

Religiosity as a Moderator of the Effect of Organizational Commitment and Job Satisfaction on Employee Performance at Bappeda in Greater Malang

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ABSTRACT

In the face of global and national demands for effective public institutions, enhancing civil servant performance is critical. This study examines the influence of organizational commitment and job satisfaction on employee performance at Bappeda in Greater Malang, with religiosity as a moderating variable. This study employed an explanatory research design to test the hypotheses regarding the influence of organizational commitment and job satisfaction on employee performance, with religiosity as a moderating variable. The population consists of all civil servants (except heads) of BAPPEDA in Malang Raya, including: Malang Regency Government, Malang City Government, and Batu City Government, totaling 134 employees. The data were collected through a census rather than sampling because the population was relatively small and to avoid sampling risks. Primary data related to the research variables were collected through Google Forms, sent directly to respondents via WhatsApp. Using an explanatory research approach, the collected data were tested for validity, reliability, and classical assumptions, then analyzed using multiple linear regression moderation. The results of this study prove that: first, organizational commitment has a significant positive effect on employee performance; second, job satisfaction has a significant positive effect on employee performance; third, religiosity can significantly moderate the positive effect of organizational commitment on employee performance; and fourth, religiosity can significantly moderate the positive effect of job satisfaction on employee performance.

Keywords: organizational commitment, job satisfaction, religiosity, employee performance,

INTRODUCTION

The contemporary global public sector faces unprecedented challenges in maintaining optimal civil servant performance amid rapid digital transformation and increasingly complex governance demands. According to the World Bank's Worldwide Governance Indicators (2023), institutional capacity remains a critical bottleneck in developing countries, with public sector efficiency scores averaging only 48.3 out of 100 across emerging economies. The United Nations Sustainable Development Goals, particularly SDG 16 on "*Peace, Justice and Strong Institutions*," explicitly emphasize the necessity of building effective, accountable, and transparent institutions at all levels, requiring competent and high-performing civil servants as foundational elements. In Indonesia specifically, the implementation of bureaucratic reform since 2010 has revealed persistent performance gaps among regional government employees, with the Ministry of Administrative and Bureaucratic Reform (PANRB) reporting in 2024 that only 63% of local government agencies achieved satisfactory performance ratings in development planning functions. Moreover, the digital governance era demands that civil servants not only possess technical competencies but also demonstrate strong commitment, high job satisfaction, and ethical integrity grounded in values that transcend mere compliance. These global and national contexts underscore the critical urgency of investigating factors that enhance civil servant performance, particularly in strategic agencies such as Regional

Development Planning Boards (Bappeda) that serve as the cornerstone of regional development policy formulation.

Bappeda (Regional Development Planning Agency) plays an important role in regional development by formulating development plans, controlling, monitoring, and evaluating development implementation, as well as conducting research and development. They also formulate technical policies and coordinate planning with various parties. In formulating development plans, Bappeda is tasked with preparing various types of development plans, including the Regional Long-Term Development Plan (RPJPD), the Regional Medium-Term Development Plan (RPJMD), and the Regional Development Work Plan (RKPD). In control, monitoring, and evaluation: Bappeda controls the implementation of development, monitors development progress, and evaluates the results of development implementation. In research and development: Bappeda also conducts research and development to support development planning, including research related to strategic issues of regional development. In policy formulation: Bappeda formulates technical policies in the field of regional development planning, which form the basis for development implementation in the region. In coordination: Bappeda coordinates with various parties, including agencies, vertical institutions, sub-districts, and other institutions, to ensure synergy in development planning and implementation.

To carry out these important roles, adequate human resource management is required, starting from job analysis planning, workforce planning, recruitment and selection, training and development, career planning, performance appraisal, and compensation, which is referred to as human resource management. This management cannot be done individually, but must be done simultaneously. Human Resource Management (HRM) is important in government organizations, especially in its role in providing superior work performance in the face of technological advances in the future (Gibson et al., 1996).

