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Role Employee Wellbeing and the Environment Work to Performance Employee with Motivation Islamic Work as Variables Moderation

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Abstract

Performance employee is factor important in support productivity and sustainability company Manufacturing. Employee well-being and the environment Work become potential factors influence performance employees, while motivation Islamic work is seen can strengthen connection between second factor the with performance employee.

Study This aim for analyze the influence of employee well-being and the environment Work to performance employee as well as test role motivation Islamic work as variables moderation in employees part production of PT Laksana Bus Manufacturing.

Study This use approach quantitative with the primary data collected through questionnaire structured use four-point Likert scale points. Population study totaling 1,243 employees, with sample A total of 294 respondents were determined based on table Krejcie and Morgan and chosen use purposive sampling technique. Criteria respondents covering employee male, Muslim, and have a minimum of one year of service year. Data analysis was carried out through validity, reliability and assumption tests classical, multiple linear regression, and Moderated Regression Analysis (MRA) using IBM SPSS version 25.

Research results show that employee well-being has an impact positive and significant to performance employees ($\beta = 0.289$; $p < 0.001$), as well as the work environment work ($\beta = 0.364$; $p < 0.001$). However, the results testing interaction show that motivation Islamic work does not proven moderate the influence of employee well-being on performance employees ($p = 0.316$) as well as influence environment Work to performance employees ($p = 0.474$). Findings This indicates that employee well-being and the environment Work own contribution direct to performance employees, while role motivation Islamic work as variables moderation No get support empirical in the research model This.

Keywords: *Employee Wellbein, Environment Wor, Performance Employee, Islamic Motivation*

INTRODUCTION

Competition in the business world is increasingly fierce, marked by rapid environmental changes, thus demanding organizational sensitivity in responding to changes that will occur in global competition. In the future, it must be recognized that human resources will require a model and process to acquire skills in the global world, effectiveness in work, and the ability to compete. Human resources (HR) are one of the most important assets in determining the success of a company. Companies will always strive to obtain high-quality HR, because reliable HR can encourage the smooth operation of the

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company and increase work efficiency. The success of the company is not only determined by technological progress, but also depends greatly on the quality and condition of its HR. [1]

Performance is the result of work measured in terms of the quantity and quality of task execution in accordance with assigned responsibilities within a specific time period. A company's success in achieving its stated goals is greatly influenced by the performance of its employees.[2] Therefore, leaders or management need to pay serious attention to employee performance because a decline in individual performance can have a negative impact on the company's overall performance.

The work environment refers to the physical and social conditions in the workplace that can influence behavior employee.[3] Environment Good work conditions include adequate facilities, harmonious relationships between workers, clear division of tasks, support from managers, and opportunities for development. Conversely, a non-conducive workplace, such as high levels of stress, interpersonal conflict, or lack of support from superiors, can lower performance employee.[4]

Employee well-being is a physical and non-physical condition that companies need to pay attention to in an effort to meet employee needs. This well-being includes benefits given to employees, both material and non-material, distributed fairly in accordance with employee contributions. in work employee.[5] Welfare to Employee benefits can provide benefits such as creating a sense of calm at work, increasing self-motivation, and fostering employee loyalty to the company. Employee benefits should be based on their contribution to completing their tasks and responsibilities. Therefore, companies need to provide benefits fairly . to every employee.[6]

human resources (HR), this This proven with quality source Power man in something a good company will be very helpful in activity company.[7] Then in the This study also added Islamic work motivation as a moderating variable. Islamic work motivation is a work-related commitment stemming from an employee's relationship with God. Motivation in the work context is defined as an individual's willingness to direct and sustain efforts toward organizational goals. Therefore, to maximize employee performance, organizations and their managers must understand what truly matters. motivating employee.[8]

Table 1.1
Assessment Data Performance Employees of PT Laksana Bus Manufacturing

Employee performance appraisal							
Month	**Knowledge**	**Performance**	**Teamwork**	**Communication**	**Loyalty**	**Initiative**	**Average**
January	3.85	3.80	3.85	3.67	3.85	3.80	3.80
February	4.00	3.79	3.94	3.94	3.73	3.82	3.87
March	4.64	4.21	3.99	3.94	4.04	4.46	4.21

[1]Susanto, N., Influence Motivation and Environment Work to Performance Employees at PT. Price Trandos Engineering, *Scientific Journal of Reflection*, 2025, 8, 2, 481–489.

