

## THE ROLE OF LEADERSHIP, RELIGIOUSNESS AND WORK ENVIRONMENT IN SUPPORTING EMPLOYEE PERFORMANCE AND HOW MOTIVATION AFFECTS THE RELATIONSHIP

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### Abstract:

**Background:** Human resources are very important for organizations, because human resources support the formation and running of the organization in accordance with the goals to be achieved. an organization really needs human resources in order to create good employee performance in the organization. Factors that affect employee performance are leadership, religiosity, and work environment.

**Purpose:** The purpose of this study is to examine how leadership, religiosity and work environment affect employee performance and how motivation affects these relationships.

**Design/methodology/approach:** Quantitative methods were used in this study. The population consists of employees of PT X (Insurance Company). Cluster Random Sampling was used as the research sampling method. The sample amounted to 252 respondents with research data using primary data. SmartPLS 3.3 analysis tool is used to help this research.

**Findings/Result:** The results of the study indicate that leadership and religiosity can improve employee performance. This is seen from the P value of  $0.000 < 0.050$  and the T statistic value of  $3.705 > 1.96$  for the leadership variable and the P value of  $0.000 < 0.050$  and the T statistic value of  $4.573 > 1.96$  for the religiosity variable. The motivation variable strengthens the positive relationship between the work environment and religiosity variables on employee performance with a p value of  $< 0.050$ . However, motivation does not moderate the effect of Leadership on employee performance at PT X (Insurance Company) with a p-value of  $0.093 < 0.05$ .

**Conclusion:** This study shows that leadership and religiosity have a substantial impact on employee performance. At the same time, the work environment has a negative effect. motivation can have a positive influence on the relationship, as well as the work environment on employee performance.

**Originality/Value (State of The Art):** This study highlights the importance of religiosity as a factor that has a positive impact on employee performance, especially if religious values are applied in a balanced and constructive manner. Leadership values driven by religiosity can improve employee performance and create a harmonious work environment. It is hoped that the development of this model will reduce the scarcity of literature on employee quality.

**Keywords:** leadership, religiosity, work environment, employee performance, motivation

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## INTRODUCTION

Human resources (HR) is a key asset that is critical to an organisation in achieving its goals and improving its performance. Without qualified and committed human resources, it is difficult for organisations to remain competitive, innovative and productive. In an increasingly competitive world of work, employee performance is important for a company because success in the company is greatly influenced by the employees themselves (Hidayat, 2020).

The reason the research was conducted was because by analysing the factors that affect employee performance. Knowing factors such as leadership, work environment, religiosity, and motivation that affect employee performance can help companies optimise the use of their human resources. This can improve worker performance, which in turn has a positive impact on productivity.

The current scientific status of this research position against previous research is that this research strengthens the findings of previous research with additional evidence using more up-to-date analytical methods. This research not only contributes to the development of science in management and organisational behaviour but also provides practical guidance for organisations, particularly in the service sector of the insurance industry.

Leadership involves an unbalanced power relationship between leaders and group members, so that they can directly direct subordinates or followers and leaders can also exert influence (Northouse, 2021). A leader always tries to adjust to the situation and conditions of the organisation, and is flexible in adjusting to the maturity of subordinates and the current work environment in accordance with the ever-changing conditions of today's global competition, so it is required to be more adaptive to the environment. Therefore, leaders must be able to use the right leadership style so that employees can directly improve employee performance. In Indonesia, some of the latest leadership trends in 2023 include an increased focus on work-life balance, managing leader well-being, and an emphasis on building trust. Phenomena such as 'The Great Resignation' and 'Quiet Quitting' have changed workplace dynamics, prompting companies to re-evaluate their retention strategies. Leadership

has a great influence on employee performance, where leaders who are able to motivate, support and empower employees can significantly improve employee performance.

The results of the study (Umarto, 2022) show that leadership partially has a positive and significant effect on employee performance at the Regional Staffing Agency and Human Resources Development of Medan City. This is in line with the results of research (Ahmad Afandi, 2020) showing the test results state that leadership partially has a positive and significant effect on employee performance, meaning that if employee leadership is further improved, employee performance will also increase.

