



Building Employee Performance Through Sharia Work Culture And Work Motivation At Sharia Hotels In Pekanbaru

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ABSTRACT

This research investigated the influence of Sharia Work Culture and Work Motivation on Employee Performance within Sharia Hotels located in Pekanbaru. A quantitative methodology with an explanatory design was employed. The target population consisted of employees from several Sharia Hotels in Pekanbaru, encompassing both operational and administrative divisions. Through purposive sampling, 150 respondents who had worked for a minimum of one year and participated actively in daily hotel operations were selected. Data collection utilized a five-point Likert scale questionnaire, followed by analysis using JASP software. Classical assumption tests normality (Shapiro-Wilk), heteroscedasticity (Glejser), and multicollinearity (VIF) were performed prior to conducting simple and multiple linear regression analyses. The findings revealed that Sharia Work Culture positively and significantly influenced Employee Performance ($B = 0.662$; $p < 0.001$; $R^2 = 0.438$). Similarly, Work Motivation demonstrated a positive and significant effect on Employee Performance ($B = 0.614$; $p < 0.001$; $R^2 = 0.377$). When examined simultaneously, both variables collectively explained 61.2% of the variance in Employee Performance, with a significant combined effect ($p < 0.001$). These results imply that reinforcing Islamic work principles and enhancing motivational levels can substantially improve employee productivity and service quality in Sharia Hotels. This research offers practical insights for hotel management and enriches the existing literature on Islamic-based human resource management practices.

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INTRODUCTION

The Indonesian sharia hotel industry has experienced notable expansion over recent years. This growth corresponds with increasing public demand for services aligned with Islamic principles. Sharia hotels provide more than standard accommodation; they deliver hospitality experiences grounded in Islamic values that influence customer interactions, workforce management, and overall workplace culture. Pekanbaru, serving as Riau Province's capital, has witnessed this trend directly due to its position as both a commercial center and a gateway to various tourist destinations, creating favorable conditions for sharia hotel development.

Table 1 Tourist Visits and Hotel Occupancy in Pekanbaru

Indicator	Year	Number / Percentage	Source
Hotel Occupancy Rate (General)	2024	48% (up from 44% in 2023)	BPS / Acting Mayor of Pekanbaru, 2025
Tourist Visits to Pekanbaru	Jan-Sep 2025	1,142,474 people	Disbudpar Pekanbaru City, 2025
Tourist Visits to Pekanbaru	2024	2,255,102 people	Disbudpar Pekanbaru City, 2024
Number of Sharia Hotels in Pekanbaru	2023	7 Hotels	Researcher's Data, 2023

Tourism data indicates promising opportunities for Pekanbaru's hospitality sector. According to the Culture and Tourism Office, over 2.2 million tourists visited the city during 2024, with continued growth observed into 2025. Furthermore, the Acting Mayor of Pekanbaru reported that hotel occupancy rates increased to 48% in 2024, representing a 4% rise from the previous year. However, despite these positive indicators, significant challenges persist. A 2023 survey identified only seven sharia hotels operating in Pekanbaru a relatively small number considering the existing market potential. More critically, operational challenges remain regarding the consistent implementation of Islamic values and the maintenance of employee motivation necessary for competitive performance.

Although extensive research has examined work culture and motivation in hospitality settings, limited attention has been given to the unique context of sharia hotels in emerging markets such as Pekanbaru. Furthermore, few studies have specifically investigated how Sharia Work Culture and Work Motivation jointly affect Employee Performance within the Indonesian sharia hotel industry. This study addresses these gaps by empirically examining the relationships among these three constructs in a single integrated framework (Belguith, 2026; Fitriana et al., 2025; Hidayah, 2026; Iskanto et al., 2026).

According to Spector (2024), contemporary workplaces have been significantly transformed by technological advancements, particularly in how employee performance is monitored, evaluated, and enhanced. Digital tools and data analytics have enabled organizations to better understand and respond to employee needs while improving operational efficiency. Organizations facing these technological shifts must implement evidence based human resource practices. Sharia hotels, like other businesses, depend substantially on their workforce. Frontline employees directly serve guests, making their performance a critical determinant of hotel success. Robbins and Judge (2024) added that understanding employee behavior is essential for effective organizational management, particularly in service-oriented industries like hospitality.

