

RELIGIOUSITY, LOCATION, AND ISLAMIC WORK PERFORMANCE: THE CONNECTION BETWEEN INDONESIAN AND MALYSIAN EMPLOYEES

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ABSTRACT

Introduction: In today's dynamic era, tight competition urges a comprehensive analysis of company success factors with an emphasis on high-quality human resources, employee performance, religiosity, and workplace location's impact on performance.

Methods: This explanatory research uses a quantitative approach, surveying 259 urban Muslim employees in Indonesia and Malaysia online from May to August 2023 via random sampling and SEM analysis.

Results: Using WarpPLS, this study found that work location significantly affects both religiosity and Islamic work performance, confirming H1 with a coefficient of 0.502 (p-value <0.001) and H2 with a coefficient of 0.573 (p-value <0.001). However, H3 is rejected, as religiosity does not significantly affect Islamic work performance (coefficient 0.082, p-value 0.245).

Conclusion and suggestion: Work location significantly affects employee religiosity and Islamic work performance, with urban and closer locations enhancing these aspects. However, religiosity does not directly impact performance, indicating a complex relationship. Managers should consider location in recruitment, support religious practices, and investigate these dynamics while integrating religious values in training programs.

INTRODUCTION

In the modern era full of dynamic changes and innovations, competition between companies is becoming increasingly tight and complex. This encourages the need to conduct a comprehensive analysis of the factors that contribute to the success of a company, as stated by Mamik (2016). One of the key factors that is of primary concern is

the high quality of human resources, given the availability of a warehouse of skills, knowledge and abilities (Putri, 2017). In addition, it is also necessary to understand that employee work performance, which is interpreted as the fulfillment of responsibilities in terms of quality and quantity (Mangkunegara, 2006), can have a significant positive impact if utilized optimally (Rachmawati, 2010). Employee performance itself is closely related to the quality or quantity of a person's work according to their job description (Mangkunegara in Lasmaya, 2016). A factor that is no less important is religiosity, namely the internalization of religious values in daily actions that can play a significant role in employee performance (Mangunwijaya, 1991). This becomes more relevant when the individual's spiritual condition is in a positive state, as emphasized by Hariyadi and Mahmudi (2019). It is not surprising that Indonesia is ranked second globally as a country with a high level of religiosity, according to a report from the BBC.

The location of the workplace affects employee performance through factors such as the physical environment, cultural fit, and urban-rural differences. A strategic, accessible location improves comfort and productivity (Faez, 2023). Not only that, the location of the workplace also has a significant influence on performance, especially in terms of accessibility of housing. Although research shows that location is only one of many influencing factors, it cannot be ignored (Pribudi, 2017). Research on commercial banks in Nakuru Town, Kenya, by Gitahi Njenga Samson, Dr. Maina Waiganjo, and Dr. Joel Koima analyzed physical, psychosocial, and work-life balance factors among 173 non-managerial bank employees. Findings showed that while physical factors had little effect, psychosocial factors and work-life balance significantly improved performance, emphasizing the importance of psychosocial elements (Njenga, 2015).

In another study published in *The Journal of Asian Finance, Economics and Business* (Aflah, 2021), Aflah and colleagues examined the role of Islamic work ethics among 200 Central Java employees. Results revealed that Islamic work ethics significantly boost motivation, job satisfaction, and commitment, which in turn enhance employee performance. The research underscores the importance of Islamic values in fostering motivation, satisfaction, and commitment, leading to better performance. Furthermore, a significant positive relationship between religiosity, spirituality and employee performance has been documented in various studies (Osman-Gani et al., 2013), with religiosity itself being able to provide a significant influence of up to 66.9 percent (Hariyadi & Mahmudi, 2019). Even so, not all studies have found a significant influence of religiosity on performance (Rohyati, 2015).

Therefore, to address the existing research gap, further investigation that examines the factors influencing performance is needed. The focus of this research is primarily on the variables of location and religiosity, in order to provide a more holistic

and in-depth understanding of the complex dynamics that influence work performance in the context of Islamic work in this modern era.

LITERATURE REVIEW

This literature review discusses the theoretical studies used in this study, along with their relevance to the research problems and objectives. Previous studies related to this study and the research roadmap to be carried out are also discussed.