In addition to leadership, the work environment also has an important role, that the work environment must also be considered. Starting from facilities and infrastructure such as air temperature, facilities, lighting, ventilation and psychosocial work environment; relationships between superiors and subordinates, relationships between fellow employees. If the work environment is considered starting from human relations that are not harmonious, messy facilities will make a weak motivational influence and have an impact on decreasing performance. One consideration of employee productivity is a suitable work environment and a high sense of religiosity. Based on Michael Page Indonesia Employees increasingly value flexibility and balance between work and personal life. Companies that recognise and support work-life balance tend to benefit from increased employee engagement and retention. This is in line with the results of research (Trinsniati, 2021) Motivation and work environment simultaneously influence the improvement of employee performance of PT Asuransi Jiwa BCA (BCA Life) Mangga Besar, Central Jakarta, this shows that each variable has a close and continuous bond to increase employee productivity, significant test results provide certainty that simultaneously motivation and work environment have an effect on improving PT Asuransi Jiwa BCA (BCA Life) Mangga Besar, Central Jakarta. It cannot be denied that the role of religion has a large enough portion in a company so that nowadays companies are willing to provide space for their employees to worship on time and even provide special rooms for employees to worship, because because of the religious attitude of an employee will always show wiser behaviour, especially in facing all the challenges

in his work. Suggestions that are in accordance with one's nature and level of faith will encourage his behaviour to always act in accordance with religious rules by always obeying the commands and always staying away from the prohibitions of God Almighty with full sincerity and patience (Rohayati, 2019).

The role of motivation in linking leadership, religiosity, and work environment to employee performance cannot be ignored. In their Self-Determination theory, they explain how intrinsic and extrinsic motivation affect employee performance (Deci et al. 2000). Motivation is considered a key mediator that can strengthen or weaken the influence of leadership, religiosity, and work environment on employee performance. Therefore, this study aims to identify and analyse the role of motivation in mediating the complex relationship between these factors and employee performance.

Previous research conducted by Ida (2022) showed that leadership has a significant influence on employee performance and motivation moderates the influence of leadership on employee performance. Dewi (2022) in her research shows that work motivation has a small and significant effect on employee performance. Ali (2022) in his research shows that work motivation cannot be a moderating variable on employee performance, but the religiosity variable has a significant effect on employee performance. Ulul (2020) in her research states that the work environment, both physical and non-physical, has a significant influence on employee performance and motivation as a moderating variable strengthens the relationship between the two.

Based on the survey, the results showed that the biggest condition was from employees, namely 31.8%, managers 23.7%, and owners/directors 29.4% caused by financial pressure, opportunities, feelings of being unappreciated, and an organizational culture that does not encourage integrity (Association of Certified Fraud Examiners Indonesia Chapter, 2019). Fraud in the insurance world can result in failure to pay claims, decreased consumer trust in the company, and even bankruptcy. According to the Association of Certified Fraud Examiners (ACFE), the types of conditions are divided into 3, namely assets, corruption, and conditions in financial statements. A survey conducted by ACFE in 2019 showed that in one year 2019 Indonesia had experienced 239 accident cases divided into 167 corruption cases, 50 asset handling cases and 22 cases of financial statement falsification. This amount

is certainly not small considering the total losses experienced as a whole reached IDR873,430,000,000 or IDR7,248,879,668 per case. This survey also stated that the most disadvantaged institutions were the financial and banking industries with a percentage of 41.4%, where insurance companies, when viewed from an economic perspective, are included in financial institutions (Association of Certified Fraud Examiners, Indonesian Branch, 2019). This is a supervision of PT X (Insurance Company) where it is known that the party that manages and supervises financial institutions including insurance is the party that supervises insurance companies, one of which is PT X (Insurance Company). So that in preventing this, one of the things that is needed is strong leadership. Strong leadership in preventing circumstances requires a combination of ethical culture, accountability, and consistent supervision. By instilling values of integrity, building secure reporting channels, and enforcing anti-fraud policies, leaders can create a more transparent and safe work environment from the risks of circumstances (Dewi, 2017).

