

The Influence of Work Ethic and Infrastructure on Employee Performance with Motivation as an Intervening Variable in Baznas Takalar Regency

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Abstract

The factor that influences the level of success of an organization is the performance of its employees. The research aims to describe the influence of work ethic and infrastructure on employee performance with motivation as an intervening variable at BAZNAS Takalar Regency. This research uses a quantitative approach, using primary data, namely taking data from distributing questionnaires. The sampling technique in this research is a saturated sampling technique so the number of samples used is 100 people. The data analysis technique in this research uses (SEM) structural equation modeling using the help of SmartPLS to be able to solve the problem formulation and hypotheses that have been formulated in this research and is used to test the relationship between variables. The results of the research show that work ethic has a positive and significant effect on employee performance, work ethic has a positive and significant effect on motivation, motivation has a positive and significant effect on employee performance, infrastructure has a positive and significant effect on employee performance, infrastructure has no effect on motivation, there is an indirect influence between work ethic on employee performance through motivation as an intervening variable, and there is no indirect influence between infrastructure and facilities on employee performance through motivation as an intervening variable at BAZNAS Takalar Regency. The implication of this research is that for BAZNAS Takalar Regency, it can improve employee performance by developing and strengthening the work ethic among employees. As well as, optimizing infrastructure to increase employee comfort and work efficiency.

1. Introduction

An organization's driving force and determinant of success in carrying out its tasks is its human resources. Therefore, companies are expected to manage human resources properly and effectively. Human resources hold a very strategic position within an organization, meaning that people play a vital role in carrying out activities to achieve organizational goals. The key to an organization's success lies not only in technological superiority or available funds but also in human beings as the most crucial factor.

One factor that affects an organization's success is employee performance. According to Afandi (2018), performance is the work result achieved by an individual or a group within a company in accordance with their authority and responsibility in the effort to achieve the company's objectives legally, without breaking

the law, and while adhering to morals and ethics.

Siagian (2010: 93) states that two factors affect employee performance: internal factors and external factors. Internal factors include age, temperament, physical condition, fatigue level, as well as motivation, work ethic, and discipline. Work that is performed with motivation, work efficiency, and job satisfaction will increase production output in their workplace. The Qur'an clearly states that every Muslim is obligated to work and strive for the best achievements in life. This is in accordance with the Qur'an, Surah Az-Zumar verse 39: "Say (Muhammad), O my people! Work according to your position, for indeed, I am working. You will soon know." (Q.S. Az-Zumar: 39).

Given the importance of better employee performance to achieve maximum impact on

the community, the success of various aspects of life is determined by human actors, especially work behavior. Work behavior or work ethic is the main foundation for true and authentic success.

Work ethic is a set of values embraced and applied by a group or community in carrying out daily life activities. Therefore, in this study, the researcher focuses attention on employees' non-physical needs to improve work quality through employee performance within organizations or companies. The study aims to observe and develop employees' spiritual conditions and their understanding of Islamic behavior, which affects their work quality, enabling them to fulfill their duties and responsibilities effectively.

Moreover, the success of an institution is closely related to aspirations and positive behaviors, which serve as a foundation that includes motivation. One of the conditions for achieving success within an institution involves work ethic. Work ethic is a set of values, norms, attitudes, and work spirit that are internalized by individuals or groups within an organization or community. It reflects dedication, responsibility, discipline, and enthusiasm to achieve work goals as it involves perceptions of a job (Ludin et al., 2023).

The provision of adequate work facilities and infrastructure can help employees and managers complete their tasks efficiently. For office-related work, various facilities and infrastructure are needed to achieve an institution's goals effectively and efficiently (Dr. Ha Rusdiana & Zaqiyah, 2022). Generally, better employee performance is the result of available facilities and infrastructure, as well as the employee's willingness to perform. Therefore, the role of facilities and infrastructure is crucial.

Facilities and infrastructure are necessary tools to drive activities toward achieving an institution's goals. When facilities and infrastructure are available as part of well-managed, comprehensive work support, employees are encouraged to fulfill their

responsibilities. Besides facilities and infrastructure, motivation is also an essential factor in the effectiveness of managing zakat funds. Providing motivation can encourage employees and managers to work more enthusiastically in fulfilling their responsibilities, thereby improving employee performance (Ansori, 2018).