In addition, organizational commitment is important to note, as it can encourage members to contribute optimally, increase competitiveness, and support the achievement of common goals. Commitment also increases work motivation, productivity, and employee loyalty, so that organizations can maintain performance and achieve success. Research by Alhasani et al. (2021) proves that organizational commitment has a significant positive effect on employee performance. Furthermore, employee job satisfaction is also important to consider because it affects various positive aspects within the organization, such as improved performance, productivity, and employee retention. Satisfied employees tend to be more loyal, motivated, and make positive contributions to the company. Research by Aminudin and Indarto (2023) proves that satisfaction has a positive and significant effect on employee performance.

Furthermore, research by Kharisma et al. (2019) and Cahyanto (2021) proves that organizational commitment and job satisfaction do not affect performance. Conversely, research by Fitri and Endratno (2021) and Cahyani Anggun et al. (2020) proves that organizational commitment and job satisfaction affect performance. According to Jogiyanto (2020), the conflicting research results suggest that there are other variables that moderate them. Therefore, in this study, a moderating variable in the form of religiosity was added, considering that a highly religious person always tries to do their best and does not violate the rules in their attitude and behavior in every activity, which is in accordance with the norms

and rules set out in their religion (Amaliah et al., 2018). In Islam, every human being is required to practice the teachings of Islam comprehensively. Thus, the implementation of religious values in daily activities is mandatory for Muslims as a form of their responsibility to Allah SWT (Anwar et al., 2018). Sulistioni (2022) argues that religiosity is very important for employees to have. This is because employees with high religiosity can perform well.

Thus, the novelty of this research is the inclusion of religiosity as a moderating variable in the influence of organizational commitment and job satisfaction on employee performance, so that the results can expand the theory on these research variables and can be used in making office policies to improve employee performance. Therefore, the objectives of this study are to analyze: first, the effect of organizational commitment on employee performance; second, the effect of job satisfaction on employee performance; third, religiosity as a moderator of the effect of organizational commitment on employee performance; and fourth, religiosity as a moderator of the effect of job satisfaction on employee performance. The findings of this research are expected to provide theoretical contributions by enriching the organizational behavior literature with cultural and religious perspectives, particularly in non-Western contexts, and practical contributions by informing evidence-based policies for enhancing civil servant performance through holistic approaches that recognize the integration of professional and spiritual dimensions in public service.

Hypothesis 1: Organizational commitment has a significant positive effect on employee performance. This hypothesis explains that organizational commitment is an individual's attitude of believing in and accepting the goals and values of the organization, the desire and willingness to work hard to achieve the organization's goals, and a strong desire to maintain membership in the organization. Meanwhile, performance is the work results achieved by an individual or team within a certain period based on predetermined work standards. Based on this explanation, it can be stated that if organizational commitment is in accordance with what is specified, then it is expected that performance will also be in accordance with what is specified. This explanation is supported by research: Miko and Muslim (2023), Aminudin and Indarto (2023), Fitri and Endratno (2021), Kristian and Ferijani (2020), prove that organizational commitment has a significant positive effect on employee performance.

Hypothesis 2: Job satisfaction has a significant positive effect on employee performance. This hypothesis explains that job satisfaction is an individual's general attitude toward their job. Someone with a high level of job satisfaction has a positive attitude toward their job, while someone who is dissatisfied with their job has a negative attitude toward it. Meanwhile, performance is the work results achieved by an individual or team within a certain period of time based on the work standards set by the company. Based on this statement, it can be said that if job satisfaction is in accordance with what has been determined previously, then it is suspected that performance will also be in accordance with what has been determined. This explanation is supported by research: Sari (2023), Miko and Muslim (2023), Aminudin and Indarto (2023), Wismayadi et al. (2022), Fitri and Endratno (2021), Kristian and Ferijani (2020) prove that job satisfaction has a significant positive effect on performance.