[2]Ni Putu Ariska Dewi and I Made Artha Wibawa, The Influence of Perceived Organizational Support on Performance Employee with Employee Engagement as Variables Mediation, *E- Journal Economics and Business University Udayana*, 2023, 12, 3.

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[7]Bukhari and Sjahril Effendi Pasaribu, Influence Motivation, Competence, and Environment Work to Performance, *Management: Journal Master of Management Science*, 2019, 2, 1, 89–103.

[8] Ababe Tamirat Deressa and Getachew Zeru, Work Motivation and Its Effects on Organizational Performance: The Case of Nurses in Hawassa Public and Private Hospitals: Mixed Method Study Approach, *BMC Research Notes*, 2019, 12, 213.

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April	3.97	4.07	3.90	3.79	4.00	3.97	3.95
May	4.13	3.88	3.88	3.91	3.66	3.91	3.89

Source: PT Laksana Bus Manufaktur, 2023.

At the beginning In 2023, PT Laksana Bus Manufaktur, one of the largest bus body manufacturers in Indonesia, still faced a decline in average employee performance ratings, particularly in April and May for indicators of knowledge, teamwork, loyalty, and initiative. Based on initial observations, internal challenges included employee welfare issues, work schedule uncertainty, which triggered work stress, and the dynamics of physical environmental comfort.

The performance determinants examined in this study are *employee well-being* and the work environment. Furthermore, Islamic work motivation acts as a moderating variable, namely the drive to work based on a relationship with Allah SWT to achieve blessings in this world and the hereafter. This study aims to examine the linear contribution of these two factors and the moderating role of Islamic work motivation among employees of PT Laksana Bus Manufaktur.

The main theory underlying this research is Abraham Maslow's *Hierarchy of Needs Theory . As a grand theory* , this concept provides a strong foundation that humans are driven by hierarchical needs, ranging from physiological needs, safety needs, social needs, esteem needs, to self-actualization. This theory states that humans are motivated by five hierarchical levels of needs: physiological needs, safety needs, social needs, esteem needs , and self-actualization needs. self.[9] The relationship with *Employee well-being* and work environment is the provision of facilities, job security, social relations, and a conducive climate that acts as a basic hierarchy fulfiller for employees. step going to performance peak .

LITERATURE REVIEW

Employee well-being

Employee well-being is a holistic state encompassing an individual's physical, psychological, and personal health. It focuses not only on employee satisfaction or burnout at work, but also considers other factors that influence well-being. employee in a way overall.[10] Welfare is very concept flexible and able customized with need each individual, without look at generation, location, culture, country, or applicable norms.[11] Variable indicators according to Wiyono include: employee *wellbeing* security, pleasure, prosperity.[12]

Work environment

The work environment is the social and material conditions surrounding the place where employees perform their duties. This includes facilities and infrastructure as well as social interactions between employees within an organization. The work environment influences individual comfort while working. The better the work environment, the higher the overall productivity achieved, with optimal results. The work environment refers to the conditions, culture, and environment in which employees perform their duties, which can influence behavior, productivity, and job satisfaction. employee in a way

[9]Maslow, A Theory of Human Motivation. *Originally Published in Psychological Review*, 1943, 50, 370-396.

[10] Dhika Rizki Dwiputra, Tuti Rahmi and Utari Febriani, Turnover Intention and Employee Well-Being in Bank Employees, *Edu Sociata: Journal of Sociology Education*, 2023, 6, 1.

