

The Influence of Competence, Work Discipline, and Locus of Control on Employee Performance with Islamic Work Ethics as a Moderating Variable

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Abstract. This study aims to analyze the effect of competence, work discipline, and locus of control on employee performance with Islamic work ethics as a moderating variable. The population in this study were all employees of CV. Jaya Manunggal Garment in Kec. Getasan Kab. Semarang. The sampling technique used the incidental technique (coincidence) with a total sample of 101 respondents. The data collection method uses a questionnaire (questionnaire) which is distributed directly to the company. Data analysis used through moderate regression analysis (MRA). The results showed that competence has no effect on employee performance, work discipline has no effect on employee performance, and locus of control has a positive effect on employee performance. After the Islamic work ethic is included as a moderating variable, the results obtained are that the Islamic work ethic is not able to moderate the effect of competence on employee performance, the Islamic work ethic is not able to moderate the effect of work discipline on employee performance, and the Islamic work ethic is not able to moderate the locus of control on employee performance. Subsequent research can add other variables that can affect performance and can analyze more specifically related to performance.

Keywords: Work Discipline, Islamic Work Ethics, Competence, Employee Performance, Locus of Control.

1 Introduction

Advances in global science and technology (IPTEK) have led to rapid economic development. This has resulted in increasingly competitive business environments (Hermawan et al., 2021). This competitiveness requires companies to have a competitive advantage over other companies. This advantage can be determined through the ability of employees to work optimally (Sulistiyawati & Indrayani, 2012). Therefore, human resources become an important aspect because they play an active role in every company activity (Anggraini & Susanto, 2018). Therefore, every company, whether in the service or industrial sector, must be able to manage human resources competently so that employee performance improves (Anggraini & Susanto, 2018).

Performance is an employee's achievement in carrying out their work in accordance with the criteria applicable to a particular job (Zainullah et al., 2012). Therefore, a person's good competence will be a separate criterion for companies in terms of maximizing employee performance (Mahmudah & Asytuti, 2017). Therefore, employee performance can be influenced by several factors, one of which is competence.

Competence is defined as the ability or skill of employees that enables them to work optimally (Krisnawati & Bagia, 2021). Thus, individual abilities will expand when similar tasks are performed repeatedly, which enables the improvement of employee performance within the company (Muslimah, 2016). This is reinforced by research conducted by Nasution et al., (2021) which explains that competency has a positive influence on employee performance. However, this differs from the results of research conducted by Herlambang et al., (2022) which explains that competency has a negative influence on employee performance..

A company not only requires competent employees, but also the discipline of its employees is an important element in the company (Kuswarak, 2020). Work discipline is the ability to carry out assigned responsibilities with obedience to existing regulations (Muna & Isnawati, 2022). Therefore, with high work discipline, employees are able to work effectively and efficiently. This is reinforced by Muslimat & Wahid, (2021) in their research, which explains that work discipline has a positive influence on employee performance. However, this differs from the results of research by Muna & Isnawati (2022) which explains that work discipline has no influence on employee performance.

A company not only requires competent employees, but also the discipline of its employees is an important element in the company (Kuswarak, 2020). Work discipline is the ability to carry out assigned responsibilities with obedience to existing regulations (Muna & Isnawati, 2022). Therefore, a high level of discipline indicates a large workload and can boost morale to achieve company goals (Purwanto & Hermani, 2017). This is reinforced by Muslimat & Wahid, (2021) in their research, which explains that work discipline has a positive influence on

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employee performance. However, this differs from the results of research by Muna & Isnowati (2022) which explains that work discipline has no influence on employee performance.

In addition, another component that plays a role in employee performance is personality factors. These factors include self-control, often referred to as locus of control. Locus of control is the belief that a person has the ability to control themselves (Arianti, 2017). Therefore, to produce optimal performance, employees must also have good locus of control (self-control). This is reinforced by the results of research by Ary & Sriathi (2019) which shows that locus of control significantly affects employee performance. However, in the study by Putra & Subarjo (2015) it is stated that locus of control does not significantly affect employee performance.

In addition to these factors, another element that can strengthen or weaken employee performance is Islamic work ethics (EKI). This is because optimal employee performance needs to be balanced with good work ethics. In Islam, work is considered a manifestation of faith and a form of balance for the common good. This is as explained in the research by Triana et al., (2021) which explains that Islamic work ethics can strengthen employee performance in companies.