Hypothesis 3: religiosity moderates the influence of organizational commitment on employee performance. This hypothesis explains that religiosity is an individual's perception related to religion or faith, which can be seen through the activities or behavior of individuals related to the religion or faith they adhere to. Meanwhile, performance is the work results

achieved by a person or team within a certain period based on the work standards set by the company. Research by Alfisyah and Anwar (2018), Sugiono and Nurjalil (2022), Prasetyo and Anitra (2020) prove that religiosity has a significant positive effect on employee performance. Furthermore, organizational commitment is an individual's attitude of believing in and accepting the goals and values of the organization, the desire and willingness to work hard to achieve the organization's goals, and a strong desire to maintain membership in the organization. Meanwhile, performance is the work results achieved by an individual or team within a certain period based on predetermined work standards. Based on this explanation, it can be stated that if organizational commitment is in accordance with what is specified, then performance is expected to be in accordance with what is specified. This explanation is supported by research: Miko and Muslim (2023), Aminudin and Indarto (2023), Fitri and Endratno (2021), Kristian and Ferijani (2020) prove that organizational commitment has a significant positive effect on employee performance. The moderating effect of religiosity can be theoretically understood through the lens of value congruence and self-regulation theories. When employees possess strong religious orientations, their organizational commitment becomes imbued with transcendent meaning beyond mere professional obligation—work is perceived as ibadah (worship), organizational goals are aligned with religious duties, and commitment to the organization becomes an extension of religious devotion. This sacred framing amplifies the motivational force of organizational commitment, transforming it from an instrumental attitude into a moral imperative. Furthermore, religious self-regulation mechanisms, including internalized accountability to God, fear of divine judgment for neglecting duties, and aspirations for spiritual rewards, create additional psychological pressures that ensure committed employees consistently translate their attitudes into high-performance behaviors. Empirical support for this reasoning comes from studies demonstrating that religious values strengthen the relationship between work attitudes and behaviors by providing moral frameworks that sanctify work obligations and enhance self-discipline. Thus, it can be argued that if religiosity is intertwined with organizational commitment, it is suspected to increase the influence of organizational commitment on employee performance.

Hypothesis 4: religiosity moderates the influence of job satisfaction on employee performance. This hypothesis explains that religiosity is an individual's perception related to religion or faith, which can be seen through the activities or behavior of individuals related to the religion or faith they adhere to. Meanwhile, performance is the work results achieved by an individual or team within a certain period based on the work standards set by the company. Research by Alfisyah and Anwar (2018), Sugiono and Nurjalil (2022), Prasetyo and Anitra (2020) proves that religiosity has a significant positive effect on performance. Furthermore, job satisfaction is an individual's general attitude towards their work. Someone with a high level of job satisfaction has a positive attitude toward their work, while someone who is dissatisfied with their work has a negative attitude toward it. Meanwhile, performance is the work results achieved by an individual or team within a certain period based on predetermined work standards. Based on this statement, it can be said that if job satisfaction is in accordance with what has been determined previously, then performance will also be in accordance with what has been determined previously. This explanation is supported by the following studies: Sari (2023), Miko and Muslim (2023), Aminudin and Indarto (2023), Wismayadi et al. (2022),

Fitri and Endratno (2021), Kristian and Ferijani (2020) prove that job satisfaction has a significant positive effect on performance. The moderating role of religiosity on the job satisfaction–performance relationship operates through several theoretical mechanisms. First, religious teachings emphasizing gratitude (*Syukur*) and contentment (*Qanaah*) may enhance employees' capacity to derive satisfaction from their work circumstances, even when objective conditions are less than ideal. This religiously informed satisfaction becomes more deeply rooted and psychologically resilient, thereby creating a more stable foundation for sustained high performance. Second, religious values prescribing excellence in work (*Ihsan*) and conscientiousness regardless of supervision status may amplify the behavioral consequences of job satisfaction. Satisfied employees with strong religious orientations may feel doubly motivated—by positive affective states and by religious obligations—to demonstrate superior performance. Third, religiosity may reduce potential negative spillovers of job dissatisfaction by providing alternative sources of meaning and purpose that buffer against demotivation. Thus, religious employees may maintain high performance even when satisfaction levels fluctuate, creating a stronger and more consistent satisfaction–performance linkage. Thus, it can be argued that if religiosity is intertwined with job satisfaction, it is likely to increase the influence of job satisfaction on employee performance.