Nevertheless, sharia hotels encounter substantial operational difficulties. Common problems include inadequate work discipline, insufficient employee motivation, and inconsistent application of Islamic values across daily operations. These issues potentially undermine both productivity and service quality. Sharia work culture represents one factor believed to significantly influence employee performance. This cultural framework rests upon four core Islamic values: shiddiq (truthfulness), amanah (trustworthiness), tabligh (effective communication), and fathanah (professional competence). Kadiyono and Firmansyah (2025) found that Islamic work ethics encourage employees to perceive work as worship, resulting in enhanced discipline and productivity. Pramono and Sari (2023) further noted that employees who internalize these values demonstrate greater integrity and service orientation. Work motivation constitutes another critical determinant of employee performance. Spector (2024) identified recognition, achievement, and personal growth opportunities as key motivational factors in workplace settings. Dessler (2024) added that motivated employees tend to demonstrate higher productivity, better customer service, and stronger organizational commitment.

Employee performance data from Pekanbaru's sharia hotels over the past five years reveals fluctuation rather than consistent improvement, as illustrated in Figure 1 below. The data were obtained from hotel management records through preliminary surveys conducted in December 2025. Performance scores represent average ratings based on supervisor evaluations across operational indicators including service quality, attendance, and task completion.

Employee Performance Trends at Sharia Hotels in Pekanbaru (2021-2025)

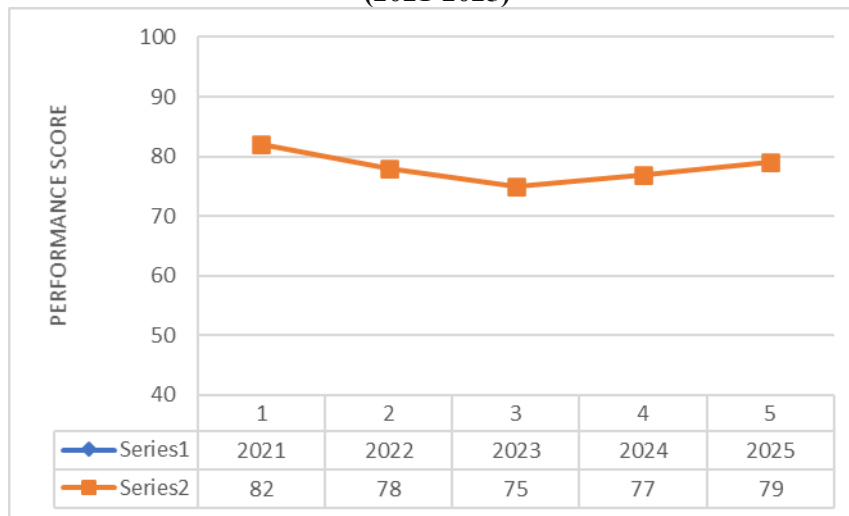


Figure 1. Employee Performance Trends at Sharia Hotels in Pekanbaru

Figure 1 presents the trend of employee performance from 2021 to 2025. Employee performance started at 82 in 2021, declined to 78 in 2022, reached its lowest point at 75 in 2023, then gradually increased to 77 in 2024 and 79 in 2025.

Based on these observations, this study sought to answer three research questions: (1) Does sharia work culture affect employee performance? (2) Does work motivation affect employee performance? (3) Do sharia work culture and work motivation together affect employee performance?

LITERATURE REVIEW

Social Exchange Theory

Cropanzano and Mitchell (2023) explained Social Exchange Theory as a framework describing the reciprocal relationships between individuals and organizations. According to this theory, when organizations provide supportive work environments, equitable rewards, and appropriate assistance, employees respond with increased loyalty, dedication, and performance. Within the context of this study, Social Exchange Theory provides the theoretical foundation for understanding how Sharia Work Culture and Work Motivation influence Employee Performance. When sharia hotels provide a supportive Islamic work environment and recognize employee contributions, employees reciprocate through enhanced performance and commitment. This reciprocal mechanism explains why both organizational culture and individual motivation are critical for improving employee outcomes. Nugroho et al. (2024) confirmed that positive organizational exchanges substantially influence employee outcomes within the Indonesian hospitality sector. Suherman (2025) further found that effective leadership and teamwork significantly influence employee performance in sharia hotels, with work-family conflict acting as a mediating factor.

Sharia Work Culture

Sharia work culture encompasses values, norms, and work behaviors derived from Islamic principles. The framework rests upon foundational values including shiddiq (truthfulness), amanah (trustworthiness), tabligh (communicative competence), and fathanah (professional intelligence). Saiful Anuar et al. (2024) argued that contemporary organizations require cultures supporting flexibility, innovation, and rapid environmental responsiveness. Essential cultural characteristics include openness to new ideas, acceptance of failure as a learning opportunity, and commitment to continuous improvement. Innovation, according to these authors, emerges not solely from technological adoption but also from organizational members' mindsets their readiness to address challenges creatively and adaptively. Kadiyono and Firmansyah (2025) found that Islamic work ethics encourage employees to