Based on preliminary observations at BAZNAS in Takalar Regency, several parties have not shown a high work ethic, as evidenced by a lack of work discipline. This has resulted in suboptimal work quality and relatively low employee performance at BAZNAS in Takalar Regency. In addition, various obstacles faced by BAZNAS employees, such as insufficient work facilities and infrastructure (e.g., the absence of dedicated transportation), hinder effective job performance. To ensure smooth operations and the achievement of established goals, an organization must provide complete, accurate, and up-to-date information. Thus, adequate and comprehensive facilities and infrastructure are needed to facilitate employees' tasks and ensure goals are met easily, effectively, and efficiently.

Based on the problems outlined above, the author is interested in conducting a study titled "The Influence of Work Ethic and Facilities on Employee Performance with Motivation as an Intervening Variable at BAZNAS in Takalar Regency."

2. Research Methods

Research ethics, according to Suryanto (2005), are essential to prevent unethical actions in conducting research. Several principles must be followed, including informed consent, where respondents sign a clear and easy-to-understand consent form voluntarily; anonymity, where respondents' names are not mentioned and instead assigned a code to protect their privacy; confidentiality, ensuring that individual data are not shared and only group data are reported; and voluntary participation, where respondents partake in the research without coercion.

This study employs a quantitative

approach, defined as research that is based on the positivist philosophy, aimed at testing hypotheses on a specific population or sample using data collection instruments. Quantitative analysis is applied to test hypotheses using descriptive analysis to assess the effect of work ethic and infrastructure on employee performance with motivation as an intervening variable at BAZNAS Takalar Regency. The research will be conducted at the BAZNAS office in Takalar, located at Jl. Jenderal Sudirman, Takalar Great Mosque Complex.

The research follows an associative quantitative approach to investigate the relationship between two or more variables, specifically the effect of work ethic and infrastructure on employee performance with motivation as an intervening variable. The study's population consists of 100 employees at BAZNAS Takalar, including 8 core staff and 92 members of the zakat collection unit (UPZ). The sample includes the entire population, applying the saturated sampling technique where all members are included as respondents.

Data collected will be quantitative, measured in numerical values. Primary data will be collected directly from employees using a questionnaire, while secondary data will be gathered from previous studies, relevant literature, and journals. The data collection method involves distributing closed-ended questionnaires where respondents select answers from predetermined options. The questionnaire focuses on work ethic, infrastructure, and motivation in relation to employee performance at BAZNAS Takalar. A Likert scale (1-5) will be used to score responses, ranging from "Strongly Agree" to "Strongly Disagree."

The research instrument will consist of Likert-scaled questions addressing work ethic (interpersonal skills, initiative, reliability), infrastructure (equipment, condition, usage), motivation (responsibility, achievement, self-development, independence), and employee performance (quantity, quality, timeliness, collaboration).

Data analysis will utilize Partial Least Square (PLS), which is preferred for its flexibility in handling non-normally distributed data or small sample sizes. The analysis includes several stages: evaluating the outer model (measurement validity), inner model (structural relationships), and hypothesis testing. The outer model will be assessed for convergent and discriminant validity, ensuring that the data correlate positively with other measures of the same construct. Indicators with a loading factor below 0.70 will be eliminated, and the average variance extracted (AVE) will be checked to ensure it exceeds 0.50.

Discriminant validity will be evaluated through cross-loadings and the Fornell-Larcker criterion. Composite reliability will also be examined, where a value above 0.70 indicates high reliability. For the inner model, the coefficient of determination (R-squared) will be used to evaluate how well the independent variables explain the variance in the dependent variable, with values categorized as strong (0.75), moderate (0.50), and weak (0.25).

Finally, hypothesis testing will be conducted using t-statistics and p-values. A hypothesis will be considered significant if the t-statistic is greater than 1.96 and the p-value is less than 0.05, indicating a significant relationship between the variables under study.

3. Results and Discussion

3.1 Research Result

a. Description of Research Results

Inner technique data processing used in research This that is use *Structural Equation Modeling* (SEM) with based on *Partial Least Square* (PLS) which has two stages provision in evaluation see model fit in research This . Here This stages study in using SEM.