In the context of the highly competitive life insurance industry in Indonesia, factors such as leadership, work environment, and religiosity play an important role in improving employee performance. The transition of leadership from previously dominated by internal workers to the addition of professional workers marks a new era in the company's leadership strategy. This diverse leadership model is expected to have a significant impact on employee performance. In addition, the implementation of an agile work environment model that eliminates partitions between work desks and adds facilities such as sofas for resting and a gym is expected to increase employee collaboration and productivity. PT X (Insurance Company) has also demonstrated its commitment to diversity by providing prayer facilities on each floor and a weekly prayer room, which supports the spiritual needs of employees of various religions. Based on this, the study aims to analyze the impact of leadership, religiosity and work environment on employee performance and how motivation affects this relationship.

Research on the effect of religiosity, especially in relation to employee performance, is still limited, this can be a research gap from previous studies. Unique and interesting findings from previous studies encourage researchers to examine and study the influence of religiosity, leadership, and work environment on

employee performance moderated by motivation using a management science approach and an empirical approach.

The purpose and scope of this study are to analyze the influence of leadership, religiosity and work environment on employee performance, where motivation is an interesting factor to be used as an intervening variable at PT X (Insurance Company) so that it can formulate managerial implications in improving employee performance.

## METHODS

This study uses a quantitative research type, where quantitative research data can be measured using numbers or numerics (Sekaran et al. 2016). In addition, the purpose of this study is to determine the causal relationship between variables. Conceptually, this study was designed using a quantitative approach with an explanatory research type. This research was conducted at PT X (Insurance Company) in April 2024, with the research population being employees of PT X (Insurance Company). The selection of PT X (Insurance Company) was based on the recent times when the company's performance did not reach the target along with the leadership transition from previously dominated by internal workers to the addition of professional hires marking a new era in the company's leadership strategy.

The data collection technique used a questionnaire given to employees. The research sample consisted of 252 employees and the sampling technique used was Cluster Random Sampling. The characteristics of the sample are that respondents are employees aged 30-50 years and over; respondents are employees spread across each division; respondents are employees who have served in middle management. This study collects data using primary data, namely data obtained directly from respondents using Google Form. This study is divided into independent variables, dependent variables, and moderating variables. Data analysis using Smart PLS.

The measurement scale in this study is the Likert scale. Respondents filled out the questionnaire and gave a value to each answer with a value range of 1 to 4, where 1 (strongly disagree) to 4 (strongly agree) (Sumartini et al. 2020). This study is divided into independent variables, dependent variables, and moderating variables.

The data analysis method is divided into two stages: Measurement Model and Structural Model. Measurement Model / Outer Model is a measurement model that connects indicators with their latent variables which are used to assess the validity and reliability of the model. The design of the measurement model (outer model) determines the nature of the indicators of each latent variable, whether reflective or formative, based on the operational definition of the variable. Through the algorithm iteration process, the parameters of the measurement model (convergent validity, discriminant validity, composite reliability and Cronbach's Alpha) if the Cronbach's Alpha value is  $> 0.7$  then the reliability of the questionnaire in the study is considered. Reliability testing is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. In PLS, the design of the outer model is very important for both reflective and formative indicators. The Outer Model is used to test the validity of the variables and the reliability of the instrument (Ghozali et al. 2015).

Structural Model/Inner Model used to predict causal relationships (causal relationships) between latent variables or variables that cannot be measured directly. The structural model (inner model) describes the causal relationship between latent variables that have been built based on the substance of the theory. In the structural model test (inner model) using the help of the Bootstrapping and Blindfolding procedures in SMART PLS. Tests on the structural model are carried out to test the relationship between latent constructs. There are several tests for the structural model, namely (1) R Square on endogenous constructs (Sekaran & Bougie, 2016). The R Square value is the coefficient of determination on endogenous constructs. The R square value is 0.67 (strong), 0.33 (moderate) and 0.19 (weak) (Chin, 1998); (2) Estimate for Path Coefficients, is the value of the path coefficient or the magnitude of the relationship/influence of latent constructs. Done with the Boottrapping procedure; (3) Effect Size (F Square). Conducted to determine the goodness of the model; (4) Prediction relevance (Q square) or known as Stone-Geisser's. This test is conducted to determine the prediction capability with the blindfolding procedure. If the value obtained is 0.02 (small), 0.15 (medium) and 0.35 (large). Can only be done for endogenous constructs with reflective indicators (Ghozali, 2016).

