

## Original Research Article

# The Importance of Work Motivation, Workability, and Employee Loyalty in Islamic Boarding School

Saifuddin<sup>1\*</sup>, Anwar Sanusi<sup>1</sup>, Harsono<sup>1</sup><sup>1</sup>Universities of Merdeka Malang, Jalan Terusan Dieng No. 62-64 Klojen, Pisang Candi, Kec. Sukun, Kota Malang, Jawa Timur 65146, Indonesia**Article History**

Received: 11.05.2023

Accepted: 25.06.2023

Published: 28.06.2023

**Journal homepage:**<https://www.easpublisher.com>**Quick Response Code**

**Abstract:** This research aims to describe Work Motivation, Work Ability, Transformational Leadership, Employee Loyalty, and Employee Performance of Islamic Boarding School Cooperatives in Malang Raya. The research location was conducted in Cooperative Islamic Boarding Schools in Malang Raya. Research results found The results of this study indicate that physiological needs, safety needs, social needs, self-esteem needs, and self-actualization needs to contribute to work motivation. This has positively reflected work motivation or hedonic values, which are a form of employee appraisal based on the salary given to meet the family's food, clothing, and housing needs. Workability is contributed by technical ability, social ability, and conceptual ability. This has positively reflected workability or hedonic value, which is a form of employee assessment based on the condition of education and knowledge possessed and the last level of education by the field of work, able to complete work because they are experienced and by predetermined work methods. Work loyalty is contributed by the desire to remain in the organization, the willingness to try as much as possible, full acceptance of organizational values, and commitment to the company. This has positively reflected on work loyalty or hedonic value, a form of employee appraisal based on the attitude of never intending to quit his job, never thinking about actively looking for another company to move to work in the following years.

**Keywords:** Work Motivation, Work Ability, Loyalty.

**Copyright © 2023 The Author(s):** This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

## 1. INTRODUCTION

Motivation is a shift in a person's energy that is signaled by the emergence of a sensation and is preceded by a reaction to a goal. Motivation is the main force that propels a person or the desire to give all of one's energy to a goal. Sukrispiyanto (2015: 155) defines motivation as a state that propels a person to fulfill the objectives of his or her motives. Employees with a positive outlook on their jobs are more motivated to work hard and deliver their best. The three components of effort, organizational goals, and needs form the foundation of motivation. Therefore, motivation is a reaction to behavior. Humans become motivated because they are encouraged by a component of a goal's existence. There will not be an incentive if there is not a perceived need, which is what this goal is about. Mangkunegara (2009: 93) explains that motive is an encouragement of needs within employees to be fulfilled so that they can adapt to their environment. A company must consider the motivational factor because

motivation is a means that can encourage employees to complete the tasks assigned. One theory of motivation related to individual needs is the hierarchy of needs theory.

Maslow based the hierarchy of needs theory on two guiding concepts. First, a hierarchy of human needs ranges from the most basic to the most complex. Examples include physiological needs, safety, and security, social needs, esteem needs, and wants for self-actualization and self-fulfillment (self-actualization needs). Second, a fulfilled condition no longer serves as the primary driver of behavior (Handoko, 1984: 256). Maslow asserts that, by a hierarchy, people are motivated to satisfy their basic needs depending on the situation, time, and past experiences. Physiological requirements, including pay, rest, and other considerations, must be satisfied as the first level of requirements. The primary requirement for safety and security will shift to the next higher market once the

initial need has been met. After the second need is met, the third need will materialize. This process continues until the requirements for self-actualization are satisfied (Handrianto, 2010: 331).

