



**THE EFFECT OF RELIGIOUSITY AND EMOTIONAL  
INTELLIGENCE ON THE PERFORMANCE  
OF THE MANAGEMENT OF  
THE STUDENT ORGANIZATION WITH MOTIVATION  
AS INTERVENING VARIABLE**

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**Abstract**

Islamic Boarding School is a life-oriented Islamic education institution that emphasizes the importance of having a religious attitude and good emotional intelligence in students as a form of motivation that supports good performance and brings the good name of the Islamic boarding school. This study aims to prove how the direct and indirect influence of Religiosity and Emotional Intelligence on performance with motivation as an intervening variable. The sample in this study was the member of the Student Organization of Modern Islamic Boarding School Nurul Hakim Tembung, totaling 47 people. The method used in this research is a quantitative approach using path analysis with multiple linear regression models with SPSS version 20. The results of this study found that Religiosity does not affect motivation. Emotional intelligence has a significant effect on motivation. Motivation does not affect performance. Indirectly Religiosity does not affect performance through motivation. Emotional intelligence indirectly does not affect performance through motivation.

**Keywords:** Religiosity, Emotional Intelligence, Motivation, Performance.

## INTRODUCTION

The era of globalization requires organizational institutions to create advantages in order to be able to take the right strategic decisions and be able to compete in an increasingly tight and competitive world of education. The decision concerns all functional area decisions. Then there are many factors that can create excellence for an educational institution organization, one of these factors is human resources or educators and student organizations for the world of Islamic boarding school education. In Yusuf's research, it is stated that the success factor of the organization is largely determined by the utilization of Human Resources, especially in its performance (Yusuf, 2015).

Human Resources or in this case are the administrators of the santri organization who are competent, highly loyal, and productive can help the organization or institution to achieve its goals. Their contribution is very much needed for the pesantren educational institution in a learning process and improving the quality of the pesantren. Hasibuan stated that human resources always play an active and dominant role in every organizational activity, because humans become planners, actors, and determinants of the realization of organizational goals (Hasibuan, 2006). In human resource management, humans as the driving force of the organization are very valuable assets that need to be managed properly (Wahyudi, 2010).

The study of human resources is expected to have a positive impact on the management of human resources in an organization or agency. All developments that occur lead to the fundamental thing that humans must be treated according to their dignity is not like another production (Siagian, 2018).

Human resources in Islamic boarding schools must be managed properly and professionally in order to achieve a balance between their performance support needs and the demands or abilities of the relevant agencies. This balance will be the key so that the educational institution can develop productively and naturally. Because the development of educational institutions/organizations is very dependent on the productivity of existing management/human resources. With good management is expected to make human resources productive (Mangkunegara, 2017). Islamic Educational Institutions also have a strategic role in creating an education system based on good governance. Namely through: a) media internalization; literacy, and inclusion functions; b) creating human resources with

capability, character and integrity; c) service prototypes that are transparent, accountable, responsive, independent, and fair (Kunaifi, 2016).

Thus, the Nurul Hakim Modern Islamic Boarding School educational institution is expected to be able to pay attention to human resources or in this case the administrators of the Nurul Hakim Santri Organization (OSNH) by understanding various factors that can support its performance, where performance is an activity or a certain attitude from what is done or done. OSNH management is not even carried out in carrying out their responsibilities during the management period or during the unfinished service period. The performance of the management will show the quality and quantity and how much of their work performance. So with the attention to employees, in this case, the OSNH management is expected to provide optimal performance so that they can realize the vision, mission and goals of the Modern Islamic Boarding School Nurul Hakim (Budiharjo, 2015).

## **REVIEW OF LITERATURE**

### **Islamic Management**

Management in general is inseparable from planning, organizing, controlling, leading, motivating, communicating and making decisions in order to coordinate company resources so as to create effectiveness and efficiency (Harahap dkk., 2019). Islamic Management or Sharia Management is the art of managing all available resources with the methods and foundations of the holy book Al-Quran and Al-Hadith as well as other legal sources in Islam. This concept aims to achieve the happiness of human life (Human Falah) by organizing existing resources by mutual cooperation and participation.,(Tarigan, 2016) and also blessed. In another research told that Islamic managemet should be rising by spiritual leadership in which makes an Islamic system or rule (Rosyid dkk., 2021).