Several studies that are used as reference sources show the relationship between the variables studied in this study. For example, the first is the influence of location on religiosity, which is seen in the study (Edgell et al., 2017), where the location structure determines the pattern of religiosity. Keller and Owens (2020) also found that rural locations have lower religiosity than urban areas. The second problem, namely whether location affects performance, can be found in research (Ceric & Crawford, 2016) on how a location can attract experts who ultimately improve employee performance. Benson et al. (2020) also found that CEOs in companies located in rural areas have stronger company values. Meanwhile, several studies, such as Khan and Rasheed (2015), who state that Islamic work ethics are related to employee recruitment and selection practices but are less related to training processes, performance appraisals and compensation systems, serve to explain the hypothesis as to whether religiosity affects performance. Zahrah (2015) stated that Islamic religiosity and work ethics greatly influence work performance. Hayat et al. (2020) also stated that work does not only depend on skill competence and capacity, but also on the belief that God is always present in every job. Regeg et al. (2019) stated that the aesthetics and religiosity of a location have implications for tourist visits, economic factors, culture, art, education, and community dynamics. However, Benson et al. (2020) stated the opposite, arguing that in rural areas that are less religious, CEOs actually have strong corporate values.

Theoretical Background

Islamic Performance

Performance appraisal plays a vital role in shaping workplace dynamics, serving as an important tool for fostering discipline, stimulating creativity, measuring accountability, and facilitating employee development (Dharma, 2001). In essence, performance appraisal involves a systematic comparison of the results achieved with the labor input invested during a given period (Kusriyanto, 2005). This evaluation process prioritizes the examination of output, efficiency, and effectiveness, thus providing insight into the overall productivity of an individual within an organizational framework (Gomes, 2005). It is important to recognize that performance does not only reflect the completion of tasks but

also includes a deeper understanding of individual effort, which is influenced by various factors including personal traits and perceptions of one's role in the organization (Sutrisno, 2016). Various indicators are used to measure performance, ranging from tangible outcomes such as work output and job knowledge to intangible attributes such as initiative, attitude, and adherence to time and attendance protocols. In addition, scholarly investigations have revealed the complex interrelationships between Islamic spirituality, organizational commitment, and Islamic performance, highlighting how factors such as gender, age, and tenure can significantly impact the dynamics of overall performance in an Islamic organizational setting (Elmagrhi & Dakhli, 2018).

Religiosity

Religiosity, which stems from a devout commitment to religious principles, permeates various aspects of an individual's professional life and exerts a significant influence on their aspirations for status and performance (Sulistyo, 2011). It is characterized by a multifaceted framework that includes beliefs, rituals, experiences, knowledge, and consequences (El-Menouar, 2014). The core of religiosity is a strong belief in Allah and the unseen, which is the foundation of faith. Rituals, which are integral components, include practices such as prayer, fasting, almsgiving, and the pilgrimage. The experience of religiosity entails a deep sense of the presence and guidance of a higher power. Knowledge relates to an individual's understanding of Islamic law, including a deep understanding of the teachings and principles of the religion. In addition, religiosity includes regulating behavior based on religious teachings, which reflect ethical and moral guidelines determined by beliefs (El-Menouar, 2014).

Location

The concept of "location" in the context of a company's operations refers to the fundamental geographic setting that underlies its activities (Lupiyoadi, 2009). Strategic decision-making regarding location selection is critical to achieving success, as it has a major impact on various aspects of an organization's functioning. These influences include the wise allocation of resources in the long term, the potential for future expansion initiatives, and the capacity to adapt quickly to market dynamics and evolving environmental conditions (Kotler, 2008; Lamb et al., 2001).

Determining the ideal location is a multifaceted process, closely related to the unique needs and circumstances of each company. Among the various factors that shape this decision-making process, cost-effectiveness considerations are of utmost importance, as companies seek to strike a balance between operational efficiency and financial sustainability. In addition, accessibility is an important factor because the ease of reaching suppliers, customers, and other key stakeholders can greatly affect the flow of goods and services. In addition, the proximity of the selected location to the employee's residence is

an important consideration, because it can have an impact on employee morale, productivity, and retention rates (Santoso & Widowati, 2011). Therefore, strategic location evaluation requires a comprehensive assessment of a variety of factors to ensure the alignment of the company's physical presence with the broader goals of the organization.

RESEARCH METHODS

This type of research is explanatory and uses a quantitative approach. The places used in this study are institutions in Indonesia and Malaysia that were recruited as respondents through online surveys because face-to-face meetings were not possible. This research was conducted from May to August 2023. The population of this study were employees working in various institutions. The sampling technique used was random sampling, which involves taking random samples from a population determined by the characteristics of the respondents, namely urban Muslim employees. Using interpretive estimation with the Structural Equation Model (SEM), the number of samples was 259 respondents.