1) Testing Data Quality through *Outer Model (Measurement Model)*

Data analysis techniques using SmartPLS there is a number of criteria used For assessing the outer model or measurement model , namely : *convergent validity, discriminant validity, and consistency reliability* (Hair, 2021).

a) *Convergent Validity*

Convergent validity is one of the measurements used in determine the extent to which data measures correlate in a way positive with size alternatives on the same construct . *Convergent validity* is stage First For evaluate the outer model seen from mark loading factor.

Hair (2021) states that in do research , scale measurement of loading factor, namely of 0.7. Therefore that , in study This using a loading factor limit of 0.7. If indicators that have mark below 0.7 then indicator the will eliminated Because invalid .

Table 4.3
Outer Loading

Variables	Ethos Work (X1)	Infrastructure (X2)	Motivation (X)	Employee performance (Y)	Information
X1.1	0.789				Valid
X1.2	0.764				Valid
X1.3	0.873				Valid
X1.4	0.818				Valid
X1.5	0.633				Invalid
X2.1		0.862			Valid
X2.2		0.900			Valid
X2.3		0.811			Valid
X2.4		0.799			Valid
X2.5		0.345			Invalid
Z.1			0.777		Valid
Z.2			0.724		Valid
Z.3			0.728		Valid
Z.4			0.716		Valid
Z.5			0.513		Invalid
Y.1				0.809	Valid
Y.2				0.733	Valid
Y.3				0.888	Valid
Y.4				0.726	Valid
Y.5				0.172	Invalid

Source : Processed Data SmartPLS version 4.0, 2024

Based on table 4.3, can seen that there is a number of results invalid questionnaire or No fulfil condition No significance 5% with mark indicator below 0.7. In the model modifications carried out For emit indicators that are not fulfil the loading value of the factor that has been

determined namely X1.5 (0.633), X2.5 (0.345), Z.5 (0.513) and Y.5 (0.172). This is seen from results data processing using Smartpls contained in factor loading. As for the results a valid questionnaire is as following:

Table 4.4
Outer Loading Modification

Variables	Ethos Work (X1)	Infrastructure (X2)	Motivation (X)	Employee performance (Y)	Information
X1.1	0.813				Valid
X1.2	0.758				Valid
X1.3	0.872				Valid
X1.4	0.838				Valid

X2.1	0.868	Valid
X2.2	0.907	Valid
X2.3	0.823	Valid
X2.4	0.801	Valid
Z.1	0.782	Valid
Z.2	0.735	Valid
Z.3	0.732	Valid
Z.4	0.719	Valid
Y.1	0.813	Valid
Y.2	0.733	Valid
Y.3	0.888	Valid
Y.4	0.724	Valid

Source : Processed Data SmartPLS version 4.0, 2024

Based on Table 4.4, shows that all loading factors have value above 0.70 so that construct For all variable Already No there are those who are eliminated from the model. *Convergent validity* that is aiming For see correlation between indicators used in a construct (Ghozali, 2008). Then can seen in table 4.5 shows

all indicator has fulfil condition in validity convergent Because value above 0.70 . Besides that is, *convergent validity* can also be seen through AVE (average variance extracted). (Hair, 2021) stated that If a model has AVE value above 0.50 then the model categorized have validity high convergent validity . The AVE value in this study This as following .

Table 4.5
AVE (Avarage Variance Extracted)

Variables	AVE (Avarage Variance Extracted)
Ethos Work (X1)	0.675
Infrastructure (X2)	0.724
Motivation (Z)	0.551
Employee Performance (Y)	0.628

Source : Processed Data SmartPLS version 4.0, 2024

Based on table 4.5, AVE value for each construct in the model it is concluded that AVE value is above 0.50. So that results the show that the research data This has fulfil condition second validity convergent (convergent validity). Viewed from combination evaluation from outer loading and AVE (average variance extracted) test can it is said study This is valid convergent and satisfies condition For to be continued to stage next namely the validity test discriminant validity.

b) *Discriminant Validity*

Discriminant validity is tool measurements used For see to what extent is the one construct with other constructs Far different from standard empirical. *Discriminant*

validity is stages used For know whether variables or indicator in research conducted own unique and unique value related with variable or the indicator alone and not from variable or indicators beyond expectations or represented. There are two stages that must be done For see what is the research model own good validity that is results *cross loading* and results *fornel Larker criteria*.