perceive work as worship, resulting in enhanced discipline, responsibility, and productivity. Pramono and Sari (2023) discovered that employees who genuinely internalize Islamic values demonstrate greater integrity, commitment, and service orientation qualities particularly valuable in hospitality settings where customer satisfaction is paramount. Robbins and Judge (2024) emphasized organizational culture's crucial role in shaping employee behavior and performance. Suherman (2025) further demonstrated that paternalistic leadership and teamwork significantly affect employee performance in sharia hotels, highlighting the importance of organizational culture in enhancing employee outcomes (Iskamto et al., 2020; Iskamto & Yapentra, 2018; Mulia et al., 2020; Rasyidah et al., 2025).

Measurement of Sharia Work Culture. Sharia Work Culture was measured using ten items across four dimensions: honesty in work reporting (shiddiq), responsibility for assigned tasks (amanah), effective communication with colleagues and customers (tabligh), and professionalism (fathanah). Sample items include "I always report my work results honestly," "I am fully responsible for assigned tasks," and "I maintain professionalism according to hotel standards."

Work Motivation

Work motivation refers to the internal and external forces that drive individuals to invest time, energy, and skills toward achieving organizational objectives. Understanding what motivates employees is essential for organizations seeking to improve performance and productivity, particularly in service-oriented industries such as sharia hotels. Spector (2024) identified recognition, achievement, and personal growth opportunities as key motivational factors in contemporary workplace settings. These factors are particularly relevant in sharia hotels, where employees seek both material rewards and spiritual fulfillment through their work.

One of the most influential frameworks for understanding work motivation is Vroom's expectancy theory. A meta-analysis conducted by Van Eerde and Thierry (1996), published in the *Journal of Applied Psychology*, synthesized decades of research on this theory and confirmed that motivation is determined by three core factors: expectancy (the belief that effort will lead to acceptable performance), instrumentality (the belief that performance will lead to rewards), and valence (the value an employee places on those rewards). This framework is particularly relevant in sharia hotel settings, where employees are motivated when they believe their efforts toward providing sharia-compliant service will be recognized and appropriately rewarded (Arsyad et al., 2024; Basriani et al., 2021; Syahsudarmi, 2022).

Robbins and Judge (2024) explained that motivated employees establish challenging goals and persistently pursue their achievement. In the context of sharia hotels, this means employees who are motivated will consistently strive to uphold Islamic values such as honesty (shiddiq), trustworthiness (amanah), effective communication (tabligh), and professionalism (fathanah) in their daily service delivery. Research conducted by Lussa, Sudiro, and Hapsari (2023) found that work motivation and work environment significantly influence employee performance through work engagement as a mediating variable. Their study demonstrated that motivated employees are more likely to become engaged with their work, which subsequently enhances their performance outcomes. This finding is particularly relevant for sharia hotels, where employee engagement with Islamic values can directly impact service quality.

Yahya and Ratna Pury (2024) demonstrated that the application of Sharia principles and organizational culture positively affects work motivation, which in turn enhances employee performance in sharia hotel settings. Their research, conducted at Cinnamon Hotel in Bandung, confirmed that when sharia hotels consistently implement Islamic values in their daily operations, employees become more motivated to perform at higher levels. In the context of sharia hotels specifically, Sukoco et al. (2024) found that sharia compliance in human resource management practices—particularly in recruitment and selection, employee development, and compensation—has a significant positive effect on employee performance. Their research demonstrated that when sharia hotels integrate Islamic principles into HRM practices, employees demonstrate higher motivation and productivity.

Within hospitality contexts, Nugroho, Wibowo, and Handayani (2024) confirmed that motivated employees exhibit greater initiative, higher productivity, superior customer service, and stronger organizational commitment. Their research specifically examined Indonesian sharia hotels and found



consistent positive relationships between motivation and performance outcomes. Dessler (2024) added that organizations must design performance management systems that align individual goals with organizational objectives. In sharia hotels, this means creating performance metrics that incorporate Islamic values alongside conventional hospitality standards, ensuring that employees understand how their work contributes to both organizational success and spiritual fulfillment.

Measurement of Work Motivation. Work Motivation was measured using ten items across four dimensions: desire to achieve targets, recognition from the organization, career development opportunities, and supportive work environment. Sample items include "I am motivated to achieve work targets," "I feel appreciated for my contributions," and "I have opportunities for career development."