Measurement Model Test

The measurement model test consists of discriminant validity and convergent validity tests. Discriminant validity is the extent to which two similar concepts are conceptually different. Empirical testing is a retest of the relationship between measures, but the relationship is based on the summation of correlation scales with similar but conceptually different measures. The results of the discriminant validity test show that the summation scale is different from other similar concepts (Hair Jr et al., 2014). Therefore, the results of the data analysis of each variable in this model are sufficient to meet these requirements. Second, convergent validity assesses the extent to which two measures of the same concept are correlated. Here, researchers can look for alternative measures of a concept and then correlate them with a sum scale. High correlation results indicate the intended concept measurement scale (Hair Jr et al., 2014). This also explains that the standard value results above 1.0 or below -1.0 are stated to meet the reasonable range and are an important indicator of problems in the model (Hair Jr et al., 2014). Based on the results of the convergent validity test, all values measured in the study meet the appropriate range or pass the convergent validity test.

Structural Model Test

The results of the hypothesis test describe the empirical relationship between location, religiosity, and Islamic Performance. From Table 4, several interesting findings can be observed. First, there is a significant influence of Work Location (Loc) on Religiosity (Rel), with a coefficient of 0.502 and a p-value <0.001. These results indicate that H1,

which states that Work Location (Loc) has an effect on Religiosity (Rel), is accepted. Second, there is a significant influence of Work Location (Loc) on Islamic Work Performance (Perf), with a coefficient of 0.573 and a p-value <0.001. Thus, H2 can be stated as accepted. The results of this study indicate that the closer the work location, the higher the employee performance. Third, this is different from the results of other data analysis which show that religiosity (Rel) does not have a significant effect on Islamic work performance (Perf). The coefficient is 0.082 with a p-value of 0.245. Therefore, H4 can be stated as rejected. These results imply that employee religiosity does not affect their performance.

RESULT AND ANALYSIS

This study was conducted on respondents who were willing to fill out the questionnaire online. This study seeks empirical evidence for the following hypotheses by describing them through WarpPLS:

1. H1: It is suspected that Work Location (Loc) has an effect on Religiosity (Rel)
2. H2: It is suspected that Work Location (Loc) has an effect on Islamic Work Performance (Perf)
3. H3: Religiosity (Rel) is suspected to have an effect on Islamic Work Performance (Perf)

Measurement Model Test

Measurement model testing includes evaluating discriminant and convergent validity.

1. Discriminant Validity

Discriminant validity examines the extent to which two conceptually similar constructs are empirically distinct. It involves re-testing relationships between measures to ensure adequate distinction. According to [Hair Jr et al. \(2014\)](#), the discriminant validity test results demonstrate that the constructs are sufficiently distinct (see Table 1). Thus, the data analysis for each variable meets validity requirements.

Table 1. Discriminant Validity

Variables	Location	Rel	Perf
Loc	0.757		
Rel		0.7	
Perf			0.77

2. Convergent Validity

Convergent validity assesses whether two measures of the same concept correlate. High correlations indicate a robust measurement scale ([Hair Jr et al., 2014](#)). All values

fall within the acceptable range, confirming the convergent validity of the constructs (Table 2).

Table 2. Convergent Validity

Variable	Construct Item	Standardized Loading	Cronbach's Alpha	AVE	Composite Reliability
Loc	Loc1	0.722	0.817	0.768	0.875
	Loc2	0.736			
	Loc3	0.875			
	Loc4	0.863			
	Loc5	0.792			
Rel	Rel1	0.719	0.694	0.676	0.766
	Rel2	0.721			
	Rel3	0.826			
	Rel4	0.703			
Perf	Perf1	0.791	0.659	0.773	0.687
	Perf2	0.836			
	Perf3	0.784			

Structural Model Test

Table 3. Hypothesis Testing Results (Direct Impact)

Hypothesis	Path Coefficient	P-Value	Information
H1: Loc → Rel	0.502	<0.001	Supported
H2: Loc → Perf	0.573	<0.001	Supported
H3: Rel → Perf	0.082	0.245	Not Supported

Summary of Findings

1. Work Location and Religiosity (H1): The significant coefficient (0.502, $p < 0.001$) supports H1, indicating that work location positively influences religiosity.
2. Work Location and Employee Performance (H2): The positive effect (0.573, $p < 0.001$) supports H2, suggesting that proximity to work location enhances performance.
3. Religiosity and Employee Performance (H3): The insignificant effect (0.082, $p = 0.245$) leads to the rejection of H3, suggesting religiosity does not impact performance.

