

The Moderating Role of Islamic Motivation in The Influence of Work Life Balance, Organizational Commitment, and Empowerment on Work Productivity

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ARTICLE INFO

Keywords: Work-Life Balance, Organizational Commitment, Empowerment, Work Productivity, Islamic Motivation

Received : 10 Oktober 2025

Revised : 25 Oktober 2025

Accepted: 11 November 2025

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ABSTRACT

This research aims to analyze and determine the influence of work-life balance, organizational commitment, and empowerment on work productivity by using Islamic motivation as a moderating variable. This research is classified as a quantitative type of research with primary data, obtained from the results of a questionnaire filled out by employees of PT Primayudha Mandirijaya. Furthermore, this research used a sample of 100 respondents with purposive sampling techniques. The tests used are data instrument tests, classical assumption tests, and statistical tests. After testing with SPSS version 23, the results obtained were that work-life balance, organizational commitment, and empowerment had a positive effect on work productivity. Apart from that, Islamic motivation was not able to moderate the relationship between work-life balance and organizational commitment to work productivity. However, Islamic motivation is able to moderate the influence of empowerment on work productivity

INTRODUCTION

To achieve effectiveness, companies require good management to reach their goals. The continuity of company operations must run smoothly in order to generate work productivity. According to data from the Asian Productivity Organization (APO), Indonesia's current labor productivity ranks fifth among the 10 ASEAN member countries (Malimin, 2023). Quoting from the bps.go.id website regarding the GRDP publication on February 23, 2024, it shows that Indonesia's productivity, as seen from the country's GDP, stands at 87.96, while Central Java itself contributes a GRDP figure of 55.16 and ranks eighth from the bottom. The presence of a capable workforce in their respective fields is a crucial component for the advancement and survival of companies in today's era.

Work productivity is one of the key components supporting a company's existence and stability. According to Hasibuan (2007), work productivity can be defined as the result of effective resource utilization to achieve desired outcomes while considering the quantity and quality produced. When productivity is achieved, it can be referred to as optimum balance of life, which is closely related to quiet quitting. Quiet quitting went viral on TikTok content and has become a trend among millennials and Generation Z because it is beneficial for mental health, (Hardiantoro, 2022). Quiet quitting can support a balanced life, often referred to as "work-life balance" (Novelino, n.d.).

Work-life balance is an individual's ability to participate equally in various aspects of their life. There are three aspects of work-life balance: participation, proportion of time, and satisfaction, (Hudson, 2005). Today, millennial and Gen Z employees are highly aware of mental health and many of them are implementing work-life balance in their lives. This allows employees to appropriately consider predispositions related to both their work responsibilities and personal lives. Previous studies by Rahajeng & Handayani (2019), Amir & Jafar (2021), Safitri & Frianto (2021), dan Wibowo & Siregar (2022) have shown that work-life balance has a significant and positive effect on work productivity. These findings are contrary to Nwangwa (2021) research, which found that work-life balance has a negative and significant effect on work productivity.

Work productivity can also be supported by work commitment. According to Anggraini et al. (2022) work commitment makes employees feel motivated and dedicated, enabling them to work optimally for the benefit of the company. Organizations cannot achieve their goals without commitment from their employees. Companies must foster a sense of confidence in employees towards the company and pay extra attention to them in order to cultivate loyalty that leads to productivity. Findings by Mentari & Anandita (2020), Agitia & Irmadiani (2022), Sukmawati & Mahfudiyanto (2022), Fauzi et al. (2022), mention that organizational commitment has a significant and positive effect on work productivity. This research contrasts with the study by Gabriella et al. (2019) which states that organizational commitment has a significant negative effect on work productivity.

Empowerment is also one of the components that can have an impact on work productivity. Empowerment is the process of creating a workforce within a company that has greater capacity and capability to address problems in their

work, thereby enabling employees to achieve optimal performance (Wibowo, 2016). Research by Hanaysha (2016), Apriliani & Sriathi (2019), Purnami & Utama (2019), demonstrates that empowerment can positively and significantly affect work productivity. This is in contrast to research by Naldo Winarno (2021) which demonstrates a significant negative effect of empowerment on work productivity.

