The Influence of Islamic Work Ethic, Spiritual Suggestion, and Work Environment on Employee Performance at Bumdes with the Mediation of Device Synergy at Bumdes Nawamitra Mandiri, Purbalingga Regency

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Abstract

This research is a survey research on BUMDES Employees in Pengadegan District, Purbalingga Regency. This research is entitled "The Influence of Islamic Work Ethic, Spiritual Suggestions and Work Environment on the Performance of Bumdes Employees Mediated by Device Synergy at Bumdes Nawamitra Mandiri Purbalingga Regency" The aim of this research is to determine the influence of Islamic Work Ethic, Spiritual Suggestions and Work Environment between Devices at Bumdes Nawamitra Mandiri Purbalingga Regency. The population in this study were employees of BUMDeis Nawamiitra Mandiirii in the Regency of Purbalingga Beiseirta government officials. The number of respondents taken in this research was 22 respondents. The purposive sampling method was used to determine respondents. Based on the results of research and data analysis using SEM (Structural Equation Modeling) it shows that: (1) Islamic work ethic influences device synergy, (2) Islamic work ethic influences employee performance, (3) Spiritual suggestions influence device synergy, (4) Spiritual suggestions influence employee performance, (5) Work environment influences device synergy, (6) Work environment influences employee performance, (7) Islamic work ethic influences employee performance mediated by device synergy, (8) Spiritual suggestions influence employee performance. employee performance mediated by device synergy, (9) The work environment influences employee performance mediated by device synergy. This research examines and expands the theoretical model that connects the Islamic work ethic and employee performance through the synergy of tools as mediation. Although some hypotheses were not supported, this research can provide a broad understanding of these relationships.

Keywords: BUMDes, Work Ethic, Synergy, Spiritual Suggestion, Employees.

INTRODUCTION

Over the past five years (2019-2023), the number of BUMDes in Purbalingga Regency has fluctuated with an upward trend, except in 2023 when it actually experienced a decline. BUMDes classified as viable are developing, and in Purbalingga Regency in 2023, there were only 0.89% or 18 BUMDes out of 201. This phenomenon shows that on average, BUMDes in Purbalingga Regency are not yet financially healthy, so it can be said that the performance of BUMDes in Purbalingga is not yet optimal.
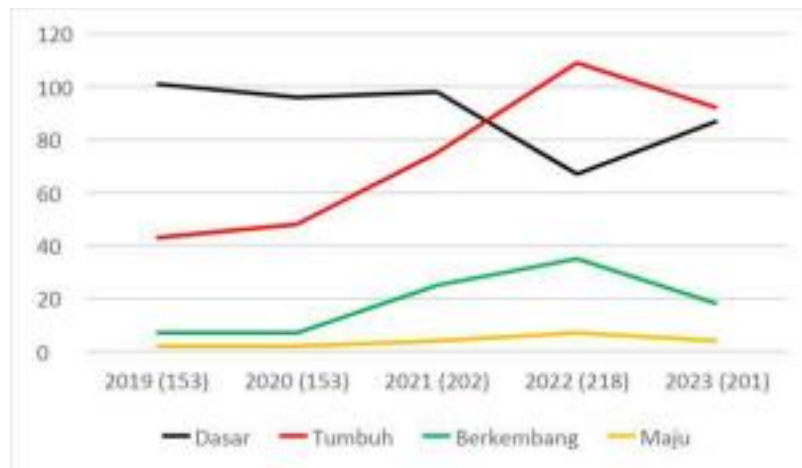

Figure 1. Development of BUMDes in Purbalingga Regency

One of the developing BUMDes in Purbalingga Regency is BUMDes Nawamitra Mandiri. This shows that over the past five years, BUMDes Nawamitra has been able to run its business operations with capital development and increased revenue, even though it has not yet met its targets. Based on a preliminary survey with the Head of BUMDes Nawamitra, there is potential for BUMDes Nawamitra to continue to generate sustainable profits. One of them is to instill the belief that managing BUMDes Nawamitra is also part of worship. This means emphasizing the spiritual suggestion instilled in BUMDes Nawamitra employees.