METHOD

This study employed an explanatory research design to test the hypotheses regarding the influence of organizational commitment and job satisfaction on employee performance, with religiosity as a moderating variable. This research was conducted at the Malang Raya Regional Development Planning Agency (Bappeda) office, which includes the Malang Regency Government, Malang City Government, and Batu City Government. The population consisted of all civil servants (except heads) in the office, totaling 134 people. The data was collected through a census rather than sampling because the population was relatively small and to avoid sampling risks. Primary data related to the research variables were collected through a Google form, sent directly to respondents via WhatsApp. The collected data were then tested for validity, reliability, and classical assumptions. Using an explanatory research approach, the data were analyzed using moderated multiple linear regression (Jogyanto, 2020). Indicators: organizational commitment (X1) refers to Silaban (2019), job satisfaction (X2) refers to Mangkunegara (2017), religiosity (X3) refers to Newaz (2014), performance (Y) refers to Bernadin & Russel (2018).

RESULTS AND DISCUSSION

Research Results

The results of the moderated multiple linear regression analysis are summarized in Table 1 below.

Table 1 Summary of Moderated Multiple Linear Regression Analysis Results

Description	Regression Coefficient	p-value	Criteria (Alpha 5%)	Conclusion Hypothesis
x1 = Organizational commitment	0.338	0.000	< 0.05	H-1: accepted
x2 = Job satisfaction	0.492	0.000	< 0.05	H-2: accepted
x1*x3 = Interaction between x1 and religiosity (X3)	0.632	0.000	< 0.05	H-4: accepted

Description	Regression Coefficient	p-value	Criteria (Alpha 5%)	Conclusion Hypothesis
x2*x3 = Interaction between x2 and religiosity (X3)	0.517	0.000	< 0.05	H-5: accepted

Source: primary data processed by the researcher in 2025,

Discussion

The effect of organizational commitment on employee performance

This study proves that organizational commitment has a significant positive effect on employee performance. Therefore, in the future, organizational commitment needs to be improved in order to increase its influence on employee performance, with reference to Jay (2023), namely: first, improving transparency and clear communication so that employees are aligned with the organization's goals and vision. These goals and vision must be explained in detail. This includes how employees play a role, how they can contribute, and also their current and future roles.

Giving employees a say in the growth of the organization helps them feel more involved and part of the overall mission. When an organization does this, it helps build trust, employees feel valued, and their performance tends to improve. In addition, when goals and objectives are clear, employees can make better decisions every day and work more effectively in their teams. Ways to achieve this include holding monthly meetings, sending newsletters to employees with the latest important information, and ensuring that top management has a common understanding. In this way, the organization can clearly communicate its goals to all levels. Second, implement a job design strategy. Job design refers to the creation of jobs that enable the organization to achieve its goals and motivate and reward employees. Well-designed jobs result in better performance, lower employee absenteeism, and higher organizational commitment. Job design strategies include: a) Job rotation: creating more variety and allowing employees to experience other roles within the organization. b) Job simplification: simplifying complex tasks and streamlining processes. c) Job enlargement: expanding the scope of responsibilities and opportunities for development and advancement. d) Job enrichment: investing in training and team bonding. e) Job crafting: individuals proactively make small changes to their jobs. Third, promote an inclusive environment in the workplace.