### **Performance**

*Performance* is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals legally, does not violate the law and does not conflict with morals and ethics (Rivai dkk., 2005). As for another opinion, Hasibuan said that performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time (Hasibuan, 2006).

Islam views performance as how a person can actualize himself in a good and right way, a real form of values, beliefs and according to the understanding adopted which is based on good moral principles and can provide motivation to produce quality work (Multitama, 2006).

### **Religiusitas**

Religiosity is taken from the word religion in English and religie in Dutch and both come from Latin, namely religio which comes from the root word religare which means binding. Kahmad explained that Religiosity is the essence of diversity which raises religious solidarity, fosters religious awareness and makes pious and pious. In the context of Islam, according to Al-Goaib, Religiosity is a commitment to Islam through practical practices and theoretical beliefs through fulfilling Allah's rights, protecting the rights of others, following Allah's commands, avoiding bad actions, and performing worship..(Gani dkk., 2013) Islam as a religious value not only provides a standard of conduct in the aspect of worship, but is also complete as a rule for all human beings in terms of muamalah; education, economy, social, culture, and law (Kunaifi dkk., 2021).

### **Emotional Qoutient**

Emotional intelligence is the ability to monitor and control one's own feelings and those of others, and to use those feelings to guide thoughts and actions. The concept of emotional intelligence (EQ) is a broader concept of intelligence, it has to do with feelings and how feelings can interact with mental intelligence or IQ. A person's success factor in work is not solely determined by formal education factors, not even by intellectual ability and intelligence alone, but the biggest contribution that supports a person's success is emotional intelligence. Goleman stated that 80% of a person's success depends on his emotional intelligence (EQ) and the rest is influenced by mental or intellectual intelligence (IQ)..(Riyadi, 2015) In Firdaus it is also stated that to achieve success in work, one must balance the use of reason and heart.(Firdaus, 2017)

### **Motivation**

Motivation is a driving factor for someone to do a job. The origin of the word motivation according to Hasibuan is from the Latin word movere which means encouragement or moving (Hasibuan, 2006). In Usmara it is stated that motivation is a collection of energy forces that come from both inside and outside the individual that

initiates attitudes and determines its form, direction, and intensity (Usmara, 2006). The motivation theory used is McClelland, where the factors are the need for achievement, the need for affiliation and the need for power.

## RESEARCH METHOD

This research is a quantitative study that aims to determine the effect of Religiosity and emotional intelligence on the performance of the santri organization management with motivation as an intervening variable, a case study at the modern Islamic boarding school Nurul Hakim Tembung, located on Jl. M. Jacob Lubis No. 51. The population in this study were all OSNH administrators totaling 47 people. Methods of data collection by using a questionnaire with a Likert scale, interviews and literature study. Quantitative research with the analysis of determining the determination of variables is also carried out, for example regarding the impact of location, price, and menu variations on customer loyalty (Mubayyanah dkk., 2021). The instrument test in this study uses Validity Test, Reliability Test, Classic Assumption Test including Normality Test, Multicollinearity and Heteroscedasticity. Meanwhile, for data analysis using descriptive analysis, regression and path analysis.

## RESULTS AND DISCUSSION

The results of the analysis of the distribution of items from the variables of Religiosity (X1), Emotional Intelligence (X2) Motivation (Z) and Performance (Y) are as follows:

### Normality Test

**Table 1**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		47
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	2.92423650

Most Extreme Absolute Differences	.107
Positive	.103
Negative	-.107
Kolmogorov-Smirnov Z	.735
Asymp. Sig. (2-tailed)	.653
Test distribution is Normal.	

Source : Processed data on June 2021

Based on the SPSS output above, it is known that the Kolmogorov-Smirnov value in the Unstandardized Residual column is 0.735 and Asymp. Sig. (2-tailed) of 0.653 is greater than the alpha value of 0.05 so it can be concluded that the tested data is normally distributed as written in the bottom table a. Test distribution is Normal.