Employee Performance

Employee performance represents the work results achieved by individuals executing their assigned responsibilities. Dessler (2024) proposed that performance can be measured through multiple dimensions including work quality, work quantity, timeliness, effectiveness, teamwork, and customer service quality. Saiful Anuar et al. (2024) explained that effective talent management encompasses identifying, developing, and retaining high-potential individuals. Key strategies include succession planning, career development, performance evaluation, and technology utilization. Within sharia hotels, employee performance optimization can be achieved through integrated talent management combining Islamic work values with contemporary performance evaluation systems. Alhempri et al. (2025) added that performance management systems should align individual goals with organizational objectives. In hospitality settings, employee performance is particularly critical because it directly affects guest satisfaction and hotel reputation. Pramono and Sari (2023) noted that high-performing employees not only complete tasks efficiently but also contribute positively to organizational climate, reduce turnover rates, and enhance customer loyalty.

Measurement of Employee Performance. Employee Performance was measured using ten items across five dimensions: quality of work, quantity of work, timeliness in completing tasks, effectiveness in serving customers, and cooperation with coworkers. Sample items include "I complete work with good quality," "I finish tasks on time," and "I cooperate well with coworkers."

HYPOTHESIS DEVELOPMENT

The Effect of Sharia Work Culture on Employee Performance (H₁)

When employees perceive work as more than routine employment as a form of worship, they tend to demonstrate enhanced discipline and dedication. This perspective naturally leads to improved performance outcomes. From the perspective of Social Exchange Theory, when organizations provide a supportive Islamic work culture, employees feel valued and reciprocate through higher performance. Nugroho et al. (2024) found that Islamic work ethics significantly influence employee performance in Indonesian sharia hotels. Their research demonstrated that organizations operating in dynamic environments require cultures that support flexibility, rapid adaptation, and continuous innovation. Successful hospitality organizations align their cultural values with customer expectations while maintaining high service standards. For sharia hotels, a strong Islamic work culture provides unique competitive advantages in attracting Muslim travelers. Research by Kadiyono and Firmansyah (2025) confirmed that Islamic work ethics positively influence employee performance within the Indonesian hospitality industry.

H₁: Sharia Work Culture has a positive effect on Employee Performance.

The Effect of Work Motivation on Employee Performance (H₂)

Motivation drives individuals to exert maximum effort toward task completion and organizational goal achievement. Highly motivated employees tend to demonstrate greater productivity, creativity, and commitment. According to Social Exchange Theory, when organizations recognize and reward employee efforts, employees respond with increased motivation and performance. Saiful Anuar

et al. (2024) noted that human resource managers currently face unique challenges including rapid technological change, global talent competition, remote work arrangements, data security concerns, diversity and inclusion requirements, and employee mental health considerations. Work motivation helps employees address these challenges because motivated individuals demonstrate greater adaptability and resilience. Studies by Lussa et al. (2023) and Yahya and Ratna Pury (2024) confirmed that motivation maintains significant positive relationships with employee performance, particularly within service industries. Lussa and colleagues demonstrated that work motivation directly affects employee performance and also indirectly through work engagement.

H₂: Work Motivation has a positive effect on Employee Performance.

The Simultaneous Effect of Sharia Work Culture and Work Motivation on Employee Performance (H₃)

Sharia work culture and work motivation function most effectively when combined. Culture provides employees with appropriate values and directional guidance, while motivation supplies the energy necessary for action. When both factors are simultaneously strong, employees perform optimally. Effective human resource management requires innovative and sustainable strategies that align with organizational goals. Dessler (2024) emphasized that organizations must design performance management systems that align individual goals with organizational objectives. Cropanzano and Mitchell (2023) added that positive organizational exchanges create reciprocal relationships between employers and employees. Integrating organizational culture with employee motivation represents a comprehensive strategy that strengthens these exchange relationships. Organizations that successfully align human resource practices with employee needs while maintaining fairness, transparency, and regulatory compliance are more likely to achieve sustainable success. Nugroho et al. (2024) confirmed that organizational culture and motivation collectively explain substantial portions of employee performance variation within the Indonesian hospitality sector.

H₃: Sharia Work Culture and Work Motivation simultaneously have a positive effect on Employee Performance.

Based on the theoretical framework developed above, Figure 2 presents the conceptual model guiding this investigation.