Although BUMDes Nawamitra is one of the leading BUMDes in Purbalingga Regency, it has experienced a decline in sales revenue. Considering that one of the performance indicators for BUMDes is measured by sales revenue, it is worth examining the sales development of BUMDes Nawamitra over the past five months as follows:
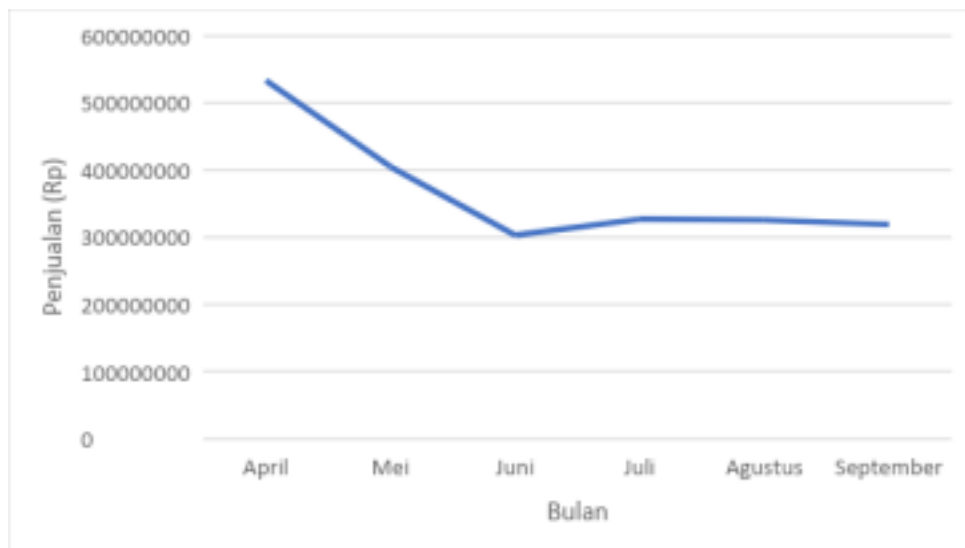
Figure 2. Sales Development of Nawamitra BUMDes in Purbalingga Regency for the Period of April – September 2023

Based on the image above, it can be seen that sales at BUMDes Nawamitra in Purbalingga Regency during the period from April to September 2023 experienced a decline. A sharp decline in sales turnover occurred in May and June 2023 compared to April. This negative trend continued until September 2023. Considering that the majority of the population of Purbalingga Regency is Muslim, this naturally forms the basis for the managerial behavior of BUMDes Nawamirra in running its business. This is certainly interesting because Islam teaches that everyone should work hard while prioritizing trustworthiness and honesty.

This research is important for several reasons. First is the importance of spiritual suggestions for employees in improving employee performance. This is related to the problem that occurs at BUMDes Nawamitra Purbalingga, where there is still a lack of spiritual suggestions, as can be seen from the fact that some people still view work as an obligation rather than worship. In previous studies conducted by Asutay (2021), Clercq (2019), and Mergaliyev (2019), the importance of spiritual suggestions as an Islamic work ethic in fostering employee performance has been acknowledged. This is because the Islamic work ethic prioritizes morality in work (Chaudhary, 2023). This study serves to encourage managers or organizational leaders to motivate and provide a tangible impact by empowering them, thereby increasing the creative performance of employees as individuals.

The second reason is that this research was conducted using three independent variables with one mediation to test the relationship between Islamic work ethic, spiritual suggestion, and work environment with the mediation of device synergy. There is still little research that uses the variables of Islamic work ethic and spiritual suggestion, making it different from other studies and adding new insights regarding the influence of these two variables. In fact, Islamic work ethic is important because it is a method or step used as a foundation for employees in their work (Fox, 2017; Aboobakr, 2023 and Asutay, 2021). Similarly, Islamic work ethic plays an important role in bringing about spiritual suggestion. Hafeez (2019) conducted research and found that employees with a high Islamic work ethic are more likely to perform well. Research by Javaid (2020) and Kenyi (2020) also explains that when an employee develops creative self-efficacy, it will encourage employee creativity in accordance with

the needs required, so that the organization needs employees who are able to generate new ideas to achieve organizational goals.

