that guide the organization. In Islamic organizations, work is viewed not merely as an economic activity but also as a form of worship that should be performed with lawful means, sincerity, responsibility, and ethical conduct (Afandi, 2018; Agustini, 2019; Prasetyo, 2023). Accordingly, human resource management in Islamic organizations needs to consider the work environment and motivational processes that may shape employees' work performance.

ISSN 3025-4256
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Work Performance represents the extent to which employees accomplish their assigned responsibilities in terms of quality, quantity, timeliness, effectiveness, and independence (Robbins & A. Judge, 2016). Previous studies have identified the work environment and work motivation as important factors associated with employee performance. In Islamic organizational settings, these factors may also be shaped by Islamic values, including justice ('adl), trustworthiness (amanah), responsibility, cooperation, and sincerity (Cahyadi, 2019; Junianto et al., 2021; Hidayah et al., 2021).

An Islamic Work Environment refers to a work setting in which physical and social conditions are aligned with Islamic principles. It may include supportive relationships between employees and leaders, mutual respect, cooperation, facilities that support worship, and religious activities. Previous empirical studies have reported positive relationships between Islamic Work Environment and employee outcomes, including Work Performance (Cahyadi, 2019; Hidayah et al., 2021; Lesmana & Damanik, 2022). Islamic Work Motivation, meanwhile, reflects motivation to work with sincere intention, responsibility, and the pursuit of Allah's pleasure, rather than relying solely on material rewards (Anoraga & Prasetyo, 2015; R Saleh, 2009).

However, previous research has largely examined these relationships as separate direct associations. For example, studies have examined the relationship between Islamic Work Environment and Work Performance or between work motivation and Work Performance, while less attention has been given to the mechanism through which an Islamic Work Environment is associated with Work Performance through Islamic Work Motivation. This distinction is important because a supportive work environment may function not only as a contextual factor but also as a source of motivation that shapes how employees approach their work.

To explain this mechanism, this study adopts the Job Demands–Resources (JD-R) theory. JD-R theory proposes that characteristics of the work environment can function as job resources that stimulate a motivational process and contribute to positive work outcomes (Bakker & Demerouti, 2017). More recent research likewise shows that job resources can activate motivational processes that are associated with employee performance (Lee & Jo, 2023). In the present study, Islamic Work Environment is conceptualized as a value-based organizational resource, while Islamic Work Motivation represents a context-specific motivational mechanism through which this environment is associated with Work Performance.

The study therefore addresses an empirical and theoretical gap by examining Islamic Work Motivation as a mediating mechanism between Islamic Work Environment and Work Performance. The contribution is not simply the addition of an intervening variable; rather, the model explains how an Islamic organizational context may be translated into employee outcomes through a motivational process. Although the study is situated at Bank Jatim Syariah Surabaya, its contribution also relates to broader organizational behavior and Islamic human resource management by examining how organizational context and employee motivation are connected to Work Performance.

Bank Jatim Syariah Surabaya provides the empirical setting for examining this mechanism because the study focuses on employees working within an organization that incorporates Islamic values into its work practices. The branch has implemented religious study sessions, muhasabah activities, spiritual motivation activities, and employee recognition, as described in the original research setting. These practices provide a relevant context for examining the proposed relationships. Therefore, this study aims to examine the relationship between Islamic Work Environment and Work Performance and to determine whether Islamic Work Motivation mediates this relationship at Bank Jatim Syariah Surabaya.

Literature Review

Job Demands–Resources Theory

The Job Demands–Resources (JD-R) theory provides the theoretical framework for this study. The theory explains that job characteristics can be classified broadly as job demands or job resources. Job resources are aspects of work that help employees achieve work goals, reduce the costs associated with job demands, and stimulate motivation (Bakker & Demerouti, 2017). In addition, JD-R theory explains a motivational process in which adequate work resources are associated with positive motivational states and, subsequently, positive work outcomes. Recent research applying JD-R theory also demonstrates the relevance of work resources to employee motivation and performance (Lee & Jo, 2023).

In this study, the Islamic Work Environment is positioned as a value-based job resource. Justice, amanah, supportive interpersonal relationships, cooperation, religious facilities, and opportunities to engage in religious activities can provide employees with social, psychological, and organizational resources. These resources may strengthen Islamic Work Motivation by creating a work setting in which employees can perform their responsibilities consistently with Islamic values. Islamic Work Motivation is consequently positioned as the motivational mechanism linking the work environment to Work Performance. This framework provides a theoretical explanation for the proposed mediation rather than treating Islamic Work Motivation merely as an additional intervening variable.