Method the first thing to do is with measuring cross loading, results *cross loading* is a must show that indicator from each construct must have more value tall compared to indicators on construct others . The results of the *cross loading* test in the study This is as following :

Table 4.6
Cross Loading

Variables	Ethos Work (X1)	Employee performance (Y)	Motivation (Z)	Infrastructure (X2)
X1.1	0.813	0.532	0.566	0.254
X1.2	0.758	0.349	0.394	0.112
X1.3	0.872	0.587	0.600	0.418
X1.4	0.838	0.538	0.528	0.366
X2.1	0.319	0.545	0.258	0.868
X2.2	0.350	0.630	0.384	0.907
X2.3	0.342	0.506	0.368	0.823
X2.4	0.238	0.574	0.212	0.801
Y.1	0.432	0.813	0.472	0.686
Y.2	0.536	0.733	0.552	0.361
Y.3	0.557	0.888	0.575	0.602
Y.4	0.463	0.724	0.333	0.408
Z.1	0.567	0.582	0.782	0.269
Z.2	0.474	0.455	0.735	0.348
Z.3	0.403	0.370	0.732	0.181
Z.4	0.449	0.382	0.719	0.269

Source : Processed Data SmartPLS version 4.0, 2024

The second method namely the *fornell test* *larcker criterion* For get good *discriminant* validity from a research model so root from AVE

on construct must more tall compared to correlation construct with other latent variables . The results fornell Larcker criterion obtained from results study This .

Table 4.7
Fornell Larcker Criterion

Variables	Ethos Work (X1)	Employee performance (Y)	Motivation (X)	Infrastructure (X2)
Ethos Work (X1)	0.821			
Employee performance (Y)	0.624	0.792		
Motivation (Z)	0.647	0.617	0.743	
Infrastructure (X2)	0.369	0.665	0.364	0.851

Source : Processed data SmartPLS version 4.0, 2024

Based on Table 4.7, it can be seen that all variables have higher values when explained by the variable itself compared to other variables in the same column. After observing the table above, the work ethic variable has its own value of 0.821 which is higher than other variables in the same column. The same thing also happens to the infrastructure variable which has its own

value of 0.851 which is a higher value compared to the work ethic in the same column. The same thing also happens to the motivation variable which has its own value of 0.743 which is a higher value compared to the work ethic and infrastructure variables in the same column.

Finally, the employee performance variable has its own value of 0.792 which is

higher than the work ethic, infrastructure and motivation variables in the same column. Thus, it can be concluded that the data model tested in this study has met the requirements that show evidence that the constructs in the model have discriminant validity.

c) *Composite Reliability*

Composite reliability is estimate from

reliability based on intercorrelation from indicator observed variables . *Composite Reability Value* in a way the whole thing that can accepted in research exploratory is range between 0.60 to 0.70 (Hair, 2021). Construct it is said own high reliability If the value is > 0.70. Here table mark *Composite Reliability* as following :

Table 4.8
Chronbach's Alpha and Composite Reability

Variables	<i>Chronbach's Alpha</i>	<i>Composite Reliability</i>
Ethos Work (X1)	0.840	0.892
Infrastructure (X2)	0.872	0.913
Motivation (Z)	0.732	0.831
Employee Performance (Y)	0.801	0.870

Source : Processed data SmartPLS version 4.0, 2024

Based on table 4.8, it can be concluded that all constructs are reliable, Cronbach's alpha is good and also composite reliability has a value above 0.70 which means that the composite reliability itself is high. Thus, it can be said that all variables in this research model have acceptable Composite Reliability values.

Based on the results of the previous data, it can be concluded that this study has good convergent validate, good discriminant validate, and good composite reliability. The following table shows the summary validate and reliability.