The third reason why this research was conducted is because there is still a research gap or difference in the results of previous studies. Research conducted by Gao (2019), Javaid (2020), Chaudhary (2023) and Javed (2017) shows that spiritual suggestions affect employee performance levels. However, these results are not in line with the results of research conducted by Mergaliyev (2019), which states that spiritual suggestions have no effect on employee performance. With these differences in research results, further research on related topics is still needed to obtain research validation results.

The fourth reason is the difference in the objects of previous studies. Javaid (2020) conducted research in the field of education with 310 lecturers as respondents. Meanwhile, Asutay (2021) conducted research on MSMEs. Kessi (2022) conducted research in a research institute. Edward (2020) conducted research in a company. As a novelty of the research, the researcher used the microeconomic institution sector in rural areas as a new research object so that the research results could be generalized. The reason the researcher used the microeconomic sector is because this sector is dynamic and is the livelihood of the community in general. This can be seen from the growing number of BUMDes, especially in terms of the services and products offered that are beneficial to rural residents. In addition, there is fierce competition among micro-economic enterprises to attract new consumers. On the other hand, there is a mutually dependent relationship between BUMDes institutions and economic conditions, especially for the lower-middle class. A healthy BUMDes is one of the supporting factors for those who want to start a business.

This research was conducted by researchers at the central BUMDes (sub-district office) and the logistics and clothing BUMDes office. While at the central BUMDes, researchers spent more time assisting the community in obtaining NIB PIRT and halal certificates, as well as helping to compile MSME data from nine villages in the Pengadegan sub-district. The researchers found that communication at the central BUMDes was well-maintained between the chairman and members. The researchers rarely observed employees taking leave or leaving during working hours. Employees at the central BUMDes also utilized their break time appropriately, returning to the BUMDes on time.

In contrast, most employees at the sub-district office were rarely at their desks, and only a few were present. Researchers had difficulty conducting interviews due to the large number of employees who were absent and rarely available at the office. The researcher's personal job description was to develop visualizations for products and introduce BUMDesma services to the community, where the researcher carried out the job description several times at the central BUMDes and more often at the BUMDes warehouse office to develop visual products of raw materials and clothing, which were then uploaded and distributed by the BUMDes admin team.

The researcher was interested in the phenomenon occurring at BUMDesma because the employees varied greatly in their work. Many of them worked beyond their job descriptions, working overtime and not taking breaks to pray, while others worked according to their job descriptions and always made time for prayer. In addition, the coordination that occurred during the researcher's internship at the central BUMDes was quite good, with the existence of a bumdes warehouse structure under the central BUMDes structure, which had a positive impact by providing a structured

communication space due to the existence of a BUMDesma logistics and clothing manager under the central BUMDes.

Based on the phenomena and research gaps occurring in the micro-institution sector, particularly BUMDes, the researcher was interested in conducting research on the topic of the influence of Islamic work ethic, spiritual suggestions, and work environment with moderation of synergy on the performance of BUMDes Nawamitra Mandiri employees in Purbalingga Regency.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Performance.

According to The Scribner-Batam English Dictionary, published in the United States and Canada (1979), performance comes from the translation of performance, which according to Basri (2005) is the success of employees in completing tasks within a certain time limit. This means that the results of tasks are influenced by predetermined objectives. Therefore, the achievement of objectives is a benchmark for individual performance, which has three criteria for individual assessment, namely completed tasks, behavior, and characteristics possessed by the individual.

Device Synergy.