Supporting productivity is also inseparable from internal individual factors such as Islamic motivation. A person's behavior can change as a result of motivation, thus creating a desire to work harder and with more enthusiasm to achieve their goals (Hasibuan, 2007). Previous studies by Ahadiati et al. (2019), Iman & Prasetyo (2019), Khalifah & Ilmi (2019), Sukriandara et al. (2019), found that Islamic motivation can positively and significantly influence work productivity. This contrasts with the research by Rampisela & Lumintang (2020) which demonstrates that Islamic motivation has a significant positive influence on work productivity. In the study by Yahya & Laura (2021), it is explained that Islamic motivation can serve as a moderating variable between work-life balance and work productivity.

In this research, the object studied by the researcher is the employees of PT Primayudha Mandirijaya. This company is located in Dusun 3, Ngadirojo, Ampel District, Boyolali Regency, Central Java. It operates in the textile industry, specifically in spinning cotton and synthetic fiber yarn. The company's yarn production has already reached both national and global markets, such as America, Australia, Asia, Africa, and Europe. Based on the information obtained, it shows that the productivity of PT Primayudha Mandirijaya has increased over the past year, as shown in the table below:

Table 1. Production Data of PT. Primayudha Mandirijaya

Type of Production	Year 2022	Year 2023
Rayon (RY)	24.740,41	33.556,88
Rayon Murata Vortex Spinning (RY MVS)	39.042,25	61.456,82
Teteton Rayon (T/R, R/T)	10.362,74	9.517,52
Cotton Combed Ombre (CMB)	9.754,04	7.938,93
Cotton Double Decrease (CDD)	2.971,74	1.821,31
Teteron Cotton (T/C, CVC)	7.118,43	1.968,87
Polyethylene (PE)	14.145,80	11.638,35
Other	1.104,52	530,97
TOTAL	109.239,93	128.439,65

Source: Data from PT Primayudha Mandirijaya

The table above shows that PT Primayudha Mandirijaya's production increased by 19,199.72 from 2021 to 2022. This increase is closely related to the work productivity of its employees, and the company has 1,050 employees, the majority of whom are Muslim. Based on a preliminary study conducted with the HRD of PT Primayudha Mandirijaya, the researcher believes that productivity in this company greatly influences the smooth running of operations, especially considering the large number of employees and the fact that the company has marketed its products at the international level.

In previous research, there are still gaps or discrepancies between the variables raised by the researcher. Therefore, this research needs to be conducted. Considering the aforementioned background, the author is motivated to carry out a study entitled "The Influence of Work-Life Balance, Organizational Commitment, and Empowerment on Work Productivity with Islamic Motivation as a Moderating Variable" (A Study at PT Primayudha Mandirijaya).

LITERATURE REVIEW

Work Productivity

According to Yuniarsih & Suwanto, (2009) productivity can be defined as the tangible results produced by the workforce within a certain period of time. Meanwhile, according to F. P. Wibowo, (2018), produktivitas kerja juga didefinisikan sebagai proses yang melibatkan tenaga kerja yang fokus work productivity is also defined as a process involving the workforce whose focus is on achieving optimal input and output with efficient performance. If there is an increase in output within a relatively short period of time, this indicates a high level of productivity.

Work Life Balance

Work-life balance, according to (Hudson, 2005), is a concept of creating a balanced life by focusing on the equilibrium between work demands and personal life. Work-life balance is a state in which a person's life is harmonious and balanced due to minimal conflict between personal life and work demands. If employees in a company apply work-life balance, it can support work productivity.

Organizational Commitment

According to Lunthans, (2006) organizational commitment refers to a strong desire to remain a part of the organization, an effort to meet the organization's expectations, and a complete acceptance of the goals and values upheld by the organization. Organizational commitment also encompasses employee loyalty to the company by continually striving to achieve organizational goals and having no desire to leave the organization under various circumstances.