Maslow based the hierarchy of needs theory on two guiding concepts. First, a hierarchy of human needs ranges from the most basic to the most complex. Examples include physiological needs, safety, and security, social needs, esteem needs, and wants for self-actualization and self-fulfillment (self-actualization needs). Second, a fulfilled condition no longer serves as the primary driver of behavior (Handoko, 1984: 256). Maslow asserts that, by a hierarchy, people are motivated to satisfy their basic needs depending on the situation, time, and past experiences. Physiological requirements, including pay, rest, and other considerations, must be satisfied as the first level of requirements. The primary requirement for safety and security will shift to the next higher market once the initial need has been met. After the second need is met, the third need will materialize. This process continues until the requirements for self-actualization are satisfied (Handrianto, 2010: 331).

## 2. RESEARCH METHODS

### 2.1 Research Locations

The research was conducted at the Cooperative Islamic Boarding Schools in Malang Raya, with the first consideration that the number of Islamic boarding schools in Malang Raya has a relatively large number, namely 325 Islamic boarding schools with details: Malang Regency has 254 Islamic boarding schools, Malang City has 53 Islamic boarding schools, and Batu City has 18 Islamic boarding schools. The second consideration is that Malang Raya has a relatively advanced Islamic boarding school cooperative, An-Nur 2.

### 2.2 Population and Sample

The population in this study were all employees of Islamic Boarding School Cooperatives in Malang Raya who actively and continuously run the organization of Islamic Boarding School Cooperatives and are related to research objects, namely Work Motivation, Work Ability, Transformational Leadership, and Employee Loyalty and Employee Performance. The population in this study totaled 360 employees from 82 Islamic Boarding School Cooperatives. The research sample used the Slovin formula by including an element of inaccuracy due to sampling errors which can still be tolerated. This tolerance value is expressed as a percentage of 5% (Sanusi, 2017: 101). Sample of 189.

### 2.3 Validity Test

A validity test is used to measure the validity or validity of a questionnaire. A questionnaire can be valid if the questions can reveal something that the questionnaire will measure. According to Ghozali

(2017: 58), data is said to be valid if the factor loading value is  $> 0.5$ . The validity test results showed that all five question indicators representing 5 variables were declared good with a  $dealt > 0.5$ .

### 2.4 Data Analysis Techniques

The collected data were analyzed using descriptive and statistical analysis using the statistical multivariate Structural Equation Modeling/SEM (simultaneous equation model) method with the AMOS version 20 software application. Descriptive analysis was used to test or analyze each variable as measured by the indicator scores stated in the questionnaire. SEM is used to analyze the relationship and push the factor loading and regression weight of causality's influence and the effect of Work Motivation, Work Ability, and Transformational Leadership on Employee Performance through Employee Loyalty.

## 3. RESULTS AND DISCUSSION

Work motivation is an encouragement for employees to move to do work to achieve goals. Work motivation activities to increase loyalty and performance include physiological, safety, social, self-esteem, and self-actualization needs. Work motivation is a construct (latent variable) that is built from five observation indicators, namely: physiological needs, security needs, social needs, self-esteem needs, and self-actualization needs. Work motivation is an encouragement for employees to move to do work to achieve goals. High work motivation can increase employee loyalty and performance. Work motivation includes physiological needs, safety needs, social needs, self-esteem needs, and self-actualization needs. The dominant factor of work motivation is the high social needs of Islamic boarding school cooperative employees as evidenced by concern among employees strengthening family relationships and social activities at work, building togetherness among Islamic boarding school suitable employees, and superior respect for Islamic boarding school cooperative employees providing enthusiasm for work. However, several activities regarding work motivation still need to be optimally carried out. Namely, the salary received is appropriate to meet the family's food needs and the compensation received is suitable to meet the family's clothing needs, and the payment received is reasonable to meet the family's housing needs.

The analysis results in this study show that Physiological Needs, Safety Needs, Social Needs, Self-Esteem Needs, and Self-Actualization Needs contribute to work motivation. This has positively reflected work motivation or hedonic values, which are a form of employee appraisal based on the salary given to meet the family's food, clothing, and housing needs. Providing facilities in the form of a pension program to calm down when you enter retirement age, BPJS Health to make you calm when you are sick, and BPJS Employment to relax when you have a work accident.