It is human nature to crave a sense of belonging and to want to feel respected and listened to by others. The larger an organization is, the more likely there will be certain majority and minority groups, where minorities are inadvertently made to feel excluded and like outsiders. Without a sense of belonging, employees are less likely to be engaged and happy in their roles and less committed to the organization. Conversely, when employees feel involved, respected, and listened to, they are more likely to thrive in the workplace and be committed. Fourth, focus on employee development. Job design strategies are one way to enhance employee development. However, there are many other ways to do this that will result in increased competence. Ensure that there are opportunities for internal promotion and adequate training and development to help employees reach the next stage in their careers. Offer ongoing opportunities for skills training so that employees can feel more competent and confident in their roles at work and increase their productivity. Provide regular constructive

feedback to highlight opportunities for employees to improve and celebrate their achievements. Create opportunities for them to set and achieve their personal goals within the desired time frame and ensure they receive adequate challenges and rewards. Focusing on employee development will certainly result in a more empowered workforce, higher team morale, and greater organizational commitment.

The impact of job satisfaction on employee performance

This study proves that job satisfaction has a significant positive effect on employee performance. Therefore, in the future, job satisfaction needs to be improved in order to increase its effect on employee performance, according to Paralita (2024), namely: first, build a supportive and inclusive environment. Fostering a culture of mutual support and inclusiveness is essential to growing a positive work ecosystem. When employees feel valued, respected, and empowered, they become more engaged, motivated, and productive. To achieve this, management must be dedicated to embracing diversity and inclusivity initiatives, promoting open and transparent communication, and facilitating opportunities for professional development and growth. Fostering a diverse and inclusive workplace means creating an environment where everyone feels accepted and respected, regardless of their background, identity, or personal characteristics. Actively seeking and incorporating diverse perspectives will improve decision-making processes and enrich the collective knowledge base. When employees can freely express their true selves, they become more engaged and productive, contributing to a stronger overall work culture. Promoting open and honest communication is another important aspect of building a supportive environment. Building a culture where employees feel comfortable voicing their opinions, even if they differ from the majority, is essential. Listening attentively and responding to employee concerns seriously demonstrates respect and increases motivation and productivity.

Providing ample opportunities for professional development and growth is paramount in fostering a supportive work environment. By offering employees the resources and support they need to improve their skills and advance their careers, organizations invest in employee growth and well-being. Recognizing and rewarding employee contributions further strengthens their sense of value and loyalty, leading to greater job satisfaction and higher retention rates. Second, implementing an effective recognition and reward system is essential in fostering a positive work culture. Employees who feel valued and recognized for their contributions tend to be more engaged, motivated, and satisfied with their work. When designing a recognition and reward system, it is important to establish clear and transparent criteria so that employees understand how they can earn recognition and rewards. The rewards themselves should be meaningful and valued by employees, such as bonuses, promotions, gift cards, or simply public praise.

To ensure the success of the recognition and reward system, it is essential to provide recognition and rewards consistently and fairly. This means recognizing and rewarding employees for their achievements in a timely manner and ensuring that everyone is treated equally. It is also important to encourage managers and team members to regularly acknowledge and reward each other's efforts and achievements. This can be done through regular team meetings, employee recognition programs, or simply taking the time to say thank you. By implementing an effective recognition and reward system, organizations can create a

positive work culture where employees feel valued, appreciated, and motivated to excel. This can increase employee satisfaction, engagement, and productivity, which ultimately contributes to the success and profitability of the organization. Third, encourage open communication and feedback. Building an environment that encourages open communication and feedback is essential for fostering a positive and thriving work culture. This requires creating a space where employees feel comfortable sharing their insights, concerns, and ideas without fear of negative repercussions. This open exchange of ideas not only increases employee satisfaction but also serves as a catalyst for continuous improvement and innovation within the organization. To facilitate effective communication, it is important to provide multiple channels for employees to share their input. This can include regular face-to-face meetings with managers, anonymous suggestion boxes, or dedicated feedback sessions. By offering multiple channels for employees to share their perspectives on various aspects of the workplace, such as work processes, team dynamics, and company policies, organizations can gain a comprehensive understanding of their strengths and areas for improvement. To ensure that feedback is valued and acted upon, management must actively listen and respond to employee concerns in a timely and meaningful manner. This involves acknowledging and addressing feedback promptly, implementing changes based on employee input, and providing regular updates on the progress of actions taken. By demonstrating a commitment to listening and taking action, organizations can build trust and credibility with their employees, fostering a culture where open communication and feedback are the norm. Furthermore, creating a psychologically safe environment is essential to encouraging employees to express their opinions and concerns without fear of retaliation. This can be achieved by setting clear expectations, providing support and resources, and fostering a culture of mutual trust, respect, and inclusivity.