Empowerment

Empowerment is the development of human resources related to abilities, responsibilities, trust, and authority to improve performance as expected in carrying out organizational activities (Sedarmayanti, 2014). Empowerment aims to encourage employees to have confidence in carrying out their responsibilities both collectively and individually, as they are supported by the values they already possess.

Islamic Motivation

Fundamentally, motivation comes from the term “motive,” which refers to the factors that drive individuals to behave and act. Islamic motivation is the employees’ habit related to their work, balanced with faith and the teachings of Islam as the foundation for their conduct (Saleh, 2009). Islamic motivation is the drive to strive in fulfilling life’s needs with the purpose of worship and having a sense of fear of Allah SWT.

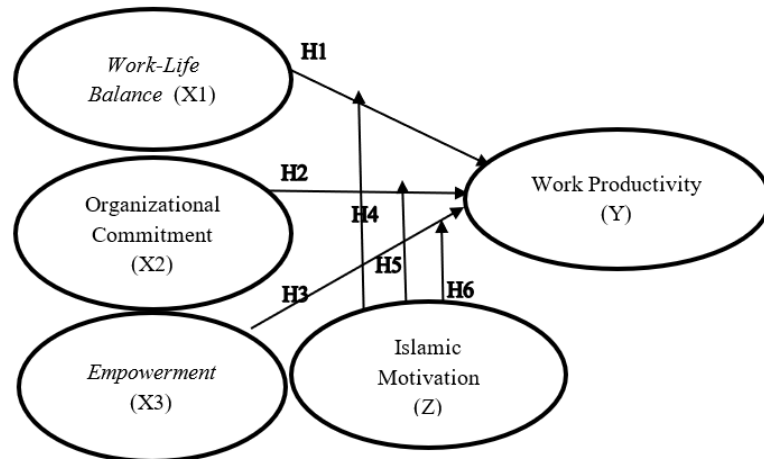


Figure 1. Research Framework

The hypotheses of this research are as follows:

H1: Work-life balance has a positive and significant effect on work productivity

H2: Organizational commitment has a positive and significant impact on work productivity

H3: Empowerment has a positive and significant effect on work productivity.

H4: Islamic motivation can moderate the influence of work-life balance on work productivity.

H5: Islamic motivation can moderate the influence of organizational commitment on productivitykerja.

H6: Islamic motivation can be a moderator the influence of empowerment on work productivity.

METHODOLOGY

This research is quantitative in nature, with a population of 1,050 employees at PT Primayudha Mandirijaya. Sampling was based on parties deemed appropriate according to specific criteria, using purposive sampling techniques (Sugiyono, 2017). The samples collected at PT Primayudha Mandirijaya were obtained using purposive sampling, or filtering the sample with the criteria of being an employee of PT Primayudha Mandirijaya, Muslim, and having worked for at least 1 year.

To estimate the number of samples taken from the population, the Slovin formula (Sugiyono, 2017) was applied with a margin of error of 0.1 or 10%, resulting in a sample size of 100 employees at PT Primayudha Mandirijaya for this study. The operational variables in this research are work-life balance,

organizational commitment, empowerment, work productivity, and Islamic motivation. Each variable has the following indicators:

Table 2. Research Variable Indicators

Variable	Indicator
Work Productivity (Y)	<ol style="list-style-type: none"> 1) Competence 2) Work discipline 3) Work enthusiasm 4) Improving results 5) Efficiency 6) Self-actualization 7) Work quality 8) Work motivation (Sutrisno, 2016)
Work-Life Balance (X1)	<ol style="list-style-type: none"> 1) Time balance 2) Satisfaction balance Involement balance (McDonald, 2005)
Organizational Commitment (X2)	<ol style="list-style-type: none"> 1. Employee Desires 2. Employee Pride 3. Employee Loyalty (Shaleh, 2018)
Empowerment (X3)	<ol style="list-style-type: none"> 1) Meaning 2) Impact 3) Self-determination 4) Competence (Kuo et al., 2010)
Islamic Motivation (Z)	<ol style="list-style-type: none"> 1) Working as an act of worship 2) Living life for the hereafter 3) Working honestly and carefully 4) Being beneficial 5) Seeking the pleasure of Allah SWT (Yusuf, 2015)