Formation of attitudes in the form of caring between employees strengthens family relationships, superiors' concern for employees provides enthusiasm for work, and social activities in the workplace build togetherness among fellow employees. Awards are given in the form of: employees who excel get bonuses, employees and their children get education funds, and employees who excel get promotions to a higher level. Providing opportunities for employees to develop their potential and self-creativity.

The statement above is supported by Maslow's opinion (1984) that work motivation has indicators: physiological needs, security needs, social needs, self-esteem needs, and self-actualization needs.

Workability is an employee's ability to do the job because of nature, environment, and experience. High workability can increase employee loyalty and performance with several factors: technical, social, and conceptual ability. The most dominant form of workability is the attitude of the high social skills of Islamic boarding school cooperative employees in their duties. This attitude is in the form of establishing good relations with fellow employees; if you make a mistake, you must be willing to accept a reprimand from superiors, honest at work, friendly and caring for fellow employees and leaders, establishing good relations with managers, having tolerance for employees, cooperating with employees others in carrying out their duties, have tolerance opinion towards employees. However, several activities have yet to be optimally carried out regarding workability: education and knowledge possessed by the field of work. The last level of education is by the area of work, being able to complete the work because it is experienced, completing the job by predetermined work methods, and using the tools/machines that have been provided.

The analysis results in this study show that technical, social, and conceptual abilities contribute to workability. This has given a positive reflection on work ability or hedonic value which is a form of employee assessment based on the state of education and knowledge possessed and the last level of education in accordance with the field of work, able to complete work because they are experienced and in accordance with predetermined work methods, able to use tools/machines that have been provided, has an attitude of tolerance and opinion towards other employees, willing to accept reprimands from superiors, friendly and caring attitude towards fellow employees and leaders must be maintained, honesty in work, establish good relations with fellow employees and managers, the ability to cooperate with other employees in carrying out tasks, able to analyze existing problems, able to identify the issues and then decide how to solve problems, able to evaluate how to solve problems to achieve goals, able to explain matters to people at all levels, able to offer problem solutions at all job levels,

being able to think of creative solutions can enhance employability.

The findings of Dodi *et al.*'s research (2017: 165) indicate that workability is related to the working environment, motivation, and employee performance, corroborating the claim above. Workers who are genuinely efficient and competent in their line of work are said to have a condition called workability (Blanchard and Hersey, 1995:5–6). Workability includes a number of indicators: Technical aptitude, comprising sub-indicators for expertise with workplace tools and computer systems, familiarity with work practices and methods, and comprehension of task or job requirements. Conceptual aptitude with sub-indicators for understanding company goals, policies, and aims. Working in teams, the ability to empathize, and the ability to cooperate with friends without conflict are examples of social skills with sub-indicators.

Employee loyalty is loyalty and trust given or directed to a person or institution in which there is a sense of love and responsibility for trying to provide the best service and treatment. There are activities in obtaining employee loyalty to improve performance, including the desire to remain in the organization, the willingness to try as much as possible, full acceptance of organizational values, and loyalty to the company. The most dominant form of increasing work loyalty is loyalty to the company by always complying with the duties and functions of employees as stipulated in the Labor Law Number 13 of 2003, as employees must always comply with the internal provisions of the institution, as employees must always maintain the good name of the institution. However, several activities have not been optimally carried out in terms of employee loyalty, namely: completing work trying to give the best results, preparing everything well before starting to work on it so that it is booming according to goals, trying to carry out tasks according to the experience and knowledge possessed.