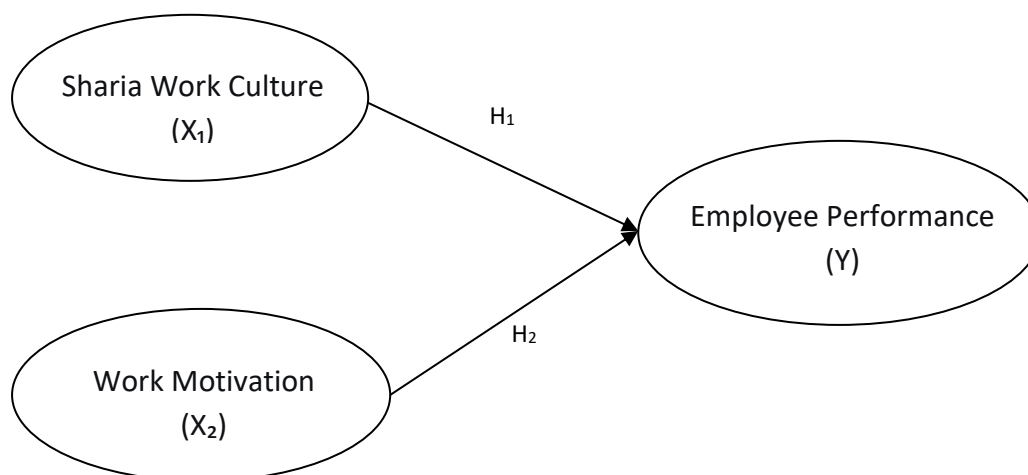


Figure 2. Framework of Study

METHOD

Research Design

A quantitative approach was adopted to measure and test relationships among the study variables. This investigation employed a causal design examining whether sharia work culture and work motivation produce changes in employee performance. Although causal language is used, the cross-sectional nature of the data means that findings indicate associations rather than definitive causal relationships. Primary cross-sectional data were collected through questionnaires distributed to employees at multiple sharia hotels in Pekanbaru. Data collection occurred during a one-month period

from January to February 2026. The study population comprised all employees working at several Pekanbaru sharia hotels, totaling 150 individuals across operational and administrative positions. A census approach was used because the total population was 150 employees. Purposive sampling was applied to select respondents who met the specific criteria: having worked at their respective hotels for at least one year and actively participated in daily operational activities (Sugiyono, 2019). All 150 eligible employees were included in the final sample.

Respondent Demographics

Table 2 Respondent Demographic Characteristics

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	82	54.7%
	Female	68	45.3%
Age	< 25 years	31	20.7%
	25-35 years	67	44.7%
	36-45 years	38	25.3%
	> 45 years	14	9.3%
Education	High school	45	30.0%
	Diploma	28	18.7%
	Bachelor	68	45.3%
	Postgraduate	9	6.0%
Tenure	< 2 years	43	28.7%
	2-5 years	71	47.3%
	> 5 years	36	24.0%
Position	Frontline staff	89	59.3%
	Supervisor	38	25.3%
	Manager	23	15.4%

Source: Primary data processed (JASP), 2026

Variables and Instruments

Three main variables were examined: Sharia Work Culture (X_1) as the first independent variable, Work Motivation (X_2) as the second independent variable, and Employee Performance (Y) as the dependent variable. A five-point Likert scale questionnaire (1 = strongly disagree, 5 = strongly agree) was employed for data collection. Prior to data collection, the questionnaire underwent validity testing using Corrected Item-Total Correlation with a criterion of $r > 0.30$, and reliability testing using Cronbach's Alpha with a criterion of $\alpha > 0.70$ (Nunnally & Bernstein, 1994).

Table 3 Measurement Indicators for Each Variable

Variable	Dimensions	Number of Items	Sample Item
Sharia Work Culture (X_1)	Honesty (shiddiq), Responsibility (amanah), Communication (tabligh), Professionalism (fathanah)	10	"I always report my work results honestly"
Work Motivation (X_2)	Achievement, Recognition, Career development, Work environment	10	"I am motivated to achieve work targets"
Employee Performance (Y)	Work quality, Work quantity, Timeliness, Customer service, Teamwork	10	"I complete work with good quality"

Source: Designed for this study (2026)

Data Analysis Techniques

Data analysis utilized JASP software for multiple linear regression. Classical assumption tests performed included normality testing (Shapiro-Wilk), heteroscedasticity testing (Glejser), and multicollinearity testing (Variance Inflation Factor). Hypothesis testing employed simple linear regression for H₁ and H₂, while multiple linear regression was used for H₃. Adjusted R² and F-statistics were also calculated to provide model diagnostics.

RESULTS

Validity and Reliability Test Results

Before testing the hypotheses, the validity and reliability of the research instrument were assessed to ensure that the questionnaire items accurately measured the intended constructs and produced consistent results.