This research collected data using a questionnaire based on a 5-point Likert scale for measurement, which is intended to assess a person's behavior, opinions, and responses related to the tested variables (Sugiyono, 2016). The data analysis tool used in this research is SPSS version 23, with data analysis methods including several stages, such as: 1.) Instrument testing, which includes validity and reliability; 2.) Classical assumption testing, which includes normality, multicollinearity, and heteroscedasticity; 3.) Statistical testing, which covers the coefficient of determination, F-test, T-test, and MRA test.

RESULTS AND DISCUSSION

Description of The Research Object

PT Primayudha Mandiri Jaya is an industrial company in the textile sector, acting as a producer and exporter of ring and vortex (MVS) spun yarns. The company is located in Ngadirojo Village, Gladagsari, Boyolali Regency, Central Java, covering an area of approximately 16 hectares. PT Primayudha Mandirijaya has been established since 1997, and began commercial production in 1998. PT Primayudha Mandirijaya currently employs 1,050 people, including production staff, administrative staff, human resources, and overseas technical personnel.

PT Primayudha Mandirijaya carries out two types of production. The first is cotton spinning, using natural fibers or pure cotton to produce cotton yarn. The second type is the production of synthetic fibers derived from rayon and polyester. PT Primayudha Mandirijaya targets both domestic and international exports, exporting to countries in Asia, Africa, America, Australia, and Europe.

Respondent Description

Table 3. Respondent's Gender

Gender	Total	Percentage
Male	40	40%
Woman	60	60%
Total	100	100%

Source: Primary Data, Processed in 2024

Table 3 shows that there are 100 respondents at PT Primayudha Mandirijaya based on gender classification, with 40% of respondents being male and 60% female. Therefore, the majority of employees working at PT Primayudha Mandirijaya are women.

Table 4. Age of Respondents

Age Range	Total	Percentage
<20 Years	42	42%
21-30 Years	27	27%
31-40 Years	31	31%
>40 Years	0	0%
Total	100	100%

Source: Primary Data, Processed in 2024

Table 4 shows the number and proportion of respondents based on age classification: there are 42 employees under 20 years old, accounting for 42%; 27 employees aged between 21 and 30 years, accounting for 27%; and 31 employees aged between 31 and 40 years, accounting for 31%. Therefore, the majority of employees at PT Primayudha Mandirijaya are under 20 years old and belong to Generation Z.

Table 5. Respondents' Education

Education	Total	Percentage
SLTP/SMP	29	29%
SLTA/SMA	67	67%
Diploma	2	2%
Strata-1	2	2%
Strata-2	0	0%
Strata-3	0	0%
Total	100	100%

Source: Primary Data, Processed in 2024

Table 5 shows a variation in education levels. There are 29 respondents with a junior high school education (SMP/SLTP), accounting for 29%; 67 respondents with a senior high school education (SMA/SLTA), accounting for 67%; 2 respondents with a Diploma, accounting for 2%; and 2 respondents with a Bachelor's degree (S1), accounting for 2%. The majority of employees at PT Primayudha Mandirijaya have completed senior high school (SMA/SLTA).

Table 6. Respondents' Legth of Employment

Legth of Service	Total	Percentage
<5 Years	29	29%
6-10 Years	22	22%
>10 Years	49	49%
Total	100	100%

Source: Primary Data, Processed in 2024

Table 6 describes the length of employment of respondents at PT Primayudha Mandirijaya, showing that there are 29 employees who have worked for <5 years with a percentage of 29%, 22 employees who have worked for 6–10 years with a percentage of 22%, and 49 employees who have worked for >10 years with a percentage of 49%. It can be concluded that the majority of employees at PT Primayudha Mandirijaya have worked for more than 10 years.