**Multicollinearity Test**

**Table 2**  
**Multicollinearity Test**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	21.855	5.364		4.074	.000		
Religiusitas	.059	.030	.211	1.927	.061	.675	1.482
Kecerdasan Emosional	.840	.340	.467	2.473	.018	.227	4.410
Motivasi	.363	.310	.227	1.168	.249	.214	4.675

a. Dependent Variable:  
Kinerja

Source: SPSS Processed on April 2021

Based on the table above, it can be seen that the Tolerance value of all variables is as follows (Religiosity 0.675; Emotional Intelligence 0.227; and Motivation 0.214) which is greater than the specified limit value of 0.01. As for the VIF value, it can also be seen that all independent variables have values less than 10 (Religiosity 1.482; Emotional Intelligence 4.410; and Motivation 4.675). So it can be concluded that there is no symptom of multicollinearity between the independent variables in this study.

**Regression Test and Path Analysis**

**Table 3**  
**Regression Test and Path Analysis**

Hipotesis	Statement	Significancy	Result
H1	$H_0$ accepted, $H_a$ rejected	$0,097 > 0,05$	Affect unsignificantly
H2	$H_0$ rejected, $H_a$ accepted	$0,000 < 0,05$	Affect significantly
H3	$H_0$ accepted, $H_a$ rejected	$0,061 > 0,05$	Affect unsignificantly
H4	$H_0$ rejected, $H_a$ accepted	$0,018 < 0,05$	Affect significantly
H5	$H_0$ accepted, $H_a$ rejected	$0,249 > 0,05$	Affect unsignificantly

**Summary of Model Parameter Estimation Results**

**Table 4**  
**Summary of Model Parameter Estimation Results**

Model	Standardized Coefficients Beta	T	Sig	R2
Equality of structure I ( X1, X2 ke Z )				
X1= PX1Z	0,141	1,697	0,097	0,789
X2= PX2Z	0,804	9,671	0,000	
Equality of structure II ( X1, X2, Z ke Y )				
X1= PX1Y	0,211	1,927	0,061	0,676
X2= PX2Y	0,467	2,473	0,018	
Z = PZY	0,227	1,168	0,249	

Source: Perocessed data on April 2021

**Summary of Model Parameter Estimation Results**

**Table 5**  
**Summary of Model Parameter Estimation Results**

No	Variable	Direct	Indirect	Total	Spec.	Conclusion
1	Indeks Religiosity (IK)	0,211	0,032	0,243	Direct Effect > Indirect Effect	Motivation is not an Intervening variable
2	Emotional Qoutient (KE)	0,467	0,182	0, 649	Direct Effect > Indirect Effect	Motivation is not an Intervening variable

Source: Processed data on April 2021

### **The Effect of Religious Index on Motivation**

Basically Islam teaches that every actor in the organization must manage the activities in it with honesty and because of Allah SWT, they will be rewarded for those who do so. Do good in this world in order to get a reward that will be the reason someone is entered into His heaven. The administrators of the Santri Nurul Hakim Organization should study Islam in a structured and well-scheduled manner, in the form of formal (in-class) or informal learning (outside the classroom such as listening to lectures, tausiyah, public lectures or practice in the field) can provide good motivation to be interested in performing good.

The above results contradict the research conducted by Anwar, Deky, entitled the influence of Religiosity and community on youth entrepreneurship motivation. The object of this research is the youth who migrated to the community of Padanggantiang. The results of his research stated that Religiosity had a positive and significant influence on youth entrepreneurship motivation. In theory, everyone who has a good religion will try to do something well. This means that religion fosters motivation within a person and is motivated to do good things, for oneself and for others.