Synergy has several meanings or definitions, but in principle, they have the same meaning. According to the Oxford English Dictionary (2005), synergy is the interaction or cooperation between two or more organizations, elements, or agencies to produce a combination of performance results that is greater than the sum of the results produced individually.

Spiritual Suggestion.

According to Ahmed (2020), spiritual suggestion is essentially the essence of religiosity. In this case, religiosity is a form of religious aspect that has been internalized by individuals in their hearts. The meaning of religiosity is described in several aspects that must be fulfilled as guidelines on how to live a righteous life so that humans can achieve happiness in this world and the hereafter.

Work Environment.

The work environment is everything that surrounds workers and can influence them in carrying out their assigned tasks. Thus, the work environment consists of two elements, namely the physical work environment and the non-physical work environment (Nitisemito, 1996). The work environment can influence employees in carrying out their daily work activities.

The Influence of the Work Environment on Device Synergy.

The benefits of the work environment are to create enthusiasm for work, thereby increasing productivity and work performance. In addition, the work environment can also influence employee job satisfaction (Massoudi, 2017). This means that a comfortable work environment due to synergy with management will influence an increase in employee performance. Conversely, an uncomfortable work environment will cause employees to be less enthusiastic about their work, thereby reducing their performance.

The Influence of the Work Environment on Employee Performance.

According to Edward (2020), the work environment is one of the places where employees spend most of their time carrying out their daily activities. A pleasant work environment will make employees feel comfortable, thereby increasing employee performance. A pleasant work environment can also influence the emotional attitude

of employees. If employees feel comfortable with the work environment where they work, they will be happy in their workplace and their productivity will increase, so that working time is used effectively and efficiently.

The Influence of Islamic Work Ethic on Employee Performance Mediated by Synergy Tools.

Synergy is the result of creating an environment where people can contribute based on their respective strengths, so that the results are greater than if they worked individually (Gao, 2019). Synergy is the most effective approach to solving problems rather than apathy or confrontation. Synergy is different from compromise, because in compromise the parties involved must sacrifice some of their goals in order to work together.

The Influence of Spiritual Suggestion on Employee Performance Mediated by Synergy Devices.

According to Ahmed (2019), spiritual suggestion is a concept of religiosity which is a form of religious aspect that has been internalized by individuals in their hearts. The meaning of religiosity is described in several aspects that must be fulfilled as guidelines on how to live righteously so that humans can achieve happiness in this world and the hereafter. Islam is a way of life that can guide all aspects of human life with faith, sharia, and morals (Kurt, 2020).

The Influence of the Work Environment on Employee Performance Mediated by Device Synergy.

Synergy in an organization can be created if the organization has a vision that can encourage all components or members of the organization to work in accordance with their respective duties in realizing the vision. In this case, the organizational vision can function as a unifying force for the components of the organization. This means that, according to Abdelzeher (2017), if the work environment has a common work culture and spirit, it will be easier to work together.

H1: Islamic work ethic influences device synergy.
H2: Islamic work ethic influences employee performance.
H3: Spiritual suggestion influences device synergy.
H4: Spiritual suggestion influences employee performance.
H5: Work environment influences device synergy.
H6: Work environment influences employee performance,
H7: Islamic work ethic influences employee performance mediated by device synergy,
H8: Spiritual suggestions influence employee performance mediated by device synergy,
H10: Work environment influences employee performance mediated by device synergy.

RESEARCH METHOD

The type of research chosen by the researcher was quantitative, using a survey method to collect data from samples. The research was conducted at BUMDes Nawamitra Mandiri in Purbalingga Regency. The subjects of this study were employees of BUMDes Nawamitra Mandiri in Purbalingga Regency and government officials. The method used to collect data for this study was a questionnaire. The data sources used were primary and secondary data. The population included in this study were all employees of BUMDes Nawamitra Mandiri in Purbalingga Regency and

government officials. In this study, the variable measurement technique used was the Likert scale. The Likert scale is defined as a scale used to measure the attitudes, opinions, and perceptions of an individual or group towards a social phenomenon (Sugiyono, 2016). The data analysis used in this study was Partial Least Square (PLS) as a data analysis method using Structural Equation Modeling (SEM).