Table 4.9
Summary of Outer Model Test Results

Variables	Indicator	<i>Outer Loading</i>	<i>Composite Realizability</i>	AVE	<i>Discriminant Validity</i>
Ethos Work (X1)	X1.1	0.813	0.892	0.675	YES
	X1.2	0.758			
	X1.3	0.872			
	X1.4	0.838			
Infrastructure (X2)	X2.1	0.868	0.913	0.724	YES
	X2.2	0.907			
	X2.3	0.823			
	X2.4	0.801			
Motivation (Z)	Z.1	0.782	0.831	0.551	YES
	Z.2	0.735			
	Z.3	0.732			
	Z.4	0.719			
Employee performance (Y)	Y.1	0.813	0.870	0.628	YES
	Y.2	0.733			
	Y.3	0.888			
	Y.4	0.724			

Source : Processed data SmartPLS version 4.0, 2024

2) Structural Model Testing (Inner Model)

Structural Model (Inner Model) is used For can see connection between variable , value significance and *R-square* in the research model. In the research model process with PLS, starting

with see *R-square* for every dependent latent variable. Following table results estimate *R-Square* use SmartPLS.

Table 4.10 R-Square Results

Variables	R-Square
Motivation (Z)	0.437
Employee Performance (Y)	0.648

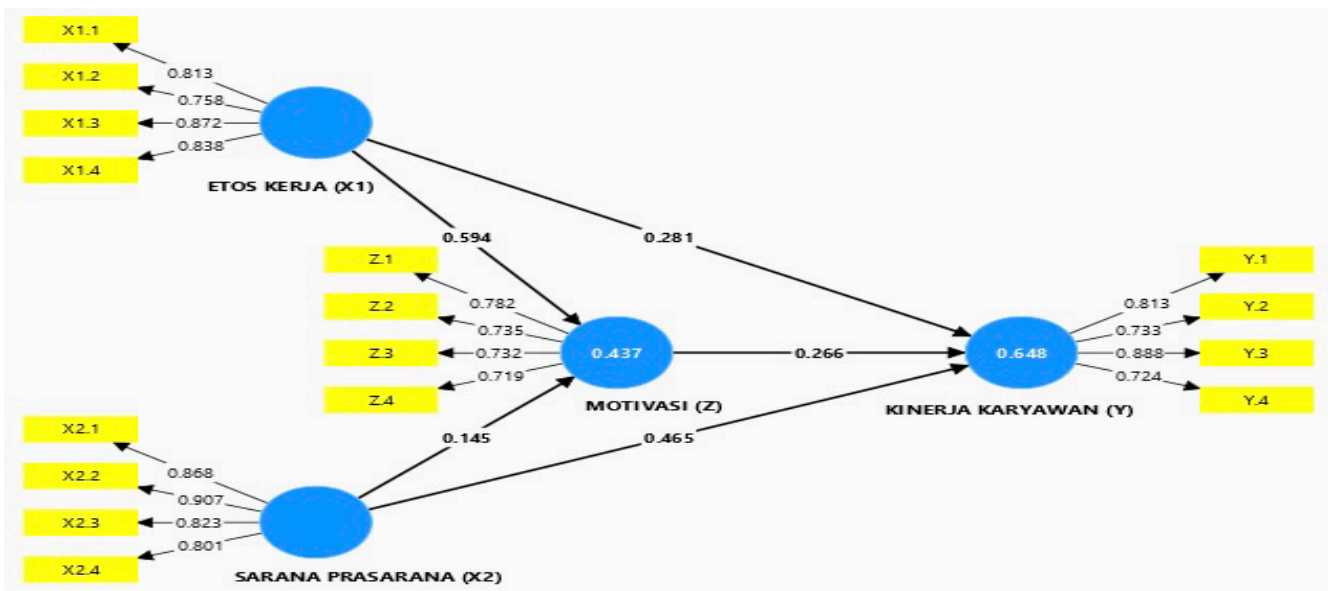
Source : Processed data SmartPLS version 4.0, 2024

Based on table 4.10, it can be seen that the R-Square value of the motivation variable is 0.437 or 43.7%. This shows that 43.7% of the motivation variable is influenced by work ethic and infrastructure. While 56.3% is influenced by other variables outside those studied. The R-Square value of the employee performance variable shows a value of 0.648 or 64.8%. This means that 64.8% of the employee performance variable is influenced by the variables in this study, namely work ethic and infrastructure.