When employees feel safe to engage in constructive criticism and open discussion, it leads to valuable insights, innovative solutions, and a shared sense of ownership over the organization's success. By implementing open communication and feedback, organizations can tap into the collective wisdom of their workforce, foster a sense of belonging and empowerment, and continuously improve the work environment. This ultimately contributes to higher employee satisfaction, increased productivity, and sustainable organizational success. It is a win-win situation for employees and the organization as a whole, leading to a positive and thriving work culture. Fourth, promote work-life balance and well-being. Offering flexible work arrangements, such as remote work options or flexible hours, allows employees to effectively manage their work and personal responsibilities, reducing stress and improving overall well-being. Additionally, encouraging employees to pursue personal interests and hobbies outside of work can help them recharge and maintain a healthy balance between work and personal life. Providing access to wellness resources, such as gym memberships, mental health counseling, and stress management workshops, demonstrates the organization's commitment to employee well-being. Furthermore, actively encouraging employees to take breaks throughout the day and utilize vacation time can prevent burnout and promote a healthier work-life balance. By taking these steps, organizations can create an environment that supports employee well-being and fosters a positive work culture, leading to increased job satisfaction, productivity, and overall success. Fifth, utilize mentoring programs to increase employee satisfaction. Mentoring programs are a valuable tool for

increasing employee satisfaction, as they can provide valuable guidance, support, and encouragement to employees. Mentoring programs can help employees feel more connected to their work and colleagues, which can increase job satisfaction and loyalty.

These programs can also provide employees with opportunities to learn and grow, which can further increase their satisfaction with their jobs. Mentoring programs can also help create a sense of community and belonging in the workplace. When employees feel connected to their coworkers and feel like they are part of a team, they tend to be happier and more productive. Mentoring programs can also help retain top talent, as employees who feel valued and supported are more likely to stay with their company.

Religiosity moderates/enhances the influence of organizational commitment on employee performance

Therefore, in the future, religiosity needs to be enhanced in order to increase the influence of organizational commitment on employee performance by carrying out religious functions, referring to Hendropuspito (2022) as follows: first, the educational function. Humans entrust the educational function to religiosity, which includes the tasks of teaching and guiding. The success of education lies in the utilization of spiritual values, which are the tenets of religious belief. The values instilled include: the meaning and purpose of life, conscience, and a sense of responsibility to God. Second, the salvific function. Religiosity, with all its teachings, provides humans with assurance of salvation in this world and the hereafter. Third, the function of social control. Religiosity is responsible for social norms, so it selects existing social rules, reinforces the good ones, and rejects the bad ones so that they are subsequently abandoned and considered prohibitions. Religiosity also imposes sanctions on those who violate prohibitions and exercises strict control over their implementation. Fourth, the function of fostering brotherhood. Shared beliefs are one of the similarities that can foster a strong sense of brotherhood.

Human beings in brotherhood do not only involve part of themselves, but their entire personalities are also involved in a deep intimacy with something supreme that is believed in together. Fifth, the transformative function of implementation. Religiosity is capable of transforming the old way of life into a new one. This can also mean replacing old values with new ones. This transformation is carried out on traditional values that are less humane. For example, the Quraish tribe during the time of the Prophet Muhammad had jahiliyyah customs due to their arrival. Islam as a religion instilled new values so that old inhumane values were eliminated. Here we can see that religion is inseparable from education. Indirectly, everything we do is through a process of learning, and belief and trust in God are very necessary to provide peace of mind, because it is undeniable that every human being needs protection. And every human being living on this earth is responsible in the hereafter. Because life does not stop only in this world, our every behavior is monitored and evaluated so that we can say whether our deeds are good or bad.