RESULT AND ANALYSIS

Table 1. Variable loading factor results

Code	Islamic Work Ethic	Employee Performance	Work Environment	Device Synergy	Spiritual Suggestions
X1.1	0.891				
X1.2	0.863				
X1.3	0.736				
X1.4	0.785				
X1.5	0.931				
X2.1					0.856
X2.2					0.846
X2.3					0.900
X2.4					0.886
X2.5					0.912
X3.1			0.754		
X3.2			0.894		
X3.3			0.710		
X3.4			0.790		
X3.5			0.912		

X3.6			**0.809**		
X3.7			**0.709**		
Y.1		**0.887**			
Y.2		**0.959**			
Y.3		**0.907**			
Z.1				**0.826**	
Z.2				**0.788**	
Z.3				**0.829**	
Z.4				**0.842**	
Z.5				**0.795**	

Based on Table 1, it can be seen that the *loading factor* value of each indicator in each variable has met the *convergent validity* criteria, which is greater than 0.7. This shows that each indicator in this study has met the *convergent validity* criteria as measured by the *loading factor* value.

Table 2. Average Variance Extracted (AVE) Results

	Cronbach's Alpha	AVE
Islamic Work Ethic	**0.897**	**0.712**
Employee Performance	**0.906**	**0.843**
Work Environment	**0.908**	**0.641**
Device Synergy	**0.875**	**0.666**

Spiritual Suggestions	0.928	0.775

Based on Table 2, it can be seen that the AVE value of each variable is above 0.5, so it can be concluded that all variables in this study meet the convergent validity criteria.

Table 3. Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Islamic Work Ethic	0.897	0.925
Employee Performance	0.906	0.941
Work Environment	0.908	0.925
Device Synergy	0.875	0.909
Spiritual Suggestions	0.928	0.945

Based on Table 3, it can be seen that the Cronbach's alpha values of all variables in this study are above 0.6. Based on these values, it can be concluded that the data in this study is reliable because it meets the criteria.

Table 4. *Coefficient of Determination (R^2)*

	R Square	R Square Adjusted
Employee performance	0.629	0.613
Device synergy	0.613	0.599

Based on Table 4, it can be concluded that Islamic work ethic, spiritual suggestion, and work environment have a significant influence on device synergy, namely 0.599.

Table 5. *path coefficient*

	Original Sample (O)

Islamic Work Ethic -> Employee Performance	0.297
Islamic Work Ethic -> Device Synergy	0.764
Work Environment -> Employee Performance	0.040
Work Environment -> Device Synergy	0.085
Device Synergy -> Employee Performance	0.384
Spiritual Suggestion -> Employee Performance	0.285
Spiritual Suggestion -> Device Synergy	0.149

Based on path analysis, it is known that Islamic work ethic has the greatest influence on employee performance and device synergy.

Table 6. Hypothesis testing results

	T Statistics	P Values
Islamic Work Ethic -> Employee Performance	2.930	0.035
Islamic Work Ethic -> Device Synergy	4.660	0.000
Work Environment -> Employee Performance	2.492	0.042
Work Environment -> Device Synergy	0.876	0.382
Device Synergy -> Employee Performance	2.605	0.019
Spiritual Suggestion -> Employee Performance	2.717	0.008
Spiritual Suggestion -> Device Synergy	2.858	0.039

Table 7. Mediation test results

	T Statistics	P Values
Islamic Work Ethic -> Device Synergy -> Employee Performance	2.461	0.014
Work Environment -> Device Synergy -> Employee Performance	0.698	0.486
Spiritual Suggestions -> Device Synergy -> Employee Performance	2.569	0.037

CONCLUSION

This study examines and expands on the theoretical model that links Islamic work ethic and employee performance through device synergy as mediation. Although some hypotheses were not supported, this study provides a broad understanding of this relationship.