Table 7. Respondent's Income

Income	Total	Percentage
<2.000.000	9	9%
2.100.000-4.000.000	91	91%
4.100.000- 6.000.000	0	0%
6.100.000- 8.000.000	0	0%
8.100.000-10.000.000	0	0%
> 10.000.000	0	0%
Total	100	100%

Source: Primary Data, Processed in 2024

The table above shows the respondents' income. There are 9 employees earning <2,000,000 with a percentage of 9%, and 91 employees earning 2,100,000-4,000,000 with a percentage of 91%. It can be concluded that the majority of employees at PT Primayudha have an income of 2,100,000-4,000,000.

Instrument Data Testing

Table 8. Validity Test Results

Variable	Item	Factor Loading Value
Work Productivity	WP1	0,753
	WP2	0,619
	WP3	0,706
	WP4	0,767
	WP5	0,807
	WP6	0,584
	WP7	0,709
	WP8	0,710
<i>Work-Life Balance</i>	WLB1	0,830
	WLB2	0,801
	WLB3	0,818
Organizational Commitment	OC1	0,848
	OC2	0,916
	OC3	0,879
<i>Empowerment</i>	E1	0,783
	E2	0,696
	E3	0,760
	E4	0,782
Islamic Motivation	MI1	0,805
	IM2	0,761
	IM3	0,788
	IM4	0,759
	IM5	0,797

Source: Primary Data, Processed in 2024

The validity testing shows that all factor loading values in Table 8 are greater than 0.50. In conclusion, all items in the questionnaire are valid and can be analyzed in the next stage.

Table 9. Reliability Test

Variable	Cronbach's Alpha
Work Productivity	0,859
Work-Life Balance	0,747
Oranizational Commitment	0,855
Empowerment	0,742
Islamic Motivation	0,836

Source: Primary Data, Processed in 2024

The results of the reliability testing show that all cronbach's alpha values are greater than 0.6. The conclusion is that productivity, work-life balance, organizational commitment, empowerment, and Islamic motivation are reliable.

Classical Assumption Test

Table 10. Normaly Test Results

Unstandardized Residual		
N		100
Normal Parameters	Mean	.0000000
	Std.Deviation	2.75260991
	Absolute	.061
Most Extreme Differences	Positive	.049
	Negative	-.061
Test Statistic		.061
Asymp. Sig. (2-tailed)		.200

Source: Primary Data, Processed in 2024

Referring to the normality test in Table 10, the significance (Asymp.Sig. (2-tailed)) is 0.200, which is greater than 0.05. Thus, it can be concluded that the residual values have a normal distribution.

Table 11. Heteroskedasticity Test Results

Variabel	T	Sig.
Work-Life Balance	1.141	0.257
Organizational Commitment	-.586	0.560
Empowerment	1.066	0.289
Islamic Motivation	-1.095	0.276

Source: Primary Data, Processed in 2024

Based on the results of the heteroscedasticity test in table 11, the significance value for work-life balance is 0.257, organizational commitment is 0.560, empowerment is 0.289, and Islamic motivation is 0.276. These values are above 0.05, leading to the conclusion that there is no heteroscedasticity problem in the regression model.

Table 12. Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
<i>Work-Life Balance</i>	2.508	1.911
Organizational Commitment	2.068	2.125
<i>Empowerment</i>	2.514	1.554
Islamic Motivation	1.731	1.443

Source: Primary Data, Processed in 2024

In the multicollinearity test above, the tolerance values for all variables are greater than 0.10 and the VIF values are less than 10. Therefore, there is no indication of multicollinearity.