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significant.[13] Indicator variables work environment according to Prihantoro, includes: relationships between employees, atmosphere work, facilities Work.[14]

Employee performance

Performance is how much Many employees contribute to a company. In order to improve employee performance, both individual and group efforts are a priority. Employee performance is a very important aspect in reach objective company.[15] Therefore Therefore, employee performance must be properly evaluated by the company. A company's development is reflected in its employees' performance. According to Silaen, employee performance variable indicators include: quality, quantity, and accuracy. time, effectiveness, independence.[16]

Motivation Islamic work

Motivation is a force, both internal and external, that drives a person to perform a specific action. Islamic work motivation is part of worship. Work motivation in Islam is not about pursuing a hedonistic lifestyle, status, or even wealth by any means necessary. Therefore, work motivation in Islam is not merely about earning a living but also about serving God after death. worship obligatory other.[17] Indicator variables Islamic work motivation according to Saleh in Adinda, includes: Good and true intentions, piety in work, sincerity in Work.[18]

Islamic work motivation is the internal drive within a Muslim to carry out their work duties based on the intention of worship, seeking the pleasure of Allah SWT and blessings in this world and the hereafter. In the context of the manufacturing industry, the application of this motivation is not limited to achieving physical targets or daily production output, but encompasses the entire ecosystem of professional work ethics, responsibility, and honesty in every operational process.

The integration of Islamic values in measuring manufacturing employee performance can be operationalized through the main dimensions of Islamic work ethics. First, professionalism, encompassing accuracy, expertise, and optimal task completion. Second, trustworthiness, which considers full responsibility for assets, work hours, and safety within the factory environment. Third, Islamic social relations (ukhuwah), which create a conducive work climate, support psychological and spiritual comfort, and minimize work stress in the field.

HYPOTHESIS

Based on framework theoretical In this study, four hypotheses are proposed that explore the direct influence of two independent variables on employee performance, as well as the moderating influence of Islamic work motivation. These hypotheses are based on the assumption that Muslim employees in manufacturing environments are motivated not only by conventional material incentives and physical facilities but also by the alignment of spiritual values. The presence of this spiritual drive is expected to

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strengthen or underlie the relationship between well-being and the physical work environment towards achieving optimal and blessed performance.
H1: *Employee wellbeing* has a positive and significant effect on employee performance.
H2: The work environment has a positive and significant effect on employee performance.
H3: Islamic work motivation moderates the influence of *employee wellbeing* on employee performance.
H4: Islamic work motivation moderates influence environment Work to performance employee .

RESEARCH METHODS

Study This is quantitative research using primary data obtained from filling questionnaire Research . Quantitative research is a type of research that emphasizes the analysis of numerical data which is then processed using quantitative methods. appropriate statistics.[19] Study This This study examines the influence *of employee well-being* and the work environment on employee performance, with Islamic work motivation as a moderating variable. The questionnaire was administered to respondents with the expectation that employee respondents at PT Laksana Bus Manufaktur would respond in accordance with the available information.

The population used in this study was all employees of PT Laksana Bus Manufaktur totaling 1,243 employees with a sample determined using the Krejcie and Morgan formula of 294 respondents through a *purposive sampling technique* (criteria: male, Muslim, and minimum work period of 1 year). Data were collected through a structured questionnaire with a 4-point Likert scale consisting of 24 questions covering the variables of *employee wellbeing* (7 items), work environment (4 items), employee performance (8 items), and Islamic work motivation (5 items).

This research analysis tool uses IBM SPSS 25, a computer program that assists in statistical data processing, accurately and quickly, resulting in output that meets the needs of the decision-maker. decision.[20] The data used in this study is quantitative, expressed in the form of numbers, allowing the author to for process it use device SPSS software.

RESEARCH RESULT

Validity test results

Validity tests are used to measure the validity of a questionnaire for research. A questionnaire can be said to be valid if the statements in the questionnaire can be measured by the questionnaire. the.[21] A indicator declared valid if the calculated R value is greater than 0.113. The calculation results can be described in table following .

Table 1.2 Validity Test

Variables	Statement	R count	Information
Employee wellbeing (X1)	X1.1	0.279	Legitimate
	X1.2	0.626	Legitimate
	X1.3	0.698	Legitimate
	X1.4	0.541	Legitimate
	X1.5	0.607	Legitimate
	X1.6	0.518	Legitimate
	X1.7	0.688	Legitimate

[19]Hardani, Nur Hikmah Auliya, Helmina Andriani, Roushandy Asri Fardani, Jumari Ustiawaty, Evi Fatmi Utami, Dhika Juliana Sukmana, Ria Rahmatul Istiqomah. 2020. Qualitative & Quantitative Research Methods. Yogyakarta *CV. Pustaka Ilmu*.