Table 4 Validity and Reliability Test Results

Variable	Cronbach's Alpha	Valid Items	Invalid Items	Status
Sharia Work Culture (X ₁)	0.887	10	0	Reliable
Work Motivation (X ₂)	0.873	10	0	Reliable
Employee Performance (Y)	0.892	10	0	Reliable

Source: Primary data processed (JASP), 2026

Table 4 reveals Cronbach's Alpha values exceeding 0.70 for all variables: 0.887 (Sharia Work Culture), 0.873 (Work Motivation), and 0.892 (Employee Performance). These values confirm instrument reliability. Additionally, all ten items for each variable demonstrated validity (Corrected Item-Total Correlation > 0.30), with no invalid items detected. The corrected item-total correlations for individual items ranged from 0.452 to 0.721, all exceeding the 0.30 threshold.

Classical Assumption Test Results

Classical assumption tests were conducted to verify that the regression model satisfied the required statistical assumptions. A model was considered acceptable if the residuals were normally distributed (Shapiro-Wilk $p > 0.05$), no heteroscedasticity was detected (Glejser $p > 0.05$), and no multicollinearity was present (VIF < 10). The results of these tests are summarized in Table 5.

Table 5 Classical Assumption Test Results

Test	Variable	Value	p-value / Sig.	Cut-off	Conclusion
Normality (Shapiro-Wilk)	Residual	0.972	0.083	> 0.05	Normal
Heteroscedasticity (Glejser)	Sharia Work Culture (X ₁)	-	0.671	> 0.05	No heteroscedasticity
Heteroscedasticity (Glejser)	Work Motivation (X ₂)	-	0.584	> 0.05	No heteroscedasticity
Multicollinearity (VIF)	Sharia Work Culture (X ₁)	1.523	-	< 10	No multicollinearity
Multicollinearity (VIF)	Work Motivation (X ₂)	1.523	-	< 10	No multicollinearity

Source: Primary data processed (JASP), 2026

Base on table 5 All classical assumption tests were satisfied, confirming the regression model's reliability. Although VIF values are acceptable ($1.523 < 10$), it is worth noting that Sharia Work Culture and Work Motivation may conceptually overlap because a strong Islamic organizational culture can directly shape employee motivation. This potential conceptual overlap was considered during interpretation, and the statistical results indicate that multicollinearity does not significantly distort the findings.

Descriptive Statistics

A descriptive statistical analysis was performed to provide an overview of the research data's characteristics, including the minimum value, maximum value, mean, and standard deviation for each variable. The mean scores indicate the central tendency of respondents' perceptions, while the standard deviations reflect the degree of response variation. The descriptive statistics obtained from 150 employees of sharia hotels in Pekanbaru are presented in Table 6.

Table 6 Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Sharia Work Culture (X_1)	150	2.10	4.90	3.85	0.624
Work Motivation (X_2)	150	2.00	4.95	3.72	0.598
Employee Performance (Y)	150	2.30	4.85	3.78	0.581

Source: Primary Data Processed (JASP), 2026

As shown in Table 6, Sharia Work Culture obtained a mean score of 3.85 (high category), Work Motivation achieved a mean of 3.72 (high category), and Employee Performance recorded a mean of 3.78 (good category).

Hypothesis Testing Results

Hypothesis testing was performed using regression analysis with JASP software. Simple linear regression was employed to examine the direct effects of Sharia Work Culture on Employee Performance (H_1) and Work Motivation on Employee Performance (H_2). Multiple linear regression was used to examine the simultaneous effect of both independent variables on Employee Performance (H_3). The significance level was set at $\alpha = 0.05$, with a hypothesis considered supported when the p-value fell below this threshold. The results of the regression analyses are presented in Table 7.

Table 7 Regression Analysis Results

Hypothesis	Path	R ²	Adjusted R ²	B	T	F	p	Result
H ₁	$X_1 \rightarrow Y$	0.438	0.434	0.662	12.980	168.48	< 0.001	Supported
H ₂	$X_2 \rightarrow Y$	0.377	0.373	0.614	12.530	157.00	< 0.001	Supported
H ₃	$X_1 + X_2 \rightarrow Y$	0.612	0.607	X ₁ : 0.487 X ₂ : 0.412	X ₁ : 8.855 X ₂ : 7.923	116.45	< 0.001	Supported

Source: Primary data processed (JASP), 2026

The regression analysis supported all three hypotheses. Sharia Work Culture alone explained 43.8% of Employee Performance variance (Adjusted R² = 0.434). Work Motivation alone explained 37.7% of Employee Performance variance (Adjusted R² = 0.373). When examined simultaneously, both

variables jointly explained 61.2% of Employee Performance variance (Adjusted $R^2 = 0.607$). The F-statistics for all models were significant at $p < 0.001$, indicating that the regression models are well-specified.