Islamic Work Environment

An Islamic Work Environment refers to a workplace characterized by physical and nonphysical conditions that are consistent with Islamic principles. Emphasizes mutual support and cooperation among individuals, while the work environment also includes conditions surrounding employees that may influence task performance (Suntoyo, 2015). In this study, the Islamic Work Environment includes physical conditions and facilities supporting worship as well as nonphysical conditions such as relationships among supervisors, colleagues, and subordinates and religious activities such as Quran study sessions and Islamic lectures.

Islamic Work Motivation

Islamic Work Motivation refers to the motivation to work with sincere intention, responsibility, and the pursuit of Allah's pleasure. Work from an Islamic perspective as an act of worship and an effort to earn a lawful livelihood (Prasetyo, 2023). Identifies sincerity, righteous intention, and seeking Allah's pleasure as important aspects of Islamic motivation (R Saleh, 2009). In this study, Islamic Work Motivation is therefore understood as a value-based form of motivation that guides employees to perform their work responsibly and sincerely.

Work Performance

Work Performance refers to the outcomes achieved by employees in carrying out assigned responsibilities. Identify work quality, quantity, timeliness, effectiveness, and independence as relevant performance dimensions (Robbins & A. Judge, 2016. In this study, Work Performance represents the employee outcome associated with the proposed relationship between Islamic Work Environment and Islamic Work Motivation.

Hypothesis Development

Islamic Work Environment and Islamic Work Motivation. Based on JD-R theory, work resources can initiate a motivational process because supportive work conditions provide employees with resources that facilitate goal attainment and positive motivation (Bakker & Demerouti, 2017). In an Islamic organizational context, an environment characterized by justice, amanah, supportive relationships, cooperation, and religious support may strengthen employees' motivation to work in accordance with Islamic values. Empirical studies have also reported a positive relationship between work environment and work motivation (Givanni & Aribowo, 2023; Hidayah et al., 2021). Therefore:

H1. Islamic Work Environment is positively and significantly associated with Islamic Work Motivation.

Islamic Work Environment and Work Performance. JD-R theory suggests that job resources can support employees in achieving work goals and are associated with positive work outcomes (Bakker & Demerouti, 2017). An Islamic Work Environment may provide social and organizational resources through supportive relationships, justice, cooperation, and facilities that support religious practice. These conditions may be associated with employees' ability to carry out their responsibilities effectively. Previous studies have also reported a positive relationship between work environment and Work Performance (Cahyadi, 2019; Lesmana & Damanik, 2022). Therefore:

H2. Islamic Work Environment is positively and significantly associated with Work Performance.

Islamic Work Motivation and Work Performance. The motivational process in JD-R theory suggests that motivation is associated with positive work outcomes. In the Islamic context, motivation based on sincere intention, responsibility, and the pursuit of Allah's pleasure may encourage employees to perform their responsibilities consistently and effectively. Previous research has found a positive relationship between work motivation and performance (Parashakti, 2018; Riyadi & Rokhim, 2017). Therefore:

H3. Islamic Work Motivation is positively and significantly associated with Work Performance.

Mediating role of Islamic Work Motivation. The proposed mediation follows the motivational pathway of JD-R theory: work resources are associated with motivation, and motivation is subsequently associated with work outcomes (Bakker & Demerouti, 2017). Accordingly, an Islamic Work Environment may be associated with Work Performance partly because it strengthens employees' Islamic Work Motivation. Previous mediation research has also indicated that work motivation can transmit the relationship between work environment and performance (Rozy, 2021). Therefore:

H4. Islamic Work Motivation mediates the positive relationship between Islamic Work Environment and Work Performance.

Research Method

Research Design

A research method is essentially an approach used to obtain data for a specific purpose or objective. To achieve this goal, it is necessary to apply an appropriate method that can produce relevant results. This study employed a quantitative approach using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to examine the mediating effect of Islamic Work Motivation. The object of this research is Bank Jatim Syariah, Surabaya Branch.