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[21]Abdul Aziz Nugraha Pratama and Edi Cahyono, Business Research Methodology with a Quantitative Approach, Yogyakarta: *LaksBang Pressindo*, 2021, 69.

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Work Environment (X2)	X2.1	0.718	Legitimate
	X2.2	0.656	Legitimate
	X2.3	0.784	Legitimate
	X2.4	0.751	Legitimate
Employee Performance (Y)	Y.1	0.493	Legitimate
	Y.2	0.670	Legitimate
	Y.3	0.688	Legitimate
	Y.4	0.578	Legitimate
	Y.5	0.640	Legitimate
	Y.6	0.681	Legitimate
	Y.7	0.634	Legitimate
	Y.8	0.653	Legitimate
Islamic Motivation (M)	M.1	0.696	Legitimate
	M.2	0.675	Legitimate
	M.3	0.723	Legitimate
	M.4	0.770	Legitimate
	M.5	0.701	Legitimate

Source : Processed primary data using SPSS

Based on Table 1.2 shows that the calculated R value is greater than 0.113, this shows that the indicator meets the validity criteria and meets the standards. required validity based on rule practical .

Reliability test

A measurement result can be considered reliable if the measuring instrument is reliable, resulting in consistent results. In this case, the data being tested is valid data that has been previously tested. Reliability can be a tool for measuring a questionnaire that includes indicators of a variable. A variable is considered reliable if its *Cronbach's Alpha is* > 0.60.[22]

Table 1.3 Reliability Test

Variables	Cronbach Alpha	Criteria	Information
Employee wellbeing (X1)	0.658	0.60	Reliable
Work Environment (X2)	0.704	0.60	Reliable
Employee Performance (Y)	0.783	0.60	Reliable
Islamic Motivation (M)	0.758	0.60	Reliable

Source : Processed primary data using SPSS

Based on Table 1.3 shows that each variable *of Employee Well-Being* , Work Environment, Employee Performance, and Islamic Work Motivation is declared reliable because it has a Cronbach's Alpha value greater *than* 0.60. This indicates that the questionnaire instrument used has fulfil criteria reliability .

Normality test

This test is carried out to test the regression model, whether the confounding variables or residuals have a normal[23] distribution. Testing This use method *Kolmogorov-Smirnov* .

[22] *Ibid*

[23]Gun Mardiatmoko, The Importance of Classical Assumption Testing in Multiple Linear Regression Analysis (Case Study of Allometric Equation Preparation of Young Canaries [Canarium indicum L.]), *BAREKENG: Journal of Mathematics and Applied Sciences*, 2020, 14, 3, 335

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Table 1.4 Results of the Kolmogorov–Smirnov Normality Test

Testing Parameters	Mark
Amount Sample (N)	294
Mean Residual	0
Standard Residual Deviation	1,604
Kolmogorov–Smirnov Statistics	0.038
Asymp . Sig. (2-tailed)	0.2
Level Significance (α)	0.05
Conclusion	Normal

Source : Processed primary data using SPSS

Based on Table 1.4 shows that the Asymp. sig (2-tailed) value is 0.200 > 0.05. This is shows normally distributed data .

Multicollinearity test

The multicollinearity test is used to determine whether or not there is a linear relationship between independent variables in a regression model. If the tolerance value is > 0.1 and the VIF < 10, it can be interpreted that there is no multicollinearity in the study. the.[24]

Table 1.5 Multicollinearity Test

Variables	B	Std. Error	Beta	t-count	Sig.	Tolerance	VIF
Constant	4,685	1,225	–	3,825	0	–	–
X1	0.201	0.051	0.165	3,909	0	0.755	1,324
X2	0.15	0.075	0.091	2,009	0.045	0.656	1,525
Motivation Islamic Work (M)	0.905	0.061	0.645	14,783	0	0.709	1.41

Source : Processed primary data using SPSS.