Religiosity that does not add to the lack of motivation in the administrators of the Nurul Hakim Santri Organization can be seen from the respondents' answers regarding Religiosity. In particular, statement number 18 is an acknowledgment of each other's piety without calculating the answers in the Religiosity variable that the respondent admits to being religious enough with a total of 15 respondents or 31.9% and less religious as many as 5 respondents or 10.6%. This means that 42.5% are under religious recognition. This answer is also an indication that the Religiosity variable does not affect the motivation of the modern boarding school OSNH Nurul Hakim's motivation. The choices in the statement number above are 1) Very Religious; 2) Religious; 3) Quite Religious; 4) Less Religious and 5) Not Religious at all.

Then there are other things that are not motivated by OSNH management because they are too focused on personal obstacles and challenges. All kinds of rules that apply to junior students are equally applicable to OSNH administrators, starting from praying in congregation in the mosque without masbuk, eating in the students' dining room at a predetermined time and attending attendance every night before going to bed. Then it has

been embedded in the minds of the OSNH management that every energy expended expects more specifically "material" rewards. So that the religious values they have, some of them ignore it. Even though religion guarantees that every good deed will be repaid with kindness and Allah SWT will reward it with something much better. This is contained in the Qur'an, Allah says:

الأنعام مَنْ جَاءَ بِأَلْحَسَنَةٍ فَلَهُ عَشْرُ أَمْثَالِهَا

It means "Whoever does good will be rewarded ten times his deeds". (Q.S Al-An'am: 160)

It was proven by interview with the principal as below:

*"However, in the process of carrying out their mandate as OSNH administrators, it seems that they always try to give their best according to their respective divisions even though sometimes they have to be reminded, reprimanded and given input by the caretaker. Then it is not always those who understand something good and immediately do the good. Let's just look at the Muslim corruptors in particular, they know they are a sin but they still do it without feeling ashamed when they deal with the law later."*(M. D. Al-Fayyadh, komunikasi pribadi, 10 April 2021)

### **The Effect of Emotional Qoutient on Motivation**

According to research by Firdaos, Rijal in 2017 on Emotional Intelligence, Religiosity and Social Attitude of Student said that a person's emotional intelligence will encourage and motivate him to behave better. Because he understands that other people who are kind to him will give a positive attitude and happiness. So when we want that to happen to us, of course we have to encourage and motivate ourselves to be kind to others in order to get the same goodness.

### **The Effect of Religiosity on Performance**

The results of the research above are not in line with the research of Alfisyah, Karina Dewi, entitled The influence of Religiosity on the performance of Muslim employees at the head office of PT. Nusantara XI Plantation. The result is that Religiosity has a significant effect on employee performance. Social control is one of the functions of religion or a system that provides norms or rules for a person to act. The existing rules will make a person act not arbitrarily because it is limited by orders or prohibitions in religious values.

Then, if it is seen from the respondents' answers regarding the statements in the Religiosity variable, the administrators of the Nurul Hakim Santri Organization have not yet

carried out their obligations to Allah SWT and the sunnah. Mandatory actions, for example, as many as 6 respondents who leave 1 obligatory prayer every day and 1 respondent leaves 2 obligatory prayers every day. There are 7 respondents who leave the obligatory prayers every day or 14.90%. Then as many as 17 respondents or 36.17% did not fast Ramadan for 1-7 days.

Then from the sunnah actions which incidentally will greatly help the obligatory actions that are carried out. For example, if the sunnah prayer is calculated, then there are approximately 16 rak'ahs of the rawaib sunnah prayer every day plus a minimum of 2 dhuha prayers and a minimum of 2 tahajjud prayers for a total of 20 cycles. In this study there were 4 respondents or 8.51% who still left several sunnah prayers every day by only doing 12-14 rak'ahs. Similarly, fasting sunnah if fasting Mondays and Thursdays only done already amounted to 8 days a month. 36 respondents or 58.53% who fasted sunnah less than 8 times per month. This means that the implementation of sunnah acts has not been maximally carried out. So the researchers concluded that there was no correlation between Religiosity and the performance of the Nurul Hakim Santri Organization management.

### **The Effect of Emotional Qoutient on Motivation**

This is in line with the research conducted by Sareena Umma and Dhivya V in 2020 at public universities in the province of East Sri Langka with the title Impact of Emotional Intelligence on Job Performance of Academic Heads with Special Reference to State Universities in Eastern Province of Sri Lanka. The results found that emotional intelligence had a positive and significant effect on the performance of all 62 academic heads. However, for better performance should apply and train employees to have good emotional intelligence.