This research was conducted at CV. Jaya Manunggal Garment, a company that produces various clothing products such as koko shirts, shirts, dresses, and children's clothing. The majority of the company's employees are Muslim and have sufficient experience. Based on interviews with the HRD of CV. Jaya Manunggal Garment, it was explained that the company experiences fluctuations in demand. Therefore, the company needs employees who are able to work optimally to achieve production targets. However, to achieve production targets, the company still faces several obstacles, such as a large number of employees who do not show up for work and the availability of materials that are not suitable. The large number of employees who are absent can hinder the performance of other employees in the production process. This is because each employee has a position in accordance with the production process procedures (Alecia, 2022).

At CV. Jaya Manunggal Garment, we implement a piecework system. This means that the quantity of work depends on the dedication or hard work of each employee. If employees want to earn the maximum salary, they will work to the best of their ability to produce the target output. However, when employees are less motivated to work, the quantity of work produced is less than optimal. As a result, the production process becomes less effective and fails to meet targets on time (Alecia, 2022).

Based on this description, researchers still find gaps or discrepancies in the form of differences in research results between previous researchers. The existence of these differences in results necessitates a re-examination, and the researcher added the variable of Islamic work ethics as a moderator to the independent variable (work discipline). In addition, the characteristics of the respondents in the company made this study aim to further examine the "Effect of Competence, Work Discipline, and Locus of Control on Employee Performance with Islamic Work Ethics as a Moderating Variable".

2 Literature Review

2.1 Teori Atribusi

The main theory used in this study is the attribution theory proposed by Fritz Heider regarding individual behavior. This theory explains the process of determining the causes and motives of a person's behavior (Ferdiansyah, 2016). Bernard Weiner later developed this theory by focusing on achievement. Weiner stated several factors that can influence attribution, namely ability, effort, task difficulty, and luck (Sumartik, 2019). In addition, in this attribution theory, Luthans explains the social perceptions that can influence a person's behavior, namely dispositional attribution (internal causes) and situational attribution (external causes) (Ferdiansyah, 2016). Therefore, attribution theory forms the basis of this study because an employee's work achievement can be assessed based on their behavior and knowledge acquired in accordance with the internal and external conditions they experience. Thus, this theory is highly relevant to explain this study.

2.2 Employee Performance

According to Rivai, employee performance is an achievement of individual behavior that is validly demonstrated through performance results in line with the company's expectations (Hermawan et al., 2021).

2.3 Competence

Competence is an individual's ability to perform a job effectively based on their knowledge, skills, and attitude (Tjahyanti & Chairunnisa, 2021)..

2.4 Work Discipline

According to Hasibuan, discipline is a form of awareness and readiness of a person to comply with the rules that apply in the company (Lestari et al., 2020).

2.5 Locus of Control

Locus of control is a belief that represents a concept of how individuals view events in their lives. This belief includes the involvement of self-control, both internal and external, in success or failure when engaging in activities or carrying out work (Putra & Subarjo, 2015).

2.6 Islamic Work Ethics

Rizk defines Islamic work ethics in the journal Nurendra & Wimbari (2014) as a moral principle or behavior that provides orientation for performing work with the approach that work is a virtue in life. This is because work is an individual obligation whereby each individual must have the ability to work together and overcome obstacles together.

3 Research Method

This study uses quantitative research. This method is called quantitative because the research data is in the form of numbers and the analysis uses statistics (Sugiyono, 2015). This study uses a data collection method through the distribution of questionnaires. Therefore, the population referred to in this study is all 135 employees of CV. Jaya Manunggal Garment. In addition, the sampling technique used is incidental sampling (coincidental). The sample is determined using the following Slovin formula:

$$N = \frac{135}{1 + 135 (0,05)^2}$$

$$= 100,93 \text{ rounded to } 101 \text{ employees}$$

Based on these calculations, a sample of 101 employees was taken. The analysis tool used was MRA, because this study used moderating variables as reinforcers or weakening factors for the dependent variables.

4 Result

Table 1. Validity Test Results

Variable	Item Soal	Corrected Item Total Correlation (R hitung)	R table 5% (df=28)	Description
Competence	Soal 1	0,792	0,361	Valid
	Soal 2	0,796	0,361	Valid
	Soal 3	0,656	0,361	Valid
	Soal 4	0,531	0,361	Valid
	Soal 5	0,758	0,361	Valid
	Soal 6	0,766	0,361	Valid
Work Discipline	Soal 1	0,595	0,361	Valid
	Soal 2	0,708	0,361	Valid
	Soal 3	0,631	0,361	Valid
	Soal 4	0,785	0,361	Valid
	Soal 5	0,740	0,361	Valid
	Soal 6	0,664	0,361	Valid
	Soal 7	0,790	0,361	Valid
	Soal 8	0,805	0,361	Valid
Locus of Control	Soal 1	0,599	0,361	Valid
	Soal 2	0,477	0,361	Valid
	Soal 3	0,771	0,361	Valid
	Soal 4	0,766	0,361	Valid
	Soal 5	0,759	0,361	Valid
	Soal 6	0,676	0,361	Valid
	Soal 7	0,799	0,361	Valid
	Soal 8	0,700	0,361	Valid