Statistical Test

Table 13. Results of the Determination Coefficient Test

R	R Square	Adjusted R Square	Std. Error of the Estimate
.683 ^a	0.466	0.449	2.83905

Source: Primary Data, Processed in 2024

The test results show an adjusted R square value of 0.449 or 44.9%. This means that the variables of work-life balance, organizational commitment, and empowerment together can explain 44.9% of the variation in productivity, while 55.1% is influenced by other factors that are not included in the model.

Table 14. F Test Results

Model	F	Sig.
Regression	27.907	.000 ^b
Residual		
Total		

Source: Primary Data, Processed in 2024

The F-test results above show a significance value of < 0.05, specifically 0.000. Thus, work-life balance, organizational commitment, and empowerment simultaneously have a significant effect on work productivity.

Tabel 15. T-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.211	2.344		4.782	0.000
<i>Work-Life Balance</i>	0.670	0.244	0.280	2.747	0.007
Komitmen Organisasi	0.551	0.224	0.261	2.459	0.016
<i>Empowerment</i>	0.433	0.146	0.269	2.974	0.004

Source: Primary Data, Processed in 2024

Referring to the T-test results above, the following conclusions can be drawn:

$$Y = 11.211 + 0.670X_1 + 0.551X_2 + 0.433X_3$$

Based on the equation above, the coefficient value for work-life balance is 0.670. This value indicates that there is a positive influence between work-life balance and work productivity. In other words, if the variables of organizational commitment, empowerment, and Islamic motivation remain constant, work productivity will increase by 0.670. Furthermore, the significance value for work-life balance is 0.007, which is less than 0.05. This shows that work-life balance has a significant positive impact on work productivity. In other words, a significant increase in work-life balance will lead to higher work productivity.

Next, the coefficient value for organizational commitment is 0.551. This value indicates a positive direction of the influence of organizational commitment on work productivity. That is, if the values of the work-life balance, empowerment, and Islamic motivation variables remain consistent, work productivity will increase by 0.551. The organizational commitment variable also shows significance, with a value of 0.016, which is less than 0.05. This demonstrates that organizational commitment has a positive and significant effect on work productivity. Therefore, if the level of organizational commitment increases, work productivity also tends to increase.

Table 16. MRA Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Work-Life Balance*Islamic Motivation	0	0.074	0.006	0.005	0.996
Organizational Commitment*Islamic Motivation	0.07	0.072	1.104	0.981	0.329
Empowerment* Islamic Motivation	0.17	0.059	3.402	2.884	0.005

Source: Primary Data, Processed in 2024

Next, the empowerment coefficient value obtained is 0.433, which indicates a positive direction between empowerment and work productivity. In other words, if the values of the work-life balance, organizational commitment, and Islamic motivation variables remain constant, work productivity will increase by 0.433. In addition, the empowerment variable also has a significance value of 0.004, which is less than 0.05. This shows that empowerment has a positive and significant influence on work productivity. Thus, if the level of empowerment increases, work productivity also tends to increase.

The test results above indicate that the interaction variable between work-life balance and Islamic motivation has a t-value of 0.005 with a significance level of $0.996 > 0.05$, thus it can be concluded that Islamic motivation is not able to moderate the influence of work-life balance on work productivity. Referring to Table 16, the interaction between organizational commitment and work productivity has a t-value of 0.981 with a significance level of $0.329 > 0.05$. This means that the Islamic motivation variable cannot moderate the influence of organizational commitment on work productivity. Meanwhile, the interaction between empowerment and work productivity has a t-value of 2.884 with a significance level of $0.005 < 0.05$, which means that Islamic motivation is able to moderate the influence of empowerment on work productivity.

DISCUSSION

The Influence of Work Life Balance on Work Productivity

Based on the T-test in table 15, the calculated t-value is 2.508 with a significance level of 0.014, which is less than 0.05. This indicates that work-life balance has a positive and significant impact on work productivity. These findings are consistent with studies by Rahajeng & Handayani (2019), Safitri & Frianto (2021), Amir & Jafar (2021), Wibowo & Siregar (2022) which found that

the work-life balance variable has a significant positive effect on work productivity. Thus, the first hypothesis (H1), which states that work-life balance has a positive and significant effect on work productivity, can be accepted. In other words, if employees' work-life balance improves, their productivity will also increase.