Based on Table 1 variable indicators show indicators of each variable used. Research indicators are instructions or signs used to measure or indicate the existence of a concept or variable that cannot be measured directly. Indicators are concrete measurement tools that are closely related to research variables. Indicators are used to operationalize variables into measurable forms.

Furthermore, hypothesis testing is carried out through determination coefficient testing and partial regression testing (t-test). Determination Coefficient Analysis aims to measure how far the model's ability to explain the variation of the dependent variable. If the R2 value is large (detects 1), then the independent variable can provide almost all the information needed to predict the dependent variable. The F test is carried out to determine the effect of the independent variables together on the dependent variable. If  $t_{count} > t_{table}$  then the hypothesis is accepted. This means that the independent variables together significantly affect the dependent variable. The T test is used to test the hypothesis partially to show the effect of each independent variable individually on the dependent variable. The T test is a test of the regression coefficient of each independent variable on the dependent variable to determine how much influence the dependent variable has on the dependent variable individually on the dependent variable. If  $t_{count} > t_{table}$  then the hypothesis is accepted. This means that there is a significant influence of the independent variables individually on the dependent variable.

Wibowo (2015) posits that leadership is a means of persuading employees to act in accordance with the organization's values, fostering commitment and

motivation to achieve shared objectives. According to Kartono (2008), leadership is a person who has certain superiority, thereby obligating and empowering him to move other organs to achieve a specific goal collectively. The research of Suprayitno (2020), Ida Susi Dewanti (2022), and Sukaisih (2022) concluded that there is an influence between leadership and performance, with motivation acting as a moderating variable between the two relationships. Based on this, the hypothesis in this study can be formulated as follows:

- H1 : Leadership affects employee performance (Based on figure 1 Framework Research)
- H4 : Motivation Serves as a Moderating Variable between Leadership and Employee Performance (Based on Figure 1 Framework Research)

Religiosity according to El Menouar (2014) is defined as individual differences in terms of a person's interest or involvement in a particular religion. Religiosity is one of the variables that can have a positive impact on performance. Avivah and Farid (2014) explain that a person's level of religious awareness can cause a strong impetus and can be a motivator to direct someone to work. In research by Ali (2022), Wayu (2021) and Nuraeni (2022) concluded that there is an influence between Religiosity and Performance and Motivation acts as a moderating variable between the two relationships. Based on this, the hypothesis in this study can be formulated as follows:

- H2 : Religiosity affects employee performance (Based on Figure 1 Framework Research)
- H5 : Motivation Serves as a Moderating Variable between Religiosity on Employee Performance (Based on Figure 1 Framework Research)

Table 1. Variable indicators

Variable	Indicator
Leadership (X1)	Decision-making ability
	Motivating ability
	Communication ability
	Ability to control subordinates
	Responsibility
	Ability to control emotions
Religiosity (X2)	Beliefs
	Religious Practices
	Experiences
	Religious Knowledge
	Consequences

Variable	Indicator
Work Environment (X3)	Physical Work Environment
	Non-Physical Work Environment
Motivation (Y)	Needs
	Security
	Social
	Esteem
	Self-actualization
Employee Performance (Z)	Effectiveness
	Responsibility
	Discipline
	Initiative

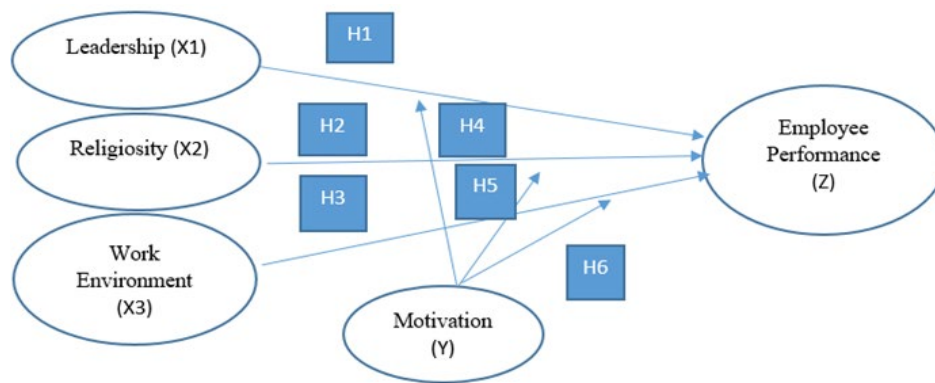


Figure 1. Framework research

According to Sedarmayanti (2016), the work environment is a place for a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. According to Robbins (2010) the environment is outside institutions or forces that have the potential to affect organizational performance, the environment is formulated into two, namely the general environment and the special environment. In research by Pauline Katarina (2023), Ulul Mafra Nisa (2020) and Jonias Resi (2020) concluded that there is an influence between the work environment and performance and motivation acts as a moderating variable between the two relationships. Based on this, the hypothesis in this study can be formulated as follows:

- H3 : Work Environment affects Employee Performance (Based on Figure 1 Framework Research)
- H6 : Motivation Serves as a Moderating Variable between Work Environment and Employee Performance (Based on Figure 1 Framework Research)

## RESULTS

### Loading Factor

Based on the results of processing the Smart PLS application in Figure 2, it shows that all variables included in the model have more than 0.7 where the dominant value is in the Religiosity variable and each sub-variable reflects the independent variable reflectively. The Discriminant Validity Test from both Fornell Lacker and Cross Loading shows that all variables pass the Discriminant Validity Test (Table 2). The Path Value test shows that the motivation variable as a moderating variable has a significant effect on

the relationship between the religiosity and work environment variables on performance with a value below 0.05. However, the motivation variable does not moderate the relationship between the leadership variable and the performance variable. The Adjusted R Square value of 75% of the independent variables explains the dependent variable. Furthermore, the F Square value shows that the high significance value of the motivation moderation variable affects the relationship between the work environment on performance and religiosity on performance.

### Reliability Test and Convergent Validity Test

The results of the Reliability Test and Convergent Validity Test show that the Cronbach's alpha, rho\_a and rho\_c Reliability test are more than 0.7 so that it passes the Reliability test (Table 3). Furthermore, the Convergent Validity Test Average variance Extract (AVE) shows a value above 0.5 so that the item represents most of the measurement variables.

### Discriminant Validity Test

Validity means measuring what should be measured (Ghozali, 2016). Discriminant validity is carried out to ensure that each concept of each latent model is different from other variables. Validity testing is carried out to determine how precisely a measuring instrument carries out its measurement function (Ghozali, 2016). In SMART-PLS, discriminant validity testing can be assessed based on the fornell-larcker and cross-loading criteria. In the fornell-larcker criterion test, discriminant validity can be said to be good if the AVE root on the construct is higher than the correlation of the construct with other latent variables, while the cross-loading test must show a higher indicator value

for each construct compared to the indicators on other constructs (Sekaran & Bougie, 2016). The results show the Discriminant Validity Test from both Fornell Lacker and Cross Loading which shows that all variables pass the Discriminant Validity Test.

**Path Value**

The Table 4 path value shows that the motivation variable as a moderating variable has a significant effect on the relationship between the Religiosity and Work Environment Variables on Performance with a value below 0.05. However, the motivation variable does

not moderate the relationship between the leadership variable and the performance variable.

**Significant Value**

The Table 5 Significant Value above shows that the value of R Square Adjusted 75% of the independent variable explains the dependent variable. Furthermore, the F Square value shows that the high significance value of the motivation moderation variable influences the relationship between the work environment and performance and religiosity on performance.