The findings obtained sufficient empirical evidence that Islamic work ethic has a direct and significant relationship with employee performance. This influence will be even stronger if device synergy is linked as a mediator, meaning that employee performance will improve when employees work within an Islamic work ethic. This shows that individuals who have an understanding of Islamic law will develop a personality with an Islamic work ethic. Employee work motivation is not only because they expect compensation or income, but also because they view work as worship in a broader context. Employees' individual beliefs about the implementation of Islamic law will be better accepted if there is support from other devices. In fact, the synergy of devices at work will be interpreted as worship in the context of habluminannas or horizontal cooperation.

Another interesting finding is that an Islamic work ethic can foster spiritual suggestion. This means that every action of an individual employee is based on religious norms. The Islamic teachings that they have embraced have become part of their cognitive realm, so that every thought, word, and action is suggested as a spiritual message. Therefore, an employee with strong spiritual suggestions influences their performance, either directly or indirectly through device synergy as a mediating variable. Of course, device synergy will be formed in a religious work environment. The better the device synergy, the better the influence of spiritual suggestions on the employee's performance.

This study did not obtain sufficient empirical evidence that the work environment directly influences employee performance. This further reinforces the fact that employees with a strong Islamic work ethic are not influenced by the work environment. Even device synergy cannot mediate the influence of the work environment on employee performance. In this case, employees are more focused on the suggestion that work is their responsibility and obligation, which, according to Islamic ethics, must be carried out with trust. Infrastructure is only a supporting factor for employee performance, not a determining factor.

Theoretical Implications

1. These findings contribute to the literature on Islamic work ethic by incorporating device synergy as a mediation that is actually the domain of Islamic work ethic.
2. Previous studies did not discuss more specifically spiritual suggestions as a factor in Islamic work ethic, which states that Islamic law has a cognitive impact on employees at work. This study also confirms that the mediating role of device synergy is in line with Islamic work ethic principles, in the context of *habluminnas*, or horizontal individual synergy. The implication of these findings is that there is a positive correlation between Islamic work ethic and employee performance mediated by spiritual suggestions.
3. This study obtained empirical findings that spiritual suggestions influence employee performance to demonstrate Islamic work ethic in the workplace. Although previous studies revealed that device synergy mediates the impact of Islamic work ethic on employee performance due to the emergence of spiritual suggestions, these findings draw conclusions about the mediating role of device synergy on employee performance.

Practical Implications

1. BUMDes Nawamitra Mandiri in Purbalingga Regency can increase awareness and the role of Islamic work ethic in various ways, such as providing more encouragement to its employees to apply and believe that work is a form of worship, which will produce good results. Islamic law teaches the noble values of honesty and trustworthiness in work.
2. BUMDes Nawamitra Mandiri in Purbalingga Regency can also pay attention to the psychology of its employees so that the spiritual suggestions that are inherent in every person can motivate them to work harder. Spiritual suggestions are a cognitive realm that can be explored for positive activities and energy.
3. BUMDes Nawamitra Mandiri in Purbalingga Regency must pay more attention to workplace issues so that every employee can work optimally.

Research Limitations

1. The questionnaires returned by respondents did not meet the researchers' expectations. The main obstacle was that most respondents chose to fill out the questionnaire manually rather than using Google Forms. This hindered the return of questionnaires. This was related to the time given to respondents to fill out the questionnaire, which was only two days. If the researcher had given respondents at least a week to complete the questionnaire, it is highly likely that all questionnaires distributed by the researcher would have been completed 100%.
2. Given the importance of Islamic work ethic in an organization, further research is needed on the variables that influence Islamic work ethic itself. Furthermore, the researcher suggests that the variables studied to see their effect on employee creativity are personality and organizational culture.
3. The work environment does not affect device synergy, although it still contributes directly to employee performance. Therefore, further research can re-examine this relationship with different samples and analysis methods. All variables involved in this study are at the individual level. However, various organizational-level variables may be studied in the future, such as organizational structure and community culture.

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