	Soal 9	0,786	0,361	Valid
	Soal 10	0,706	0,361	Valid
	Soal 11	0,623	0,361	Valid
	Soal 12	0,445	0,361	Valid
	Soal 1	0,598	0,361	Valid
	Soal 2	0,876	0,361	Valid
	Soal 3	0,712	0,361	Valid
	Soal 4	0,702	0,361	Valid
	Soal 5	0,828	0,361	Valid
	Soal 6	0,838	0,361	Valid
Employee Performance	Soal 7	0,734	0,361	Valid
	Soal 8	0,793	0,361	Valid
	Soal 9	0,740	0,361	Valid
	Soal 10	0,720	0,361	Valid
	Soal 1	0,741	0,361	Valid
	Soal 2	0,782	0,361	Valid
	Soal 3	0,838	0,361	Valid
	Soal 4	0,715	0,361	Valid
	Soal 5	0,817	0,361	Valid
	Soal 6	0,672	0,361	Valid
Islamic Work Ethics	Soal 7	0,853	0,361	Valid
	Soal 8	0,711	0,361	Valid

Source: Processed Primary Data, 2022

The table shows a table r value of 0.361 with a significance level of 5%, obtained through the calculation of degree of freedom, namely $df = N-2 = 30-2 = 28$. Based on the results listed in the table, it can be seen that the calculated r value > table r. Therefore, all questionnaire items are declared valid and can be used for further research.

Tabel 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Conclusion
1.	Competence (X1)	0,802	Reliabel
2.	Work Discipline (X2)	0,856	Reliabel
3.	Locus Of Control (X3)	0,885	Reliabel
4.	Employee Performance (Y)	0,915	Reliabel
5.	Islamic Work Ethics (Z)	0,896	Reliabel

Source: Processed Primary Data, 2022

The table shows that Cronbach's Alpha value is above 0.60. Therefore, it can be concluded that all variables in this study are reliable.

Table 3. Uji t (Parsial)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	5.441	2.606		2.088
	Competence	.313	.158	.190	1.976
	Work Discipline	.159	.121	.131	1.315
	Locus Of Control	.450	.078	.538	5.750

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2022

The table shows that the Competence Variable (X1) has a t-value of 1.976 < t-table of 1.985 with a sig. value of 0.051 > 0.05. Therefore, the results show that the competence variable does not affect employee performance. Based on these criteria, the first hypothesis (H1), which states that competency has a positive effect on employee performance, is rejected. This indicates that individuals with low or high competency cannot influence the performance produced. Therefore, the results of this test show that competency does not have an effect on employee performance. These results are in line with the research conducted by Rosmaini & Tanjung, (2019) which proves that there is no influence between the competency variable and employee performance.

The next result for the Work Discipline Variable (X2) shows a t-value of 1.315 < t-table of 1.985 with a sig. value of 0.191 > 0.05. So, these results show that the work discipline variable does not affect employee performance. Based on these criteria, the second hypothesis (H2), namely that work discipline has a positive effect on employee performance, is rejected. Thus, the results indicate that the level of employee work discipline does

not affect their performance. These results are in line with the research by Muna & Isnowati, (2022) which explains that work discipline does not affect employee performance.

The next result, namely on the Locus of Control variable (X3), shows a t-value of 5.750 > t-table of 1.985 with a sig. value of 0.000 < 0.05. So, from these results, it can be seen that the Locus of Control variable has a positive effect on the employee performance variable. Based on these criteria, the third hypothesis (H3), namely that locus of control has a positive effect on employee performance, is accepted. These results are in line with research conducted by Ary & Sriathi, (2019) and Triatmojo & Perdhana, (2018) which proves that locus of control affects employee performance. Therefore, from these results, it can be seen that when locus of control increases, it can boost performance optimization. Thus, a high locus of control will make employees feel satisfied and able to perform well because they have good self-control.