Based on Table 1.5 shows that the tolerance value of all independent variables has a tolerance value greater than 0.1 and has a VIF value greater than 0.1. small out of 10.

Heteroscedasticity test

Heteroscedasticity Test aim Testing whether there is inequality in the variance of the residuals from one observation to another in the regression model. If the test results show more than α = 0.05 (5%) then there is no heteroscedasticity, meaning the regression model is passed the heteroscedasticity test.[25]

Table 1.6 Heteroscedasticity Test

Variables	B	Std. Error	Beta	t-count	Sig.
Constant	0.876	0.768	–	1,141	0.255
X1	-0.011	0.032	-0.023	-0.337	0.736
X2	-0.029	0.047	-0.044	-0.615	0.539
Motivation Islamic Work (M)	0.058	0.038	0.106	1,521	0.129

Source : Processed primary data using SPSS.

[24] *Ibid*
[25] *Ibid*

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Based on Table 1.6 shows that all variables have a significance value > 0.05, meaning No happen heteroscedasticity.

Partial t-test

The t-statistic test is used to explain how far the influence of one independent variable individually in explain variables dependent.[26] If mark significance is less than 0.05, then the proposed hypothesis stated significant.

Table 1.7 T-Test

Model	Variables	B	Std. Error	Beta	t	Sig.
1	(Constant)	4,685	1,225	–	3,825	.000
	X1	.201	.051	.165	3,909	.000
	X2	.150	.075	.091	2.009	.045
	M	.905	.061	.645	14,783	.000

Source : Processed primary data using SPSS.

Influence *employee wellbeing* to performance employee

It can be seen that the sig. value obtained for the employee Well Being variable (X1) is 0.000 < 0.05 and with a calculated t value > t table, namely 3.909 > 1.968 and the coefficient value is positive.

The influence of the work environment on employee performance

It can be seen that the sig. value obtained by the work environment variable (X2) is 0.045 < 0.05 and with a calculated t value > t table, namely 2.009 > 1.968 and the coefficient value is positive.

The influence of Islamic work motivation on employee performance

It can be seen that the sig. value obtained for the Islamic motivation variable (M) is 0.000 < 0.05 and with a calculated t value > t table, namely 14.783 > 1.968 and mark the coefficient positive .

f-test (simultaneous)

The simultaneous test or F test is conducted to determine whether the independent variables have a joint or simultaneous influence on the dependent variable. If the calculated f value > f table with a significance value of 0.05 is accepted, then the calculation results are said to have a simultaneous influence. simultaneous and significant.[27]

Table 1.8 F Test

Model	Source Variation	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,170,828	3	390,276	150,217	.000
	Residual	753,444	290	2,598	–	–
	Total	1,924,272	293	–	–	–

Source: Processed primary data using SPSS.

Based on Table 1.8 shows that the F test results show a significance value of 0.000, which is smaller than 0.05, and with a calculated f value > f table, namely 150.217 > 2.636. In other words, these independent variables together are able to explain the variations that occur in performance. employee in study This .

[26] *Ibid*
[27] *Ibid*

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Test the coefficient of determination R²

The coefficient of determination (R^2) is essentially used to measure the extent to which independent variables are able to explain the dependent variable. A value close to one means that the independent variables provide almost all the necessary information . For predict variables dependent.[28]

Table 1.9 R² Determination Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.541667	0.422222	0.419444	1,612

Source: Processed primary data using SPSS.

Based on Table 1.9 shows that the determination coefficient test in the table obtained a correlation coefficient (R) value of 0.780, which indicates a strong and positive relationship between the variables. independent and moderate to variables dependent.

Moderation test

Hypothesis testing in this study uses Moderated Regression Analysis (MRA). Moderated regression analysis is used to determine the influence of independent variables on the dependent variable and the ability of moderating variables to moderate the influence of independent variables on the dependent variable. bound.[29] Retrieval decision the hypothesis, namely must fulfil significance < 0.05.