Empirical Model

The empirical model is constructed to describe and explain the phenomena observed in this study. It serves as an abstract representation that illustrates the relationship between the variables under investigation, formulated on the basis of relevant theories and the hypotheses that have been developed. This research aims to examine the relationship between the Islamic work environment as independent variables, Islamic work motivation as mediating variable, and work performance as the dependent variable. The empirical model used as the foundation of this study is presented in the following illustration:

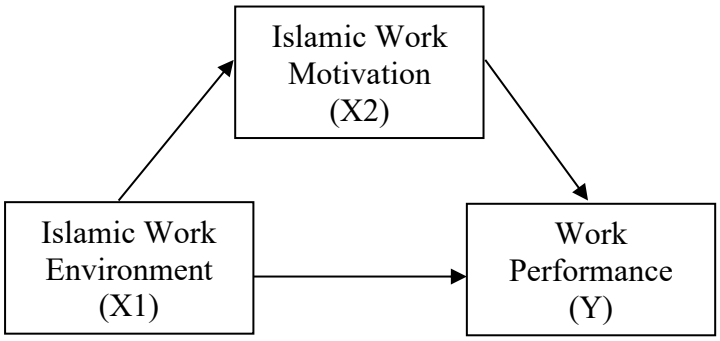


Figure 1. Empirical Model
Source: Author Illustration

Research Instrument and Data Collection

Primary data were collected using a questionnaire distributed to all employees of Bank Jatim Syariah Surabaya Branch. The study used saturated sampling, resulting in 40 respondents. The questionnaire measured Islamic Work Environment, Islamic Work Motivation, and Work Performance using the indicators described in the measurement section. The questionnaire used a Likert scale to measure the three constructs. Islamic Work Environment (X) was measured using four items adapted from (Sedarmayanti, 2017), Islamic Work Motivation (Z) was measured using three items adapted from (R. Saleh, 2009), and Work Performance (Y) was measured using six items adapted from (Robbins & Judge, 2016). The measurement items were adjusted to suit the context of employees at Bank Jatim Syariah Surabaya. Data were collected over a one-month period.

As all constructs were measured using a self-administered questionnaire completed by the same respondents, potential common method bias was considered. To reduce the potential for such bias, respondents were informed that their participation was voluntary and that their responses would remain anonymous and confidential. No personally identifying information was collected, and the responses were used solely for academic research purposes. Permission to conduct the study and collect data was also obtained from Bank Jatim Syariah Surabaya prior to data collection. No separate statistical test for common method bias was conducted.

Ethical Procedure

Participation was voluntary and respondents' information should be reported as confidential and used only for research purposes, no personal identifying information was collected. Before data collection, permission to conduct the research was obtained from Bank Jatim Syariah Surabaya.

Data Analysis Technique

The mediation analysis should report the bootstrapping procedure used in SmartPLS, including the number of resamples and the confidence interval used. Bootstrapping was performed using SmartPLS 4 to assess the statistical significance of hypothesized relationships. The bootstrapping procedure was conducted using 5,000 subsamples with a percentile bootstrap confidence interval method. A one-tailed test was employed at a significance level of 0.05. A fixed seed was used for the random number generator to ensure reproducibility. The significance of the structural paths was assessed based on the t-statistic and p-value obtained from the bootstrapping procedure. Given the population and sample size of 40 employees, the statistical power and limited generalizability of the results should also be acknowledged.

This study employed Partial Least Squares (PLS) analysis to examine the relationship between the Islamic Work Environment and Work Performance, with Islamic Work Motivation as the mediating variable. According to (Abdillah. & Jogiyanto, 2009), PLS is a variance-based Structural Equation Modeling (SEM) technique that simultaneously evaluates the structural model (inner model) and the measurement model (outer model). Therefore, PLS is primarily used for predictive model analysis.

PLS is a powerful analytical technique because it requires relatively few assumptions (Ghozali & Latan, 2015). This method was selected to analyze the relationships between exogenous and endogenous variables. PLS analysis consists of two stages, namely the outer model and the inner model.

1. Outer Model

The outer model, also known as the measurement model, explains the relationship between each indicator and its latent construct (Ghozali & Latan, 2015). This model evaluates the validity and reliability of the measurement indicators through convergent validity, discriminant validity, Cronbach's Alpha, and Composite Reliability.

a. Convergent Validity.