Table 4. Uji F (Simultan)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1294.697	3	431.566	51.355	.000 ^b
	Residual	815.145	97	8.404		
	Total	2109.842	100			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Locus Of Control, Competence, Work Discipline

Source: Processed Primary Data, 2022

Based on the results obtained, the calculated F value is 51.355 with a significance of 0.000, which indicates a sig value of <0.05. Thus, the independent variables (competence, work discipline, locus of control) simultaneously affect performance, or it can be said that the regression model can be used to estimate employee performance.

Table 4. Uji Koefisien Determinan (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 ^a	.614	.602	2.899

a. Predictors: (Constant), Locus Of Control, Competence, Work Discipline

Source: Processed Primary Data, 2022

The results of the data test show an R Square (R²) value of 0.614 or 61.4%. This result indicates that X1, X2, and X3 contribute 0.614 (61.4%) to employee performance. This means that the remaining 38.6% is influenced by other variables outside the model.

Table 5. Uji MRA

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-12.618	17.842		.481
	Competence	-.228	1.066	-.139	.831
	Work Discipline	-.460	.738	-.378	.535
	Locus of Control	1.210	.597	1.446	.045
	Islamic Work Ethics	1.070	.648	.936	.102
	Competence * Islamic Work Ethics	.012	.035	.396	.730
	Work Discipline * Islamic Work Ethics	.019	.025	.854	.451
	Locus of Control * Islamic Work Ethics	-.032	.020	-2.136	.122

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2022

Based on the table above, the results show the outcome after the moderating data was included as a moderator. The table shows a significance value of 0.730 for the interaction variable between the competency variable and the Islamic work ethic variable. This result shows a sig value of 0.730 > 0.05, which indicates that the Islamic work ethic variable is unable to moderate the influence of competency on employee performance. Based on these criteria, the fourth hypothesis (H4), namely that Islamic work ethics can moderate the influence of competence on employee performance, is rejected. Thus, it can be concluded that competent employees with the support of Islamic work ethics cannot strengthen or weaken their performance. The results of this study are not in line with

the research conducted by Mahmudah & Asytuti, (2017) which states that Islamic work ethics can moderate competence on employee performance.

The next result shows the significance value of the interaction variable between the work discipline variable and the Islamic work ethic variable to be 0.451. This result shows a sig value of $0.451 > 0.05$, which indicates that the Islamic work ethic variable is unable to moderate the influence of work discipline on employee performance. Based on these criteria, the fifth hypothesis (H5), namely that Islamic work ethics can moderate the influence of work discipline on employee performance, is rejected. Thus, from these results, it can be seen that employees are not yet fully aware of the importance of discipline at work. As explained by Tusholihah et al., (2019) overly strict regulations, such as short breaks, cause employees to become bored. In addition, Islamic work ethics here prove that they are unable to provide a moderating effect between work discipline and employee performance. Thus, these conditions prove that Islamic work ethics are unable to strengthen or weaken the influence of work discipline on employee performance. Therefore, it can be concluded that low or high awareness of discipline and good work ethics do not have any influence on employee performance.

The next result shows the significance value of the interaction variable between the locus of control variable and the Islamic work ethic variable to be 0.122. This result shows a sig value of $0.122 > 0.05$, which indicates that the Islamic work ethic variable is unable to moderate the influence of locus of control on employee performance. Based on these criteria, the sixth hypothesis (H6), namely that Islamic work ethics can moderate the influence of locus of control on employee performance, is rejected. This is because employees' understanding of locus of control has not been fully realized. The research results are supported by a study conducted by Pramesti & Zuhriyah, (2020) which states that Islamic work ethics cannot strengthen or weaken locus of control on employee performance.

5 Conclusion

Based on the results of research that began with data collection and continued with the analysis of test results on the influence of competence, work discipline, and locus of control on employee performance with Islamic work ethics as a moderating variable at CV. Jaya Manunggal Garment, it was concluded that competence with a t-value of $1.976 < t\text{-table of } 1.985$ and a sig. $0.051 > 0.05$, indicating that it has no partial effect on employee performance. Similarly, the test results for work discipline with a t-value of $1.315 < t\text{-table of } 1.985$ with a sig. value of $0.191 > 0.05$ indicate that it has no partial effect on employee performance. Meanwhile, for the locus of control variable, the t-value is $5.750 > t\text{-table of } 1.985$ with a sig. value of $0.000 < 0.05$, so it can be said that it has an effect on employee performance at CV. Jaya Manunggal Garment.

The next result after the moderating variable, namely Islamic work ethics, was included showed that Islamic work ethics was unable to moderate the influence of competence, work discipline, and locus of control on employee performance. This was demonstrated by the test results, which showed that the significance value of each variable was above 0.05.

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