Equation I

Table 1.10 MRA test of equation I

Model	Variables	B	Std. Error	Beta	t	Sig.
1	(Constant)	10,791	1,524	–	7,079	.000
	X1	.351	.067	.289	5,270	.000
	X2	.600	.090	.364	6,648	.000

Source: Processed primary data using SPSS.

1. It is known that the significance value of the employee well-being variable (X1) is 0.000 < 0.05, the regression coefficient value is positive at 0.351 with a significance value of 0.000 < 0.05, the t-count value = 5.270, so it can be concluded that the employee well-being variable has a significant effect on the performance variable.
2. It is known that the significance value of the work environment variable (X2) is 0.000 < 0.05, the regression coefficient value is positive at 0.600 with a significance value of 0.000 < 0.05, the calculated t-value = 6.648, so it can be concluded that the work environment variable Work influential significant to variables performance .

Equation II

Table 1.11 MRA test of equation II

Model	Variables	B	Std. Error	Beta	t	Sig.
1	(Constant)	22,144	10,873	–	2,037	.043
	X1	-.262	.454	-.216	-.577	.564
	X2	-.324	.639	-.197	-.507	.613
	M	-.099	.626	-.071	-.158	.874

[28] *Ibid*
[29]Sugiyono, Quantitative, Qualitative, and R&D Research Methods (2nd ed.), *Alfabeta*. 2024

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	X1M	.027	.027	.713	1,005	.316
	X2M	**.026**	**.037**	**.461**	**.717**	**.474**

Source : Processed primary data using SPSS

1. The interaction variable X1M has a coefficient value of 0.027 with a t-value of 1.005 and a significance value of 0.316. A significance value of 0.316 > 0.05 indicates that this interaction is insignificant. This means that Islamic work motivation is unable to moderate the influence of employee well-being on employee performance.
2. The X2M interaction variable has a coefficient value of 0.026 with a t-value of 0.717 and a significance value of 0.474. A significance value of 0.474 > 0.05 indicates that this interaction is not significant. This means that Islamic work motivation is unable to moderate the effect. influence environment Work to performance employee .

DISCUSSION

The influence *of employee well-being* on employee performance

Based on the t-test, the significance result is 0.000, which is smaller than 0.05, and the calculated t-value is 3.909, which is greater than the t-table of 1.968, which means that employee well-being has a positive and significant effect on employee performance. Therefore, it can be concluded that H1 is accepted. The better the employee well-being, the higher the level of employee performance in the company. Employees who feel physically and psychologically safe in the work environment will have strong performance to continue to develop. Happy employees tend to be more innovative, solve problems on the production line more quickly, and have very low absenteeism rates. When basic needs are met, such as prosperity through comprehensive compensation and social security, providing financial security and facilities that support work productivity, employees feel appreciated and can improve employee performance. Findings This support opinion that *employee wellbeing* influential positive and significant to performance employee.[30]

The influence of the work environment on employee performance

Based on the t-test, the significance result is 0.045, which is smaller than 0.05, and the calculated t-value is 2.009, which is greater than the t-table value of 1.968, which means that the work environment has a positive and significant effect on employee performance. Therefore, it can be concluded that H2 is accepted. The better the work environment conditions perceived by employees, the higher the level of employee performance. The relationship between employees at PT Laksana Bus Manufaktur can create harmonious communication, minimize conflict between colleagues, and solid teamwork to maintain accuracy in each bus assembly. The creation of a supportive work atmosphere through the implementation of fair leadership, which is effectively able to reduce work stress and mental pressure amidst the company's high production. The availability of adequate work facilities, such as the suitability of the bus unit frame, the provision of modern machines, and the implementation of a safe work space to ensure manufacturing operations run safely and comfortably and can improve employee performance. Research results This in line with study[31] show that environment Work influential significant to performance employee .

[30] Titania, SD, & Andjarwati, T., The Influence of *Employee Well-Being*, Satisfaction Work and Leadership Transformational to Performance Employees of the Human Resources Division at PT Perkebunan Nusantara I Regional 4 Surabaya. *MUSYTARI, Balance Sheet Management, Economics*, 2024, 11, 3.