The analysis results in this study show that work loyalty is contributed by the desire to remain in the organization, the desire to try as much as possible, full acceptance of organizational values, and loyalty to the company. This has positively reflected on work loyalty or hedonic value, a form of employee appraisal based on the attitude of never intending to quit his job, never thinking about actively looking for another company to move to work in the following years if you get an offer. The exact position with the same income conditions still will not leave the institution, feel at a loss if you quit the current job, finish the job trying to give the best results, prepare everything well before starting to work on it so that it is booming according to goals, trying to carry out tasks according to with the experience and knowledge possessed, implementing the values of honesty (straight, sincere, saying and acting correctly, not lying, not cheating, not cheating),

carrying out the importance of justice (providing opportunities and equal treatment in a fair and non-discriminatory manner towards members, implementing the value of trustworthiness (behaving in a trustworthy and trustworthy manner in carrying out its mandate and in carrying out its obligations), carrying out the weight of justice (providing equal opportunity and treatment in a fair and non-discriminatory manner to members), always complying with the duties and functions of employees as stipulated in the Law Employment No. 13 of 2003, as an employee must always comply with the internal provisions of the institution, as an employee must always maintain the good name of the institution.

The statement above is supported by the results of Fitriani *et al.*, (2020: 92) that ability, loyalty, and job satisfaction are related to employee performance. Based on the idea of loyalty advanced by Steers and Potters (1983), loyalty to the company is both an attitude and a behavior. The former refers to the process by which an employee decides to stay with the company unless they commit a grave error. The latter refers to the degree to which an employee identifies with his workplace. The desire to stay with the organization, the willingness to try their hardest, demonstrated by their willingness to work harder than usual conditions, full acceptance of organizational values, demonstrated by their willingness to follow whatever rules the organization sets forth, and loyalty to the business are the four indicators of loyalty.

#### 4. CONCLUSIONS AND RECOMMENDATIONS

##### 4.1 CONCLUSIONS AND SUGGESTIONS

Work motivation is an encouragement for employees to move to do work to achieve goals. High work motivation can increase employee loyalty and performance. Work motivation includes physiological needs, safety needs, social needs, self-esteem needs, and self-actualization needs. Workability is an employee's ability to do the job because of nature, environment, and experience. High workability can increase employee loyalty and performance with several factors: technical, social, and conceptual ability. The most dominant form of workability is the attitude of the high social skills of Islamic boarding school cooperative employees in their duties. This attitude is in the form of establishing good relations with fellow employees; if you make a mistake, you must be willing to accept a reprimand from superiors, honest at work, friendly and caring for fellow employees and leaders, establishing good relations with managers, have tolerance for employees, cooperating with employees others in carrying out their duties, have tolerance opinion towards employees. Employee loyalty is a sense of love and duty for offering the finest care and treatment, as well as loyalty and trust given to or aimed at a person or institution. In order to improve performance, there are activities to increase employee loyalty, such as the desire to stay with the firm,

willingness to put in the most effort, full acceptance of organizational values, and loyalty to the business.