While 35.2% of the employee performance variable is influenced by other variables outside the study. The R-square values are 0.75 (strong), 0.05 (moderate), and 0.25 (weak). Based on table 4.10, it can be seen that the R-Square value of the motivation variable is 0.437 which means it is in the weak category. Meanwhile, the employee performance variable is 0.648 which means it is in the strong category.

3) Testing Hypothesis

Figure 4.2
Structural Model of Test Results Hypothesis



Based on the research results used in hypothesis testing are the values contained in the coefficient output. Testing on SmartPls statistically every relationship that has been hypothesized is done using simulation. With this, calculations will be carried out with

bootstrap tests on samples. The results tested by bootstrapping from the PLS analysis are as follows.

1. Influence Direct Effect

Testing hypothesis done with test mark coefficient path obtained from *bootstrapping*

compositions. Criteria testing show that t-statistic value $\geq$ t-table (1.96) or mark probability $\leq$ level significance ($\alpha = 0.05$ or 5%)

indicates existence significant relationship between variable exogenous and endogenous. Test results hypothesis is as following :

Table 4.11

Path Coefficient Test Results Influence Direct Original

Hypothesis	Original Sample(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Ethos Work →Employee performance	0.281	0.281	0.089	3.135	0.002
Ethos Work →Motivation	0.594	0.602	0.072	8.229	0.000
Infrastructure →Employee performance	0.266	0.263	0.097	2,756	0.005
Motivation →Employee performance	0.465	0.468	0.069	6,700	0.000
Infrastructure →Motivation	0.145	0.147	0.085	1,708	0.088

Source : Processed data SmartPLS version 4.0, 2024

a. Influence Ethos Work (X1) on Employee Performance (Y)

Influence Ethos Work (X1) on Employee Performance (Y) shows results positive with t-statistics of 3,135 (more big from 1.96) and the value probability (p-values) of 0.002 (more small from 0.05) means significant. This is show that Ethos Work (X1) has an effect positive and significant on the Performance of BAZNAS Employees (Y) in the Regency Takalar so that Hypothesis 1 is accepted. Findings This show that implementation ethos work at BAZNAS Regency Takalar can increase performance employee.

b. Influence Ethos Work (X1) on Motivation (Z)

Influence Ethos Work (X1) on Motivation (Z) shows results positive with t-statistics of 8,229 (more big from 1.96) and the value probability (p-values) of 0.000 (more than small from 0.05). This is show that Ethos Work (X1) has an effect positive and significant to Motivation (Z) of employees at BAZNAS Regency Takalar so that Hypothesis 2 is accepted . Findings This show that

implementation ethos work at BAZNAS Regency Takalar can increase motivation employee.

c. Influence Motivation (Z) towards Employee Performance (Y)

Influence Motivation (Z) towards Employee Performance (Y) shows results positive with t-statistics of 2,756 (more big from 1.96) and the value probability (p-values) of 0.006 (more small from 0.05). This is show that Motivation (Z) has an effect positive and significant on the Performance of BAZNAS Employees (Z) in the Regency Takalar so that Hypothesis 3 is accepted . Findings This show that implementation motivation at BAZNAS Regency Takalar can increase performance employee .

d. The Influence of Facilities and Infrastructure (X2) on Employee Performance (Y)

The influence of infrastructure (X2) on employee performance (Y) shows results positive with t- statistics of 6,700 (more) big from 1.96) and the value probability (p-values) of 0.000 (more than small from 0.05). This is show that Infrastructure (X2) has an influence

positive and significant on the Performance of BAZNAS Employees (Y) in the Regency Takalar so that Hypothesis 4 is accepted . Findings This show that provision means infrastructure at BAZNAS Regency Takalar can increase performance employee.

e. The Influence of Infrastructure (X2) on Motivation (Z)

The Influence of Infrastructure (X2) on Motivation (Z) shows results negative with t-statistics of 1,708 (more small from 1.96) and the value probability (p-values) of 0.088 (more big from 0.05). This is show that the Infrastructure (X2) is not influential and not significant to Motivation (Z) BAZNAS in the

Regency Takalar so that Hypothesis 5 is rejected. Findings This show that means infrastructure at BAZNAS Regency Takalar No can increase motivation employee.