Convergent validity refers to the extent to which indicators of the same construct are highly correlated. It is assessed using loading factor values, where values above 0.70 are considered acceptable, although values between 0.50–0.60 are still regarded as adequate (Ghozali, 2008:65). Convergent validity is also evaluated using the Average Variance Extracted (AVE), with recommended values exceeding 0.50 (Ghozali & Latan, 2015).

b. Discriminant Validity.

Discriminant validity measures whether a construct is empirically distinct from other constructs. It is evaluated using cross loadings, where each indicator should have a higher loading on its intended construct than on other constructs. In general, cross-loading values above 0.70 indicate adequate discriminant validity (Ghozali & Latan, 2015).

c. Composite Reliability.

Reliability testing assesses the consistency of the measurement instrument. Reliability is evaluated using Cronbach's Alpha and Composite Reliability, with values greater than 0.70 indicating satisfactory reliability (Ghozali & Latan, 2015).

2. Inner Model

The inner model, or structural model, describes the relationships among latent variables (Ghozali & Latan, 2015). It is used to examine the relationships between constructs through the following assessments:

a. R-Square.

The R-Square value indicates the proportion of variance in the endogenous variable explained by the exogenous variable(s). According to (Ghozali & Latan, 2015), R-Square values of 0.75, 0.50, and 0.25 represent substantial, moderate, and weak explanatory power, respectively.

b. Hypothesis Testing.

Hypothesis testing is conducted by examining the path coefficient, t-statistic, and p-value. A hypothesis is supported when the t-statistic exceeds 1.96 and the p-value is less than 0.05 at the 5% significance level (Ghozali & Latan, 2015). Thus, H_0 is rejected when $p < 0.05$, whereas H_0 is accepted when $p > 0.05$, indicating that the relationship between the variables is not statistically significant.

Results and Discussion

Outer Model Results

The relationship between each indicator and its respective latent variable is explained through the outer model. Islamic Work Environment, Islamic Work Motivation, and Work Performance are the latent variables measured in this study. The outer model is used to assess the validity and reliability of each indicator for the respective latent variables.

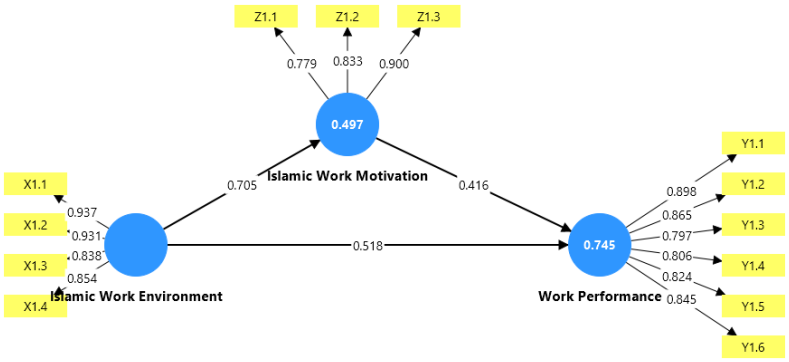


Figure 2. Outer Model
Source: Output SmartPLS, 2026

Convergent Validity

Assessing convergent validity requires the evaluation of the loading factor and the Average Variance Extracted (AVE). To establish convergent validity, the loading factor should ideally be 0.70, while values of 0.60 are considered acceptable. In addition, the AVE value should exceed 0.50. Thus, indicators are considered valid and meet the requirements of convergent validity. Table 4.6 below presents the loading factor values for the Islamic Work Environment, Work Performance, and Islamic Work Motivation variables.

Table 1. Loading Factor

	Islamic Work Environment	Islamic Work Motivation	Work Performance
X1.1	0.937		
X1.2	0.931		
X1.3	0.838		
X1.4	0.854		
Y1.1			0.898
Y1.2			0.865
Y1.3			0.797
Y1.4			0.806
Y1.5			0.824
Y1.6			0.845
Z1.1		0.779	
Z1.2		0.833	
Z1.3		0.900	

Source: Output SmartPLS, 2026

The results presented in Table 1 show that all indicators used for the Islamic Work Environment, Work Performance, and Islamic Work Motivation variables have loading factor values above 0.60–0.70. Therefore, the indicators of the Islamic Work Environment, Work Performance, and Islamic Work Motivation variables in this study are considered valid. Meanwhile, the AVE values were also assessed, as presented in the table below.