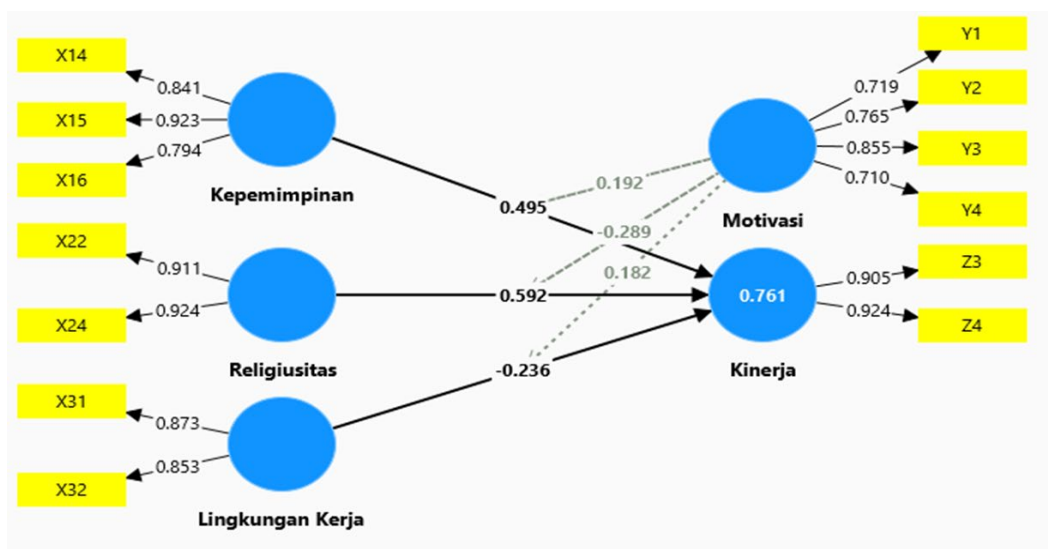


Figure 1. Framework research

Table 2. Outer loading test result

Cross Loading	X1	X2	X3	Y	Z
X14	0.841				
X15	0.923				
X16	0.794				
X22		0.911			
X24		0.924			
X31			0.873		
X32			0.853		
Y1				0.719	
Y2				0.765	
Y3				0.855	
Y4				0.710	
Z3					0.905
Z4					0.924

Table 3. Cronbach's and AVE Test Result

Variable	Cronbach's alpha	(rho_a)	(rho_c)	Average variance extracted (AVE)
Leadership	0.816	0.844	0.890	0.730
Employee Performance	0.805	0.812	0.911	0.837
Work Environment	0.758	0.760	0.854	0.745
Motivation	0.766	0.779	0.848	0.585
Religiosity	0.812	0.816	0.914	0.842

Table 3. Path Value

P Value	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Leadership → Employee Performance	0.495	0.490	0.134	3.705	0.000
Work Environment → Employee Performance	-0.236	-0.243	0.119	1.992	0.046
Motivation → Employee Performance	-0.125	-0.116	0.117	1.069	0.285
Religiousness → Employee Performance	0.592	0.598	0.129	4.573	0.000
Motivation x Leadership → Employee Performance	0.192	0.188	0.114	1.680	0.093
Motivation x Religiousness → Employee Performance	-0.289	-0.288	0.132	2.194	0.028
Motivation x Work Environment → Employee Performance	0.182	0.182	0.039	4.674	0.000

Table 5. Significant value

F square	Employee Performance
Leadership	0.029
Work Environment	0.012
Motivation	0.003
Religiousness	0.045
Motivation x Leadership	0.007
Motivation x Religiousness	0.023
Motivation x Work Environment	0.050

R Square	R square	R Square Adjusted
Employee Performance	0.761	0.754

**Leadership (X1) affects Employee Performance (Z)**

The results of the study show that leadership has a significant effect on the performance of PT X (Insurance Company) with a p-value of 0.000 < 0.05, so Ho is rejected, meaning H1 which states that “Leadership (X1) affects Employee Performance (Z)”, is proven true. These results support previous research from Suprayitno (2020), Ida Susi Dewanti (2022) and Dewi Sukaisih (2022) which state that leadership has a significant effect on employee performance. The level of significance is 0.029 which means high. The implication that can be done is to continue to improve the implementation of leadership so that employee

performance will increase, for example by holding a leadership training program.

**Religiosity (X2) has an effect on Employee Performance (Z)**

The results of the study show that Religiosity has a significant effect on the performance of PT X (Insurance Company) with a p-value of 0.000 < 0.05, so Ho is rejected, meaning H2 which states that “Religiosity (X2) has an effect on Employee Performance (Z)”, is proven true. These results support previous research from Ali Imron (2022), Wayu Eko Yudiantmaja (2021) and Nuraeni Gani (2022) which stated that Religiosity



has a significant effect on employee performance. The level of significance is 0.045 which means high. The implication that can be done is to continue to increase the application of Religiosity so that employee performance will increase.