DISCUSSION

The Effect of Sharia Work Culture on Employee Performance (H₁)

The findings demonstrate that Sharia Work Culture exerts a positive, significant influence on Employee Performance ($B = 0.662$; $p < 0.001$; $R^2 = 0.438$). This result indicates that sharia hotels implementing stronger Islamic work values observe higher employee performance levels. Why does this relationship occur within the sharia hotel context in Pekanbaru? The explanation lies in the unique cultural context of Pekanbaru as a city with strong Islamic traditions. Employees working in sharia hotels in this environment likely have prior exposure to Islamic values, making the internalization of sharia work culture more natural and effective. When organizational values align with employees' personal beliefs, the impact on performance is amplified. Saiful Anuar et al. (2024) noted that Industry 4.0 demands organizational flexibility and sustained innovation focus. Successful companies utilize technology effectively while managing change intelligently and ensuring workforce readiness. For sharia hotels, strong Islamic work culture provides unique competitive advantages.

Within sharia hotel contexts, employees who internalize Islamic values demonstrate greater honesty, responsibility, communication effectiveness, and professionalism. These behavioral characteristics directly enhance service delivery quality and customer satisfaction.

Contemporary organizations require cultures that support flexibility, innovation, and rapid responsiveness to environmental changes. Dessler (2024) emphasized that strong organizational cultures facilitate adaptation and growth rather than representing static traditions. Cropanzano and Mitchell (2023) added that positive organizational exchanges create reciprocal relationships that encourage innovation and commitment. Sharia work culture, built on Islamic values such as trustworthiness and professionalism, provides exactly this kind of supportive environment. Organizations that successfully integrate supportive work cultures with employee needs while maintaining fairness, transparency, and regulatory compliance are more likely to achieve sustainable success.

These findings align with research by Kadiyono and Firmansyah (2025) who documented that Islamic work ethics positively influence employee performance within Indonesian hospitality contexts. Additionally, these results support Social Exchange Theory as articulated by Cropanzano and Mitchell (2023), which proposes that positive organizational values generate reciprocal exchanges between organizations and employees, producing improved performance outcomes.

The Effect of Work Motivation on Employee Performance (H₂)

The findings indicate that Work Motivation positively and significantly affects Employee Performance ($B = 0.614$; $p < 0.001$; $R^2 = 0.377$). This result suggests that higher motivation levels produce better employee performance in sharia hotels. The mechanism through which motivation affects performance in sharia hotels involves both intrinsic and extrinsic factors. Intrinsically, employees who find meaning in providing sharia-compliant service are more engaged. Extrinsically, recognition from supervisors and opportunities for advancement provide tangible incentives for improved performance.

Saiful Anuar et al. (2024) observed that contemporary human resource management faces numerous challenges including rapid technological change, global talent competition, remote work arrangements, and employee mental health concerns. Motivated employees address these challenges more effectively because they demonstrate greater adaptability and resilience. Effective leaders understand technology, communicate clearly, and adapt quickly. Leadership behavior directly influences employee motivation levels.

Robbins and Judge (2024) identified recognition, achievement, and growth opportunities as key motivational factors. Spector (2024) confirmed motivation as a strong performance predictor, particularly in service industries featuring intensive customer interaction. Lussa et al. (2023) and Yahya and Ratna Pury (2024) both documented that motivated employees exhibit greater initiative, higher productivity, superior customer service, and stronger organizational commitment. Lussa and colleagues



specifically found that work engagement mediates the relationship between motivation and employee performance. Within sharia hotels, motivated employees work harder, serve customers better, and maintain stronger commitment. Nugroho et al. (2024) reported parallel findings within Indonesian hospitality research.

The Simultaneous Effect of Sharia Work Culture and Work Motivation on Employee Performance (H₃)

Multiple regression results demonstrate that Sharia Work Culture and Work Motivation together exert positive, significant effects on Employee Performance ($R^2 = 0.612$; Adjusted $R^2 = 0.607$). The coefficient for Sharia Work Culture was 0.487, while Work Motivation yielded 0.412, both significant at $p < 0.001$. Collectively, these two variables explained 61.2% of Employee Performance variation. This finding indicates that Sharia Work Culture and Work Motivation complement each other in enhancing Employee Performance. Culture supplies appropriate values and directional guidance, while motivation provides necessary energy for action. When both factors are concurrently strong, employees achieve optimal performance.

The combined effect is greater than the sum of individual effects because sharia work culture provides the "direction" (what constitutes good performance according to Islamic values), while work motivation provides the "energy" (the drive to achieve). Without direction, motivated employees may exert effort in unproductive areas. Without energy, even clear cultural expectations may not translate into action.