Table 2. Average Variance Extracted (AVE)

Variable	AVE	Result
Islamic Work Environment	0,794	Valid
Islamic Work Motivation	0,703	Valid
Work Performance	0,705	Valid

Source: Output SmartPLS, 2026

Table 2 shows that the AVE values required for convergent validity have been achieved, with all values exceeding 0.50. Therefore, it can be concluded that all constructs in this study are valid because they have AVE values greater than 0.50.

Discriminant Validity

Discriminant validity describes the extent to which the variables being tested are statistically distinct from other variables. This assessment is conducted at both the indicator and construct levels. At the indicator level, cross loadings are used, with the criterion that each indicator should have a stronger correlation with its respective construct than with other constructs.

Table 3. Cross Loading

	Islamic Work Environment	**Islamic Work Motivation**	**Work Performance**
X1.1	0.937	0.707	0.794
X1.2	0.931	0.651	0.744
X1.3	0.838	0.548	0.648
X1.4	0.854	0.594	0.694
Y1.1	0.834	0.809	0.898
Y1.2	0.614	0.768	0.865
Y1.3	0.659	0.653	0.797
Y1.4	0.685	0.528	0.806
Y1.5	0.624	0.523	0.824
Y1.6	0.641	0.600	0.845
Z1.1	0.468	0.779	0.566
Z1.2	0.512	0.833	0.598
Z1.3	0.745	0.900	0.771

Source: Output SmartPLS, 2026

Another criterion used to assess discriminant validity is the Heterotrait–Monotrait Ratio (HTMT). HTMT does not measure the relationships among indicators within the same construct; instead, it measures the average correlations between indicators across different constructs. According to (Hair, Joseph. et al., 2022), the HTMT value should not exceed 0.90. If the HTMT value is greater than 0.90, discriminant validity is not established, indicating that the constructs cannot be adequately distinguished from one another.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	Islamic Work Environment	**Islamic Work Motivation**	**Work Performance**
Islamic Work Environment			
Islamic Work Motivation	0.803		
Work Performance	0.877	0.890	

Source: Output SmartPLS, 2026

Based on the table, no HTMT correlation values exceeding 0.90 were found. Therefore, the HTMT criterion was satisfied, and the discriminant validity requirements were met.

At this stage, all constructs were found to satisfy the required criteria for discriminant validity. Accordingly, it can be concluded that each construct was empirically distinguished from the other constructs and was able to represent a phenomenon not captured by the other constructs in the model. Therefore, all indicators were considered to have met the discriminant validity criteria.

Composite Reliability

Reliability was assessed using both Composite Reliability and Cronbach's Alpha. The three variables are considered reliable if the values of Composite Reliability and Cronbach's Alpha are greater than 0.70. The results of the Composite Reliability and Cronbach's Alpha tests for the Islamic Work Environment, Work Performance, and Islamic Work Motivation variables are presented in Table 5 below.

Table 5. Composite Reliability and Cronbach's Alpha

	Cronbach's alpha	**Composite reliability (rho_a)**	**Composite reliability (rho_c)**	**Average variance extracted (AVE)**
Islamic Work Environment	0.913	0.921	0.939	0.794
Islamic Work Motivation	0.791	0.831	0.876	0.703
Work Performance	0.917	0.926	0.935	0.705

Source: Output SmartPLS, 2026

Table 5 shows that all variables, namely Islamic Work Environment (X), Work Performance (Y), and Islamic Work Motivation (Z), have Composite Reliability and Cronbach's Alpha values greater than 0.70. Therefore, it can be concluded that all three variables are considered reliable.

Inner Model Results

The inner model results were used to analyze the direct relationships between the Islamic Work Environment and Islamic Work Motivation variables on Work Performance. In addition, the indirect relationship between the Islamic Work Environment and Work Performance, with Islamic Work Motivation serving as the mediating variable, was also examined. The inner model was evaluated using the R-square value and hypothesis testing.

R-Square

Based on the data analysis, the following coefficient of determination (R-square) values were obtained. Table 6 shows that the R-square value for Work Performance is 0.745, indicating that 74.5% of the variance in Work Performance is explained by the Islamic Work Environment and Islamic Work Motivation variables. The remaining 25.5% is explained by other variables outside the scope of this study.