### **Religiosity (X2) has an effect on Employee Performance (Z)**

The results of the study show that Religiosity has a significant effect on the performance of PT X (Insurance Company) with a p-value of  $0.000 < 0.05$ , so  $H_0$  is rejected, meaning  $H_2$  which states that “Religiosity (X2) has an effect on Employee Performance (Z)”, is proven true. These results support previous research from Ali Imron (2022), Wayu Eko Yudiantmaja (2021) and Nuraeni Gani (2022) which stated that Religiosity has a significant effect on employee performance. The level of significance is 0.045 which means high. The implication that can be done is to continue to increase the application of Religiosity so that employee performance will increase.

### **Motivation (Y) acts as a Moderating Variable between Leadership (X1) and Employee Performance (Z)**

The results of this study indicate that motivation does not moderate the influence of Leadership on employee performance at PT X (Insurance Company) with a p-value of  $0.093 < 0.05$ , then  $H_0$  is accepted, meaning  $H_4$  which states “Motivation moderates the influence of Leadership on employee performance at PT X (Insurance Company)”, is not proven true. These results do not support previous research from Suprayitno (2020), Ida Susi Dewanti (2022) and Dewi Sukaisih (2022) which state that leadership has a significant effect on employee performance. The level of significance is 0.007 which means very low.

### **Motivation (Y) acts as a Moderating Variable between Religiosity (X2) and Employee Performance (Z)**

The results of this study indicate that motivation moderates the effect of Religiosity on employee performance at PT X (Insurance Company) with a p-value of  $0.028 < 0.05$ , so  $H_0$  is rejected, meaning  $H_5$  which states “Motivation moderates the effect of Religiosity on employee performance at PT X

(Insurance Company)”, is proven true. These results support previous research from Ali Imron (2022), Wayu Eko Yudiantmaja (2021) and Nuraeni Gani (2022) which states that Religiosity has a significant effect on employee performance. The level of significance is 0.023 which means moderate. The implication that can be done is to maintain or continue to pay attention to Religiosity so that employees work well and can increase their motivation in working so that employee performance will increase.

### **Motivation (Y) acts as a Moderating Variable between Work Environment (X3) and Employee Performance (Z)**

The results of this study indicate that motivation moderates the influence of Work Environment on employee performance at PT X (Insurance Company) with a p-value of  $0.000 < 0.05$ , then  $H_0$  is rejected, meaning  $H_6$  which states “Motivation moderates the influence of Leadership on employee performance at PT X (Insurance Company)”, is proven true. These results support previous research from Pauline Katarina (2023), Ulul Mafra Nisa (2020) and Jonias Resi (2020) which states that Work Environment has a significant effect on employee performance. The level of significance is 0.050 which means it is very high. The implication that can be done is to maintain or continue to pay attention to the Work Environment so that employees work well and can increase their motivation in working so that employee performance will increase.

### **Managerial Implications**

PT X (Insurance Company) must maintain leadership and religiosity values that have a significant positive impact on employee performance. Of course, in improving leadership values, there needs to be training in company management both at the middle and top management levels. In addition, there needs to be innovation in the work environment, both physical and non-physical, in order to improve employee performance. Motivation factors are very important because they strengthen employee performance improvements. To maximize motivation, management needs to implement strategies such as providing awards, creating a supportive work environment, and understanding employee needs and expectations.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Leadership has a significant and positive effect on performance, however, motivation does not have a significant effect as a moderating variable on the relationship. The implication shows that leadership is sufficient in improving performance without being influenced by motivation. Religiosity has a significant influence with high and positive value on performance, however motivation has a significant negative influence on the relationship. The implication shows that increasing motivation at work creates a conflict between religious and work priorities, thus having a negative influence on work. The work environment has a significant influence with high value but negative on performance, however, motivation has a significant positive influence on the relationship. The implication shows the possibility of burnout in employees, but they need motivation to improve performance.

### Recommendations

The research results are expected to contribute to science as well as input to PT X (Insurance company). PT X (Insurance company) must focus more on maintaining leadership values and religiosity that have a significant positive impact on employee performance. The recommendations, namely (1) For the Company. There needs to be training in company management both at the middle management and top management levels related to leadership and religiosity. There needs to be innovation in the work environment both physical and non-physical in order to improve employee performance. (2) For Other Researchers. Further research needs to be done to develop this research, some variables can build employee performance, such as Ethical Leadership, Work Ethic, and others.

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