Referring to the description of the respondents in table 4, it shows the number and percentage of respondents from PT Primayudha Mandirijaya based on age classification. The majority are employees under 20 years old, accounting for 42%, and are part of Generation Z, who are aware of mental health and tend to balance their lives. They seek balance and satisfaction between work and personal affairs, and if they have personal issues, they do not let them interfere with their work. This is relevant to Ajzen (1991) Theory of Planned Behaviour (TPB), which states that individual behavior is influenced by conditions that make an individual tend to engage in certain behaviors. PT Primayudha Mandirijaya implements work-life balance due to its employees' competence in carrying out their responsibilities in both work and personal life in a balanced way, which in turn supports productivity at work.

The Influence of Organizational Commitment on Work Productivity

The results of the t-test, as shown in Table 15, indicate a calculated t value of 0.223 with a significance level of 0.041, which is less than 0.05. Thus, it can be concluded that organizational commitment has a positive and significant effect on work productivity. This finding is in line with the research of Mentari & Anandita (2020), Sukmawati & Mahfudiyanto (2022), Fauzi et al. (2022), Agitia & Irmadiani (2022). Therefore, the second hypothesis (H2) in this study is accepted, which means that if organizational commitment among employees at PT Primayudha increases, their work productivity will also increase.

Organizational commitment within a company is a crucial factor in achieving company goals. In the research conducted at PT Primayudha Mandirijaya, employees showed full commitment and responsibility toward their work, thereby supporting work productivity. The indicator point with the highest mean was employee pride. Surviving at the company is a matter of pride, as employees must possess adequate skills. The use of thread production machines not only offers benefits but can also result in losses if machine trouble occurs, causing production or work delays. Nevertheless, employees remain loyal, supported by an environment that provides comfort to each worker and strong family-like bonds that have developed, so employees feel proud and committed to the company and are able to increase their productivity.

This is relevant to the theory used by the researcher, namely the Theory of Planned Behavior (TPB), which emphasizes how individuals believe they have control and can display the desired behaviors (Ajzen, 1991). Employees at PT Primayudha Mandirijaya demonstrate high commitment and consider themselves to be loyal and devoted parts of the company, which positively impacts the increase in work productivity.

The Influence of Empowerment on Work Productivity

In the hypothesis testing that was carried out, the results showed that empowerment has a positive and significant effect on work productivity, with a t-value of 2.514 and a significance level of $0.014 < 0.05$. This correlates with

studies on empowerment that influence work productivity conducted by Hanaysha (2016), Apriliani & Sriathi (2019), Purnami & Utama (2019), which found that empowerment can have a significant positive effect on work productivity. Thus, the third hypothesis (H3) is accepted, meaning that if empowerment increases, the work productivity of employees at PT Primayudha Mandirijaya also increases.

When an employee is empowered by the company, the employee will automatically possess the skills that can improve work productivity. In the research conducted, PT Primayudha Mandirijaya has empowered its employees through training and post-training assistance so that employees have adequate skills to work optimally. This is also demonstrated by the highest mean indicator point, namely competence, because the abilities and skills possessed by PT Primayudha Mandirijaya's employees are able to support their work, which ultimately can positively impact the increasing work productivity.

This is relevant to the statement of the theory used by the researcher, namely the goal-setting theory by Locke & Latham (1990), which states that if individuals understand the organization's expectations of them and are committed to achieving their goals, this will influence individual behavior when utilizing their abilities and skills. If this effort is supported by empowerment provided by the company to enhance employee skills, it will have an impact on increasing work productivity.