#### REFERENCE

- Abdul, W. S. (1991). Policy analysis from formulation to implementation of state policy, Jakarta: Bumi script.
- Abdul, W. S. (1997). Public policy evaluation, Malang: publisher FIA Brawijaya University and IKIP Malang.
- Abdul, W. S. (1997). Wisdom Analysis from Formulation to Implementation of State Policy 2nd edition. Jakarta: Bumi Aksara.
- Bambang, S. (1994). Law and Policy of Public Administration. Jakarta: PT Rineka Cipta.
- Chandler, R. C., & Plano, J. C. (1988). The Public Administration Dictionary. John Wiley & Sons.
- Dunn, W. N. (1994). Public Policy Analysis: An Introduction, New Jersey: Pearson Education. In Introduction to Public Policy Analysis. Yogyakarta: Gadjah Mada University Press.
- Dwijowijoto, R. N. (2006). Public Policy: Formulation, Implementation, and Evaluation, Jakarta: PT. Elex Media Komputindo.
- Dye, T. R. (1981). Understanding Public Policy, Englewood Chief, New Jersey : Prentice-Hall Inc.
- Eddie, S. (2005). Building a Community to Empower the People. Bandung: Rafika Aditama.
- Edi, S. (2009). Community Empowerment Strategy. Bandung: Rafika Aditama.
- Grindle, Merilee, S. (Ed). (1980). Politics and Policy Implementation in the Third World, New Jersey: Princetown University Press.
- Guntur, S. (2004). Implementation in Development Bureaucracy, Bandung: Offset Rosdakarya Youth.
- Gulo, W. (2002). Research methodology. Jakarta: pt. Gramedia widiasarana.
- Henny, P., & Misnarti. (2012). Efforts to control and develop street vendors in Lumajang district. *Journal of the High School of Law (STIH) Jenderal Sudirman Lumajang*.
- Harbani, P. (2011). Second printing, Bureaucratic leadership, cv. Alfabeta, Bandung.
- Handoko, T. (2011). Street Business Turning Billions. Yogyakarta: Crop Circle Corp.
- Hadari, N. (1983). Social field research methods. Yogyakarta: Gajah Mada University press.
- Wisdom, H. (2001). Community Empowerment Strategy. Bandung: Alfabeta.
- Joko Widodo, M. S. (2007). Public policy analysis: concepts and Applications of public policy analysis, by media publishing, Malang.
- Jomez, E. A. (1979). Public policymaking. New york: holt, rinrhartand Winston.
- kaelan. (2012). Interdisciplinary qualitative research methods. Yogyakarta: paradigm.
- Lalu, M. (2010). Study of the management of street vendors (pk1) in the city of Malang *Spectra journal* number 15 volume viii.

- Moleong, L. J. (2007). *Qualitative research methodology*. Bandung: pt. Rosdakarya youth.
- Mazmanian. *Implementation and public policy*, new york: Harper Collins.
- Nugroho Dwijowijoto, R. (2006). *Public Policy: Formulation, Implementation, and Evaluation*, Jakarta PT. Elex Media Komputindio.
- Nakamura, Robert, T., & Frank, S. (1980). *The Politics of Policy Implementation*, New York; St. Martins Press.
- Prijono., & Pranarka. (1996). *Community Empowerment Strategy*. Bandung: Main Humanities.
- Rukminto, I. (2001). *The Importance of Community Empowerment*. Bandung: Main Humanities.
- Alert. (1998). *Social Economy of Street Vendors*. Jakarta: Gramedia.
- Sedarmayanti. (2011). *Work Procedures and Work Productivity: A Review from an Economic Aspect*. Bandung: CV Mandar Maju.
- Samudra, W. (1994). *Evaluation of Public Policy*. Jakarta: Raja grafindo Persada.
- Said Zainal, A. (2012). *Public Policy*, Jakarta: Salemba Humanika Publisher.
- Subarsono, A. G. (2010). *Public Policy Analysis*. Yogyakarta: Student Libraries.
- Suhairini, A. (1998). *Research procedure a practical approach*, Jakarta: pt. Create rinka.
- Sumadi, S. (2005). *Research methodology*, Jakarta: raja graffito press.
- Sanapiah, F. (2001). *Surabaya education research methodology: a national effort*.
- Sugiono. (2009). *Educational research methods: quantitative, qualitative and r&d approaches* Bandung: alphabet.
- Big Indonesian Dictionary compilation team, 1998 *Big Indonesian Dictionary*, Jakarta: Balai librarian.
- Widjajanti, R. (2009). *Characteristics of the activities of street vendors in commercial areas in the city center*, technical journal, 30.
- [www.detail\\_artikel.com](http://www.detail_artikel.com), accessed 17-10-2018.
- Winarno, B. (2002). *Public Policy Policy and Process*. Yogyakarta: Media Pressindo.
- Yusdi, G. (2011). *Empowering street vendors in Brebes Square, Brebes District, Brebes Regency*.

---

**Cite This Article:** Saifuddin, Anwar Sanusi, Harsono (2023). The Importance of Work Motivation, Workability, and Employee Loyalty in Islamic Boarding School. *East African Scholars J Econ Bus Manag*, 6(6), 162-166.

---