Discussion

The first hypothesis is that location affects employee religiosity, as shown by previous research from Edgell et al. (2017) which confirms that structural location determines the pattern of religiosity. Furthermore, the results of our study also confirm this relationship, with a coefficient of 0.502 and a significant p-value < 0.001 . These results confirm that H1 is accepted, which means that Work Location (Loc) has a significant effect

on Religiosity (Rel). Another study (Keller & Owens, 2020) also supports these findings by showing that rural locations tend to have lower levels of religiosity than urban locations.

The second hypothesis shows that Work Location (Loc) has a significant effect on Islamic Work Performance (Perf). The results of our study strengthen this hypothesis with a coefficient of 0.573 and a significant p-value <0.001 , indicating that H2 is accepted. These results mean that the closer the work location, the higher the employee's Islamic performance. This hypothesis is also supported by previous research (Ceric & Crawford, 2016) which shows how location can attract experts and ultimately improve Islamic work performance. In addition, another study (Benson et al., 2020) found that companies located in rural areas have stronger corporate values, which can be considered as additional evidence of the relationship between location and Islamic work performance.

The third hypothesis assumes that religiosity (Rel) affects Islamic work performance (Perf). However, the results of our data analysis show otherwise: religiosity (Rel) does not have a significant effect on Islamic work performance (Perf), with a coefficient of 0.082 and a p-value of 0.245. Therefore, H3 is rejected. This result implies that employee religiosity does not affect Islamic performance. Previous studies have put forward several views on this issue. For example, research (Khan & Rasheed, 2015) shows that Islamic work ethics are related to employee recruitment and selection practices, but less related to the training process, performance appraisal, and compensation system. Meanwhile, Zahrah (2015) states that Islamic religiosity and Islamic work ethics greatly influence work performance. Hayat et al. (2020) also emphasize that belief in God plays an important role in work. In addition, Regeg et al. (2019) show that the aesthetics and religiosity of a location can have implications for tourist visits, economic factors, culture, art, education, and community dynamics. However, in contrast to these results, Benson et al. (2020) found that in less religious rural areas, CEOs have strong corporate values.

The variable of religiosity can affect a person's behavior, including Islamic performance, which includes the traits of patience, doing one's best, and being meticulous. However, factors such as heterogeneity in the level of religiosity, implementation of religious practices, the influence of social and cultural contexts, individual complexity, individual variability, and precise measurement can also play an important role in building this relationship. Therefore, the relationship between religiosity and Islamic behavior is a complex issue that considers a number of different variables.

CONCLUSION

Based on the research results presented, several important points can be concluded. Work location significantly affects employee religiosity. This study supports previous findings that structural location, such as urban or rural, determines patterns of religiosity. Employees in urban areas tend to have higher levels of religiosity compared to those in rural areas. Work

location also has a significant influence on Islamic work performance. The closer the work location, the higher the employee's Islamic performance. Previous research supports this finding by showing how strategic locations can attract experts and improve Islamic work performance. Religiosity does not have a significant effect on Islamic work performance. Although there are different views regarding the influence of Islamic work ethics and belief in God on work performance, this study shows that the religiosity variable does not have a direct effect on Islamic performance.

The relationship between religiosity and Islamic behavior is complex and is influenced by various factors such as heterogeneity in the level of religiosity, implementation of religious practices, and social and cultural contexts. Therefore, it is necessary to consider a number of different variables to understand this relationship more comprehensively. Overall, this study confirms that work location has a significant influence on employees' religiosity and Islamic work performance, but there is no evidence that religiosity directly affects Islamic work performance. These results underscore the importance of considering the location context and other factors in understanding the dynamics of religiosity and performance in the workplace.

MANAGERIAL IMPLICATIONS

The suggestions from this discussion are:

1. Companies need to consider location factors in employee recruitment and management strategies. For areas with low religiosity, companies can develop programs that encourage more inclusive and supportive religious practices.
2. Close the work location to facilities that support Islamic activities, such as mosques or community centers. This can improve employee Islamic work performance. In addition, companies in rural areas can adopt strong Islamic values to strengthen work culture.
3. Even though religiosity has not been proven to significantly influence Islamic work performance, companies must still recognize the importance of employees' religious values in shaping their work ethic. Training and development programs that integrate religious values and Islamic work ethics can improve overall performance.
4. Companies may consider further investigating the relationship between location, religiosity and Islamic performance through internal research or employee surveys.

Other factors such as work-life balance, working conditions, and job satisfaction also have an important role in influencing employee performance and need to be considered in human resource management.

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