Islamic Motivation Moderates the Influence of Work-Life Balance on Work Productivity

Based on the MRA test in this study, the results show that the Adjusted R Square value is 0.385, which indicates that the influence of the work-life balance variable on work productivity after adding Islamic motivation as a moderating variable becomes 38.5%. When compared to the result of regression model 1, which was 0.391, this figure decreased in regression model 2 by 0.006 after the moderating variable was added. In addition, the interaction between work-life balance and Islamic motivation has a t-value of 0.005 with a significance level of 0.996, which is greater than 0.05. Therefore, it can be concluded that the Islamic motivation variable is not able to moderate the influence of the work-life balance variable on work productivity.

This means that Islamic motivation as a moderating variable is not able to strengthen the influence of work-life balance on work productivity at PT Primayudha Mandirijaya. From the results of the analysis obtained, employees of PT Primayudha implement work-life balance or maintain a balance between their personal life and work to preserve their mental health, but do not regard it as part of worship or with the hope of gaining the approval of Allah SWT. Thus, when Islamic motivation is used as a moderating variable in this study, it is not able to strengthen but rather weakens the relationship between work-life balance and work productivity at PT Primayudha Mandirijaya, so the fourth hypothesis (H4) is rejected.

Islamic Motivation Moderates the Influence of Organizational Commitment on Work Productivity

The MRA testing that has been conducted resulted in an Adjusted R Square value of 0.388, which means that after including Islamic motivation as a moderating variable, the influence of organizational commitment on work productivity is 38.8%. Compared to the results table of regression model 1, which was 0.389, there is a decrease in the Adjusted R Square value of 0.001 in the results of regression model 2 after adding the moderating variable. In addition, the interaction of organizational commitment with work productivity has a t-count value of 0.981 with a significance of $0.329 > 0.05$. This means that the Islamic motivation variable cannot moderate the influence of organizational commitment on work productivity.

It can be concluded that Islamic motivation is unable to strengthen the influence of organizational commitment on work productivity at PT Primayudha Mandirijaya. From the analysis obtained, the high organizational commitment possessed by employees means that Islamic motivation has not been able to provide an influence or strengthen the organizational commitment variable on work productivity at PT Primayudha Mandirijaya, so the fifth hypothesis (H5) is rejected.

Islamic Motivation Moderates the Influence of Empowerment on Work Productivity

The test results show an Adjusted R Square value of 0.399, which indicates that the effect of the empowerment variable on work productivity after the addition of Islamic motivation as a moderating variable is 39.9%. When compared to the t result of regression model 1, which was 0.353, there is an increase in the Adjusted R Square value of 0.011 in regression model 2 after the moderating variable was added. In addition, the interaction between empowerment and work productivity has a t-value of 2.884 with a significance of 0.005, which is less than 0.05. This shows that Islamic motivation has the ability to moderate the effect of the empowerment variable on work productivity.

From the analysis obtained, motivation aligns with empowerment. Empowerment through training and mentoring provided to employees of PT Primayudha Mandirijaya, which aims to improve skills and enable employees to work optimally, requires Islamic motivation to encourage employees to grow, thereby increasing their productivity. This finding is also consistent with previous research by Fardilla & Murkhana (2018), (Anuraga et al., 2017), (Siringoringo et al., 2023) which showed that the empowerment variable has a significant positive effect on motivation. It can be concluded that Islamic motivation can strengthen the effect of the empowerment variable on the work productivity of PT Primayudha Mandirijaya, thus the sixth hypothesis (H6) is accepted.

CONCLUSIONS

Based on the results of the research conducted through a series of stages starting from data collection, processing, and analysis, it can be concluded that work-life balance, organizational commitment, and empowerment each have a positive and significant effect on work productivity. These findings affirm that a good work-life balance, a high level of organizational commitment, and optimal employee empowerment are important factors in improving productivity. However, Islamic motivation was not proven to moderate the relationship between work-life balance and work productivity, nor between organizational commitment and work productivity. Nonetheless, Islamic motivation was proven to be effective as a moderating variable in the relationship between empowerment and work productivity, indicating that empowerment accompanied by motivation driven by Islamic values can strengthen employee productivity enhancement.

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