Saiful Anuar et al. (2024) emphasized that organizations require strategies integrating multiple factors. Organizations successfully integrating technology, flexibility, and personalization while maintaining fairness, transparency, and regulatory compliance achieve success. Integrating Sharia Work Culture with Work Motivation represents precisely such a strategy for sharia hotels. Nugroho et al. (2024) reported parallel results within Indonesian hospitality contexts, confirming that organizational culture and motivation collectively explain substantial portions of employee performance variation. Pramono and Sari (2023) similarly noted that sharia hotels benefit from integrating Islamic values with modern motivational strategies. These findings support Social Exchange Theory as articulated by Cropanzano and Mitchell (2023), which explains that organizational-employee relationships develop through positive exchange processes. When organizations provide supportive culture and motivational environments, employees reciprocate through enhanced performance and loyalty.

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the analysis and discussion presented, several conclusions emerge. First, Sharia Work Culture exerts positive, significant effects on Employee Performance at Pekanbaru's sharia hotels. Higher implementation levels of Islamic work values—honesty, responsibility, effective communication, professionalism—correspond with superior employee performance. Saiful Anuar et al. (2024) emphasized that organizations require cultures supporting flexibility, innovation, and environmental responsiveness. Second, Work Motivation positively and significantly affects Employee Performance. Employees with higher motivation levels demonstrate better performance outcomes including enhanced productivity, superior customer service, and stronger organizational commitment. Third, Sharia Work Culture and Work Motivation together produce amplified performance effects. Collectively, these factors explained 61.2% of Employee Performance variation, confirming both factors' crucial roles in achieving optimal employee outcomes. Saiful Anuar et al. (2024) emphasized that integrating multiple factors creates holistic approaches to performance improvement.

Limitations of the Study

Several limitations should be acknowledged when interpreting these findings. First, the study employed a cross-sectional design, which captures relationships at a single point in time and cannot establish

definitive causal relationships despite the use of causal language. Longitudinal studies are needed to confirm the directional effects hypothesized in this research. Second, all variables were measured using self-reported questionnaires collected from the same respondents at the same time, which may introduce common method variance. Although Harman's single-factor test was not conducted in this study, future research should consider this diagnostic test or collect data from multiple sources (e.g., supervisor ratings of employee performance) to mitigate this concern. Third, the study focused only on sharia hotels in Pekanbaru, limiting the generalizability of the findings to other cities, provinces, or non-hospitality sectors. Fourth, the sample was limited to 150 employees from a small number of hotels, which may not represent the entire population of sharia hotel workers in Indonesia. Fifth, potential confounding variables such as leadership style, compensation level, and organizational commitment were not controlled in the analysis, which may introduce omitted variable bias. Sixth, the relatively high R^2 values (0.438 to 0.612) suggest that the models explain substantial variance, but replication studies with larger and more diverse samples are recommended.

Suggestions for Hotel Management

For sharia hotel managers, several practical recommendations emerge from this research. First, strengthen sharia work culture implementation through regular Islamic values training (e.g., weekly 30-minute briefings on shiddiq, amanah, tabligh, and fathanah), performance evaluation systems incorporating these values (e.g., adding integrity metrics to monthly reviews), and leadership modeling of desired behaviors (e.g., managers demonstrating honesty in reporting and transparency in decision-making). Second, enhance employee work motivation through fair compensation systems (e.g., quarterly performance bonuses), recognition programs (e.g., "Employee of the Month" awards tied to sharia values), career development opportunities (e.g., sponsorship for hospitality certifications), and supportive work environments (e.g., prayer rooms and flexible break schedules for prayer times). Third, address both factors simultaneously rather than focusing on either culture or motivation exclusively. Optimal results emerge from improving both factors together. For example, hotels could implement "motivation-based sharia training" where employees learn how Islamic values directly support their personal career goals.

Suggestions for Future Research

For researchers building upon this investigation, several recommendations are offered. First, expand research scope to include sharia hotels across different cities or provinces (e.g., Medan, Jakarta, Surabaya, Makassar) to assess result generalizability across diverse regional contexts. Second, incorporate additional variables potentially influencing employee performance, including leadership style (e.g., transformational vs. transactional), organizational commitment, job satisfaction, and employee engagement to develop a more comprehensive model. Third, conduct longitudinal studies following the same hotels over extended periods (e.g., 2-3 years) to examine long-term effects of Sharia Work Culture and Work Motivation on Employee Performance and to establish causal direction. Fourth, employ more advanced analytical techniques such as Structural Equation Modeling (SEM) or Partial Least Squares (PLS) with larger sample sizes (minimum 200-300 respondents) to provide stronger evidence regarding the relationships among constructs. Fifth, include objective performance measures (e.g., customer satisfaction scores, occupancy rates) alongside perceptual measures to reduce common method bias and enhance validity.



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