2. Influence No Direct (Indirect Effect)

Influence No direct between Ethos Work (X1) and Facilities and Infrastructure (X2) on Employee Performance (Y) through Motivation (Z) is tested with use analysis *Bootstrapping* . Mediation test This aiming For know whether variable Motivation can mediate influence Ethos Work and Infrastructure on Employee Performance . Test Results influence No direct presented in the table following :

Table 4.12
Results of Path Coefficient Influence Test No Direct

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Ethos Work →Employee Performance Motivation→	0.158	0.159	0.064	2,470	0.014
Infrastructure →Employee Performance Motivation→	0.039	0.039	0.029	1,351	0.177

Source : Processed data SmartPLS version 4.0, 2024

Based on information in table 4.12, can concluded information as following :

a. Influence Ethos Work (X1) on Employee Performance (Y) through Motivation (Z) as Intervening Variables

Influence Ethos Work (X1) on Employee Performance (Y) through Motivation Work (Z) as intervening variables have T- statistic value of 2,470 (more big from 1.96), and the value probability (p-values) of 0.014 (more small from 0.05). This is show that there is influence No direct between ethos work (X1) against performance employee (Y) through motivation (Z) as intervening variable . In other words, motivation own ability For mediate ethos Work to performance employees at BAZNAS Regency

Takalar . That is , hypothesis 6 is accepted.

b. The Influence of Facilities and Infrastructure (X2) on Employee Performance (Y) through Motivation (Z) as Intervening Variables

The Influence of Facilities and Infrastructure (X2) on Employee Performance (Y) through Motivation Work (Z) as intervening variables have T- statistic value of 1,351 (more small from 1.96), and the value probability (p-values) of 0.177 (more big from 0.05). This is show No there is influence No direct between means infrastructure (X2) against performance employee (Y) through motivation (Z) as intervening variable . In other words,

motivation No own ability For mediate means infrastructure to performance employees at BAZNAS Regency Takalar . This means that hypothesis 7 is rejected .

3.2 Discussion

Based on the analysis and testing conducted in this research, the following discussion is provided to give a clearer picture of the relationship between the variables involved.

a. Influence of Work Ethic (X1) on Employee Performance (Y)

The research results show that work ethic has a positive and significant influence on employee performance at BAZNAS Regency Takalar. Performance, which is a multidimensional construct, is influenced by various factors, one of which is work ethic (Mahmudi, 2020). A high work ethic, as described by Tasmara (2002), reflects the totality of an individual's personality and their motivation to perform optimally, fostering strong relationships with others and improving performance.

At BAZNAS, the employees demonstrate a high work ethic, as seen in their hard work and dedication, overcoming obstacles and completing tasks diligently. This high level of work ethic correlates with improved employee performance, similar to previous studies by Maulana (2020) and Firdaus (2020), which also found a positive and significant influence of work ethic on employee performance in different organizations.

b. Influence of Work Ethic on Motivation

The findings also show that work ethic positively and significantly influences motivation at BAZNAS Regency Takalar. Employees with a high work ethic exhibit behaviors like hard work, respect for colleagues, and a commitment to meeting required standards (Bakri, 2018). These behaviors are key drivers of motivation, which Nurdin (2018) defines as the force that creates enthusiasm and a willingness to collaborate, leading to higher productivity. This finding aligns with research by Lamere (2020), which

also found a significant relationship between work ethic and motivation.

c. Influence of Infrastructure on Employee Performance

The results indicate that infrastructure has a positive and significant influence on employee performance at BAZNAS Regency Takalar. Complete and well-maintained facilities are essential for supporting employees' tasks and enhancing their performance (Moner, as cited in Zahari, 2022). Infrastructure plays a crucial role in improving organizational efficiency by providing the necessary tools and equipment to carry out work effectively. This result is consistent with research by Putra (2023), which found that facilities and infrastructure significantly affect the performance of office staff at the sub-district level.