### **The Effect of Motivation on Performance**

The results of the study contradict the research conducted by Lie, Tjiong Fei and Hotlan Siagian in 2018 examining the effect of job satisfaction on employee performance through work motivation on CV. Union Event Planners. That motivation is very influential on performance. The greater the drive for a goal to be achieved, it will do a good job and will produce the best performance.

In the interview that the researcher conducted with ust M. Dzaki Alfayyadh, S.Pd as the caretaker secretary, information was obtained regarding the insignificant effect of OSNH management motivation on performance.

*“Yes, because the advice has been given, verbal motivation has been given. It should have motivated them to work. After all, that person is already 17 years old. Able to think maturely and willing to be invited to work together, moreover, this is for tarbiyah, training for them as well as how to organize and take care of other people, so it's not just him. Or because people now tend to do whatever they need to get to'am (food), money. Well, if that's the case, the education isn't here in the companies when you work later. This is still the stage of education and tarbiyah really”* (M. D. Al-Fayyadh, komunikasi pribadi, 10 April 2021).

### **The Effect of Religion on Performance through Motivation**

In this study, it was found that Religiosity had no effect on the performance of the modern boarding school OSNH Nurul Hakim through Motivation Variables. This can be seen from the direct influence value obtained by 0.211, which is greater than the indirect effect, which is 0.032. This means that the diversity of the OSNH administrators of the modern Islamic boarding school Nurul Hakim is not the same because of their different learning abilities, so that their religious performance does not affect their performance in the modern Nurul Hakim Islamic boarding school. This means that the evaluation of the performance of the modern boarding school OSNH Nurul Hakim does not only look at its religion/Religiosity.

In addition to this, in several scientific writings it is stated that people who are more religious claim to be more compassionate, honest, civilized and generous than those who are less religious. For another assumption and research religiosity could be deffernt with spirituality, in fact spirituality very effective to increasing motivation as result of research developing company images through spiritual corporate responsibility, (Kunaifi & Qomariyah, 2021) and as result of research on masters thesis about implementation of human spirit.(Kunaifi, 2015). However, when looking at the behavior and implementation, it is not in accordance with the real theory. It is considered that the santri are religious, but that does not mean that their religion will only give encouragement to the positive ones or

carry out the tasks and mandates that they carry as administrators of the modern Islamic boarding school OSNH Nurul Hakim.

### **The Effect of Emotional Intelligence on Performance through Motivation**

In this study, it was found that emotional intelligence had no effect on the performance of the modern boarding school OSNH Nurul Hakim through motivational variables. This can be seen from the value of direct influence obtained 0.467 greater than the indirect effect of 0.182. This means that the Emotional Intelligence possessed by the modern boarding school OSNH Nurul Hakim is not the same because of differences in characteristics, ethnic background and economics and then fosters their motivation to work harder. This means that the evaluation of the performance of the modern boarding school OSNH Nurul Hakim does not only look at how motivated they are. Because even people who have been motivated do not necessarily want to do something.

### **CONCLUSION**

Based on the results of the research and discussion that the researchers carried out, conclusions can be drawn according to the formulation of the problem as follows: Religiosity has no effect on the motivation of the administrators of the Santri Nurul Hakim Organization (OSNH), Emotional Intelligence has a significant effect on the motivation of the administrators of the Santri Nurul Hakim Organization (OSNH), Religiosity has no effect on The performance of the administrators of the Santri Nurul Hakim Organization (OSNH), Emotional Intelligence affects the performance of the administrators of the Santri Nurul Hakim Organization (OSNH), Motivation does not affect the performance of the administrators of the Santri Nurul Hakim Organization (OSNH), Religiosity does not affect the performance of the administrators of the Santri Nurul Hakim Organization (OSNH). ) through motivation, emotional intelligence has no effect on the performance of the administrators of the Santri Nurul Hakim Organization (OSNH) through motivation.

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