[31] Maulkre Her Susilo and Zhena Sephrianto, Influence Environment Work to Performance Employees at Retailers Franchise Indomaret Bandung City Area, *Equilibrium Point: Journal Management and Business*, 2025, 8, 1, 40–57.

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The influence *of employee well-being* on employee performance with Islamic work motivation as a moderating variable

Based on the results of the MRA test, the interaction between employee well-being and Islamic work motivation variables has a t-value of 1.005 with a significance of 0.316 > 0.05, which means it is not significant. This indicates that the Islamic work motivation variable is unable to moderate or strengthen the influence of employee well-being on employee performance. Therefore, it can be concluded that H3 is rejected, meaning that employee well-being can be felt but is not enough to encourage the level of Islamic work motivation that can play a moderating role in improving employee performance. PT Laksana Bus Manufaktur proves that fulfilling employee well-being through physical and psychological safety, work enjoyment, and financial prosperity directly encourages strong, innovative employee performance and minimizes absenteeism. Because these basic needs have been met, employees can immediately work well without requiring additional motivational encouragement to facilitate their work. The results are in line with study,[32] Motivation Work No can moderate interaction between variables compensation with performance employee in a way significant.

The influence of the work environment on employee performance with Islamic work motivation as a moderating variable

Based on Table 4.13, the MRA test results show that the interaction between the work environment variable and Islamic work motivation has a t-test of 0.717 with a sig. 0.474 > 0.05, indicating it is not significant. This indicates that the Islamic work motivation variable is unable to moderate or strengthen the influence of the work environment on employee performance. Therefore, it can be concluded that H4 is rejected, meaning that the work environment can be perceived but is not sufficient to encourage the level of Islamic work motivation that can act as a moderator in improving employee performance. PT Laksana Bus Manufaktur has proven that fulfilling a conducive work environment through harmonious inter-employee relationships, a fair work atmosphere and low stress at work, as well as safe bus assembly facilities can directly improve employee performance and accuracy. Because these ideal work environment conditions have been met, employees can immediately work optimally without requiring additional motivational encouragement. This is in line with with study from [33]the stated that Islamic work motivation is not able to moderate influence environment Work to performance employee.

CONCLUSION

employee well-being testing had a positive and significant impact on employee performance at PT Laksana Bus Manufaktur. These results indicate that employee well-being, including safety, happiness, and prosperity, at PT Laksana Bus Manufaktur is in good condition and capable of supporting improved employee performance. The work environment has a positive and significant influence on the performance of PT Laksana Bus Manufaktur employees. The comfortable working conditions at PT Laksana Bus Manufaktur, supported by good facilities and harmonious relationships between employees, create a conducive work environment that supports improved performance. Islamic work motivation is not able to moderate or strengthen the influence *of employee well-being* and work environment on employee performance.

These findings provide an important lesson: PT Laksana Bus Manufaktur needs to balance meeting basic employee needs, such as job safety assurance, fair compensation, and optimizing physical comfort in the factory area. Islamic work motivation has been shown to be a strong internal moral foundation, but its presence acts independently and does not act as a moderating variable, especially when faced with fluctuations in the physical factors of the field environment and relative material well-being.

[32] Jauhari, A., Influence Compensation to Performance Employee with Motivation Work as Variables Moderation at PT Sukses Mitra Sejahtera, Kediri Regency. EBISMAN: eBusiness Management, 2023, 1 , 4 , 42–52.

[33] Yunus, M., How motivation Islamic work moderates influence Environment work, experience work, and rewards for performance Employees, *Journal of Management and Digital Business*, 2022, 2, 2, 116–127.

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For the development of Islamic business management practices, this study demonstrates the importance of teaching how to incorporate Sharia principles into effective compensation and work environment governance practices. Islamic company management and educational institutions can utilize the characteristics of PT Laksana Bus Manufaktur employees' work ethics as a practical learning experience. Practitioners and academics need to understand that the successful implementation of Islamic values lies in the ability to create real welfare for workers, not just the institution's religious identity. Therefore, the application of Islamic human resource management must focus more on practical and contextual aspects in the field. without leave runway values sharia .

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