Table 6. R-square

	R-square	**R-square adjusted**
Islamic Work Motivation	0.497	0.484
Work Performance	0.745	0.731

Source: Output SmartPLS, 2026

Meanwhile, the R-square value for Islamic Work Motivation is 0.497, indicating that 49.7% of the variance in Islamic Work Motivation is explained by the Islamic Work Environment. The remaining 50.3% is explained by other variables not included in this study.

Hypothesis Testing

The structural model describes the relationships among the constructs and their significance based on the path coefficients obtained from the hypothesis testing results, as presented in the following table.

Table 7. Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Islamic Work Environment -> Islamic Work Motivation	0.705	0.711	0.089	7.880	0.000
Islamic Work Environment -> Work Performance	0.518	0.515	0.161	3.223	0.001
Islamic Work Motivation -> Work Performance	0.416	0.423	0.163	2.553	0.005

Source: Output SmartPLS, 2026

Table 7 shows that the Islamic Work Environment–Work Performance relationship has an original sample coefficient of 0.518, with a t-statistic of 3.223 and a p-value of 0.001. Because the p-value is below 0.05 and the coefficient is positive, H2 is supported, indicating a positive and significant association between Islamic Work Environment and Work Performance.

The relationship between Islamic Work Environment and Islamic Work Motivation has an original sample coefficient of 0.705, with a t-statistic of 7.880 and a p-value of 0.000. The coefficient is positive and statistically significant; therefore, H1 is supported.

The relationship between Islamic Work Motivation and Work Performance has an original sample coefficient of 0.416, with a t-statistic of 2.553 and a p-value of 0.005. The positive coefficient and p-value below 0.05 support H3, indicating a positive and significant association between Islamic Work Motivation and Work Performance.

Table 8. Indirect Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Islamic Work Environment -> Work Performance	0.294	0.296	0.114	2.579	0.005

Source: Output SmartPLS, 2026

Table 8 shows that the indirect effect of Islamic Work Environment on Work Performance through Islamic Work Motivation has an original sample coefficient of 0.294, with a t-statistic of 2.579 and a p-value of 0.005. The indirect effect is positive and statistically significant, supporting H4. Thus, Islamic Work Motivation mediates the relationship between Islamic Work Environment and Work Performance.

The Influence of Islamic Work Environment on Work Performance

The results indicate a positive and significant association between Islamic Work Environment and Work Performance ($\beta = 0.518$; $t = 3.223$; $p = 0.001$). The finding suggests that employees reporting a more supportive Islamic Work Environment also tend to report higher Work Performance. This relationship can be interpreted through the resource perspective of JD-R theory: supportive interpersonal relationships, justice, cooperation, responsibility, and facilities that support religious practice can function as work resources that help employees carry out their responsibilities. The finding is consistent with (Cahyadi, 2019; Suprayitno & Sukir, 2007;

Lesmana and Damanik, 2022), who reported positive relationships between work environment and employee performance.

The Influence of Islamic Work Environment on Islamic Work Motivation

Islamic Work Environment has a positive and significant association with Islamic Work Motivation ($\beta = 0.705$; $t = 7.880$; $p < 0.001$). From a JD-R perspective, supportive work resources can activate a motivational process (Bakker & Demerouti, 2017). In the Islamic context, justice, amanah, mutual respect, cooperation, and opportunities to engage in religious activities may provide employees with a supportive setting for expressing and maintaining Islamic values in their work. This interpretation is consistent with (Givanni & Aribowo, 2023), who reported positive relationships between work environment and work motivation, and with (Hidayah et al., 2021) regarding Islamic work environment and employee outcomes. The finding therefore provides empirical support for the first stage of the proposed mediation mechanism.

The Influence of Islamic Work Motivation on Work Performance

Islamic Work Motivation has a positive and significant association with Work Performance ($\beta = 0.416$; $t = 2.553$; $p = 0.005$). This finding is consistent with (Riyadi & Rokhim, 2017) and (Parashakti, 2018), who found positive relationships between work motivation and employee performance. In the Islamic context, sincere intention, responsibility, and the pursuit of Allah's pleasure may provide a meaningful basis for employees to perform their duties. From the JD-R perspective, motivation represents the mechanism through which work resources can be translated into positive work-related outcomes. Therefore, the result supports the second stage of the proposed mediation pathway.