d. Influence of Motivation on Employee Performance

Motivation was found to have a positive and significant impact on employee performance. When employees are motivated, they tend to be more loyal, productive, and perform better. As noted by Malay (cited in Muazmi, 2022), motivation is crucial for pushing employees to work hard and fully apply their skills to achieve company goals. Siagian (cited in Suhardi, 2018) defines motivation as the driving force that mobilizes employees' abilities and encourages them to fulfill their responsibilities effectively. This finding is consistent with previous studies by Novrita (2021), which also found that motivation positively influences employee performance.

e. Influence of Infrastructure on Motivation

The research shows that infrastructure does not significantly influence motivation at BAZNAS Regency Takalar. This suggests that infrastructure alone may not be a motivating factor for employees, as their motivation is influenced by other external and internal factors, such as recognition, rewards, and the work environment (Sutrisno, 2017). This result

aligns with the findings of Haekal (2020), which also showed that infrastructure did not significantly affect motivation among public high school teachers in Bireuen.

f. Influence of Work Ethic on Employee Performance through Motivation as an Intervening Variable

The study's internal testing shows that motivation can mediate the relationship between work ethic and employee performance. In other words, motivation enhances the impact of work ethic on performance. Anoraga (1992) explains that work ethic is a belief and behavior that views work as an important aspect of life, while Siagian (cited in Suhardi, 2018) describes motivation as the force that drives employees to utilize their abilities. The combination of a strong work ethic and high motivation leads to better performance, as supported by Gumilar (2023), who found that motivation significantly mediates the relationship between work ethic and performance.

g. Influence of Infrastructure on Employee Performance through Motivation as an Intervening Variable

The study also found that motivation does not mediate the relationship between infrastructure and employee performance at BAZNAS Regency Takalar. While infrastructure is important, it does not always lead to higher motivation or performance. Factors such as organizational culture, compensation, and leadership may also play a role in enhancing employee performance (Hassel, 2007). This result suggests that infrastructure alone is not sufficient to drive employee performance, especially when examined through the lens of motivation as an intervening variable, as shown in previous studies by Haekal (2020).

4. Closing

4.1 Conclusion

Based on the results of data analysis and the discussion presented in Chapter IV regarding the influence of work ethic and

infrastructure on employee performance with motivation as an intervening variable at BAZNAS Takalar Regency, the conclusions can be drawn as follows:

1. Work ethic has a positive and significant effect on employee performance at BAZNAS Takalar Regency. This finding indicates that the application of a strong work ethic at BAZNAS Takalar Regency can improve employee performance.
2. Work ethic has a positive and significant effect on motivation at BAZNAS Takalar Regency. This finding shows that the implementation of a work ethic at BAZNAS Takalar Regency can increase employee motivation.
3. Motivation has a positive and significant effect on employee performance at BAZNAS Takalar Regency. This finding suggests that enhancing motivation at BAZNAS Takalar Regency can lead to improved employee performance.
4. Infrastructure has a positive and significant effect on employee performance at BAZNAS Takalar Regency. This finding indicates that providing adequate infrastructure at BAZNAS Takalar Regency can enhance employee performance.
5. Infrastructure does not have a significant effect on motivation at BAZNAS Takalar Regency. This finding shows that the provision of infrastructure at BAZNAS Takalar Regency does not lead to increased employee motivation.
6. There is an indirect influence of work ethic on employee performance through motivation as an intervening variable. In other words, motivation has the ability to mediate the relationship between work ethic and employee performance at BAZNAS Takalar Regency.
7. There is no indirect influence of infrastructure on employee performance through motivation as an intervening variable. In other words, motivation does not have the ability to mediate the relationship between infrastructure and employee performance at BAZNAS Takalar Regency.

4.2 Suggestion

Based on the conclusions above, the suggestions that can be provided by the author are as follows:

1. To improve employee performance, the leadership of BAZNAS Takalar Regency should focus on enhancing and providing various infrastructures that can be utilized by employees. Additionally, the leadership should foster high loyalty and uphold strong values within every team member.
2. Future research can explore additional relevant variables and theories, as well as expand the scope beyond the variables, theories, and context of the current study. This will allow for more diverse and comprehensive research findings applicable to similar organizations.

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