Religiosity moderates/enhances the influence of organizational commitment on employee performance

Therefore, in the future, religiosity needs to be increased in order to enhance the influence of organizational commitment on employee performance by implementing the 5

dimensions of religiosity according to Ancok and Suroso (2018), namely: first, ideological or belief (religious belief). The ideological dimension refers to the level of a person's belief or faith in the truth of religious teachings, especially those that are fundamental and dogmatic. The indicators include: belief in God, acknowledgment of God's greatness, surrender to God, doing things sincerely, always remembering God, belief in God's destiny, admiration for God's creation, and glorification of God's name. Faith in God will affect the individual's entire life, both mentally and physically, in the form of behavior and actions. Individuals have faith and steadfastness that they can feel, which creates emotional, sentimental, and intellectual balance, and they always maintain a relationship with God because it brings peace and tranquility so that when under pressure, individuals can think logically and positively in solving the problems they are facing.

Second, ritualistic or worship (religious practice). The ritualistic or worship dimension refers to the level of compliance of a person in carrying out ritual activities prescribed by their religion. This compliance is demonstrated by believing in and carrying out obligations consistently. If this is rarely done, a person's faith will naturally fade. The religious practices carried out by individuals include two things, namely: 1). Rituals, where a religious person will carry out religious activities prescribed by their religion by performing them in accordance with established teachings. 2). Obedience, where a person has an inner determination to always follow the rules set out in religious teachings by increasing the frequency and intensity of worship.

Third, experiential or experience (religious feeling). The experiential dimension shows the extent to which a person is sensitive in feeling and experiencing their religious feelings or experiences. This dimension is related to the experiences gained and felt by individuals while practicing their religious teachings. Spiritual experiences enrich a person's inner self, enabling them to strengthen themselves when facing various trials in life. This causes individuals to be more careful in solving problems that make them feel depressed so that when making decisions, individuals will think and consider carefully. Indicators include: patience in facing trials, viewing failures as misfortunes that surely have a lesson, feeling that one's prayers are answered, fear of breaking rules, and feeling the presence of God.

Fourth, intellectual or knowledge (religious knowledge). This dimension shows a person's level of knowledge and understanding of their religious teachings, especially those contained in the holy book or religious guidelines. Individuals who understand, appreciate, and practice their holy book will reap benefits and physical and spiritual well-being. To increase their understanding of their religion, individuals need to increase their knowledge by attending religious lectures or reading religious books so that their knowledge of their religion becomes broader and deeper. With a firm understanding of their religious teachings, individuals tend to face pressure by trying to solve problems directly at the root cause by making plans and decisions.

Fifth, consequential or application (religious effect). The consequential dimension refers to the extent to which a person's behavior is motivated by their religious teachings or how far a person is able to apply their religious teachings in their daily behavior. This dimension is the effect of how meaningful a person's spirituality is. If a person's faith and piety are high, then their religious appreciation in daily life will be more positive, which will

influence how they deal with their problems with the surrounding community. This is done based on considerations of actualizing their inner potential.

CONCLUSION

The study finds four key results: organizational commitment and job satisfaction each have a significant positive impact on employee performance, and religiosity significantly strengthens the positive effects of both organizational commitment and job satisfaction on performance. Implications suggest that offices aiming to enhance performance should target improvements in organizational commitment, job satisfaction, and religiosity. For future research, it is recommended to investigate how these relationships operate across different cultural or regional contexts, and to examine potential mediators or moderators (such as ethical climate, leadership style, or organizational trust) that may further illuminate the mechanisms linking these variables to performance.

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