The Mediating Role of Islamic Work Motivation

The indirect effect of Islamic Work Environment on Work Performance through Islamic Work Motivation is positive and significant ($\beta = 0.294$; $t = 2.579$; $p = 0.005$). This result indicates that Islamic Work Motivation forms part of the mechanism connecting Islamic Work Environment with Work Performance. Rather than viewing Islamic Work Motivation simply as an additional predictor, the finding suggests that the organizational environment may be associated with employees' performance partly through a motivational process. This interpretation is consistent with JD-R theory, which emphasizes the motivational role of work resources and their relationship with positive work outcomes (Bakker & Demerouti, 2017; Lee & Jo, 2023). The result also extends previous Islamic HRM research by positioning Islamic Work Motivation as a mediating mechanism within the relationship between organizational context and employee outcomes.

R-Square and Discriminant Validity

The R-square value for Work Performance is 0.745, while the value for Islamic Work Motivation is 0.497. These values indicate substantial explanatory power for Work Performance and moderate explanatory power for Islamic Work Motivation based on the criteria used in this study. However, the results should be interpreted cautiously because the sample consists of 40 employees and the constructs were measured using a common self-reported questionnaire. In addition, HTMT values of 0.877 and 0.890 are below the 0.90 threshold but relatively close to the recommended cut-off. Therefore, discriminant validity is supported, but the construct distinction should be interpreted cautiously.

Conclusion

This study examined the relationship between Islamic Work Environment and Work Performance and the mediating role of Islamic Work Motivation at Bank Jatim Syariah Surabaya. The findings show positive and significant associations between Islamic Work Environment and Islamic Work Motivation ($\beta = 0.705$; $p < 0.001$), Islamic Work Environment

and Work Performance (β = 0.518; p = 0.001), and Islamic Work Motivation and Work Performance (β = 0.416; p = 0.005). Islamic Work Motivation also significantly mediates the relationship between Islamic Work Environment and Work Performance (β = 0.294; p = 0.005).

The findings suggest that Islamic Work Motivation provides a motivational mechanism through which an Islamic Work Environment is associated with Work Performance. The model explains 74.5% of the variance in Work Performance. Nevertheless, this explanatory value should be interpreted cautiously because of the small sample, cross-sectional design, and common self-reported data source. Accordingly, the findings provide empirical evidence for the proposed relationships within the studied setting but should not be interpreted as definitive causal effects or generalized to all Islamic banking institutions.

Theoretical Implications

Theoretically, this study contributes by explaining Islamic Work Motivation as a motivational mechanism linking organizational context and employee outcomes. The findings extend Islamic human resource management literature by showing that Islamic values embedded in the work environment may be relevant not only as organizational practices but also as contextual resources associated with employees' motivation and Work Performance. The study also connects an Islamic organizational context with the broader JD-R framework, suggesting that value-based work resources can be examined within established organizational behavior theory. Because the research is conducted in an Islamic banking setting, the findings should be understood as a context-specific contribution rather than a claim that the mechanism is unique to Islamic banking.

Managerial Implications

For practice, managers may strengthen the Islamic Work Environment through fair and trustworthy managerial practices, respectful communication, cooperative work relationships, facilities that support religious practice, and voluntary spiritual activities. Leadership practices reflecting amanah and justice may help employees experience consistency between organizational practices and Islamic values. Recognition systems can also acknowledge both work achievements and ethical conduct, while HR policies may connect Islamic organizational values with employee development. These practices should support employees' motivation without making religious activities coercive.

Limitations and Future Research

This study has several limitations. First, the sample is limited to 40 employees from one branch, which restricts the generalizability of the findings. Second, the cross-sectional design does not establish causal relationships; therefore, the findings should be interpreted as statistical associations rather than definitive causal effects. Third, all constructs were measured through self-reported data from the same respondents, creating a potential common method bias. Future research should consider larger and multi-branch samples, longitudinal designs, supervisor-rated or objective Work Performance measures, and comparative studies across different Islamic banking institutions. Future studies may also examine whether the proposed mechanism varies across organizational contexts or employee characteristics.

Acknowledgements

The authors would like to express their sincere gratitude to all parties who contributed to the completion of this research. Special appreciation is extended to Bank Jatim Syariah Surabaya Branch for providing the opportunity and access to conduct the research and collect the necessary data. The authors also gratefully acknowledge the employees who participated as respondents and provided valuable information for this study.

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