



The Impact Of Motivation And Work Ethic On The Performance Of The Hkbp Tanjung Karang Church Council

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Abstract. The performance of the HKBP Tanjung Karang Church Council members is crucial in supporting the church's vision and mission, yet it is still affected by suboptimal motivation and work ethic. Data indicate a high level of absenteeism and tardiness, reflecting low motivation. Although most work programs have been implemented, performance outcomes have not met the expected targets. This study aims to analyze the impact of motivation and work ethic on the performance of Church Council members, with the hope of providing recommendations to improve the performance and effectiveness of the church organization. The research will be conducted at HKBP Tanjung Karang from June to July 2024 using a descriptive quantitative approach, aiming to present factual and accurate information about a specific population. Field research methods will be used, with all 35 council members serving as the sample, making this a population study. The variables investigated include the independent variables, Motivation (X1) and Work Ethic (X2), and the dependent variable, Church Council Performance (Y). A Likert-scale questionnaire will be used as the data collection instrument. Quantitative analysis results show that Motivation (X1) influences Church Council Performance (Y) by 59.5%, while Work Ethic (X2) influences it by 61.2%. Simultaneously, these two variables impact Church Council Performance at HKBP Tanjung Karang by 60.5%, with the remainder influenced by other variables not examined in this study.

Keywords: *Motivation, Work Ethic, Church Council Performance.*

INTRODUCTION

In religious organizations such as the HKBP (Huria Kristen Batak Protestan) Tanjung Karang Assembly, member performance is very important in supporting the mission and vision of the church. Good performance will support the effectiveness of church programs and services to the congregation. However, achieving optimal performance is often influenced by various factors, one of which is the motivation and work ethic of assembly members.

Motivation is one of the psychological factors that play an important role in encouraging individuals to achieve certain goals. In the context of an assembly, members' motivation can come from various aspects, including spiritual needs, emotional drives, and material incentives. Each of these sources of motivation exerts a different influence, but overall, they work synergistically to shape enthusiasm and commitment in carrying out assigned tasks. Without strong motivation, assembly members are likely to lose passion and dedication, which not only affects individual productivity, but also impacts the overall performance and effectiveness of the assembly. Therefore, it is important to understand and manage the motivation of assembly members so that they remain motivated and contribute optimally in every activity undertaken.

From the initial observation data in the field, it was found that the recapitulation of the attendance of the HKBP Tanjung Karang Assembly 2024 shows that there are still many

assembly members who are late when carrying out their duties, this proves that the motivation of the HKBP Tanjung Karang Assembly is still low.

In addition to motivation, work ethic also plays an important role in determining performance. A high work ethic is usually reflected in a strong attitude of discipline, responsibility, and commitment in carrying out organizational tasks. Assembly members who have a good work ethic tend to work with more consistency and quality, thus contributing positively to the achievement of organizational goals.

Then the interview data shows that HKBP Tanjung Karang needs to continue to improve the work ethic of its members so that we can serve the congregation better. I hope we can create a more supportive work environment, where every member feels motivated and valued. By doing so, we can achieve organizational goals more effectively and efficiently, and have a greater positive impact on the congregation and the wider community.

This study aims to examine the extent to which motivation and work ethic affect the performance of HKBP Tanjung Karang Assembly members. By understanding the factors that influence performance, it is expected that appropriate recommendations can be given to improve the performance of assembly members, thus supporting the achievement of organizational goals more effectively. This research will contribute to the literature on religious organization management and provide practical insights for the management of the HKBP Tanjung Karang Assembly. The results of this study are expected to be the basis for developing strategies to increase motivation and work ethic in the church environment, which in turn will have a positive impact on overall organizational performance.

LITERATURE REVIEW

Uno, (2023) explains that "motivation is defined as a concept that describes the forces within employees that initiate and direct behavior". According to Rivai in Uno, (2023) motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Humans in a particular activity not only differ in their abilities, but also differ in their willingness to complete the work.

From the above opinion, it is defined that motivation is a process that produces an intensity, direction and perseverance of individuals in groups to achieve a goal. The elements of intensity, direction and perseverance concern how hard a person tries to get something. This element is the most dominant in motivation. Then motivated employees understand their goals and actions very well and also believe that these goals will be achieved. This is the most effective form of motivation.

Then "Work ethic is an attitude and view of an individual or group towards work". If the view or attitude is considered low towards a life, it can be said that a person has a relatively low work ethic, and vice versa if an individual views an attitude as something noble towards human existence, it can be said that a person has a relatively high work ethic (Damare et al., 2024).

According to Octarina, "Work ethic is an attitude of giving meaning, expressing, believing and encouraging something in achieving an optimal attitude". Meanwhile, according to Sinamo, "Work ethic is an action that comes from basic beliefs in an integrated work model" (Damare et al., 2024). From some of the above definitions, it can be concluded that work ethic is the total action of an employee which is accompanied by commitment and leads to positive action towards the results of his work.

According to Shaleh & Firman, (2018) employee performance is the result or measure of a process or a person's achievement / achievement regarding the tasks assigned to him. Arianty, (2015) states that performance is the awareness and willingness of a person to obey all company regulations and applicable social norms. Thus, performance departs from self-awareness to voluntarily obey all applicable regulations related to their job duties. Yullyanti,

(2011), states that performance is the management of activities to strengthen organizational standards. There are two kinds of performance, namely preventive performance and corrective performance. Preventive performance is an effort to encourage employees to follow and fulfill work guidelines, rules that have been outlined. In a preventive way employees can maintain themselves against organizational regulations.

METHODS

This research uses a quantitative descriptive approach. This type of research aims to present information systematically, factually, and accurately about the facts and characteristics of a particular population. The method used is quantitative field research, with objective explanations that describe various existing approaches (Moleong, 2004). Population is the entire research subject or in other words Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics that are applied by researchers to study and then draw conclusions (Sugiyono, 2007) In this study, the population was HKBP Tanjung Karang employees as many as 35 assemblies. The sample is part of the number and characteristics of the population (Sugiyono, 2013). To determine the number of samples selected in this study using Arikunto's theory, (2021) which if the subject is less than 100, it is better to take all so that the research is population research. In this study, researchers used all 35 assemblies as the object of research, thus making this research a population study.

RESULTS

The t test is used to test the significance between the constant and the independent variable. Based on the t test data processing, the data is obtained as follows: Effect of Motivation (X1) on Assembly Performance (Y). Based on the research data, the coefficient of Motivation Determination on Assembly Performance is obtained as follows:

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,308 ^a	0,595	0,074	4,612

a. Predictors: (Constant), X1

Coefficient of Determination (KD) = $R^2 = 0.595 = 59.5\%$. It can be concluded that the Motivation variable (X1) explains the variation in changes to the Assembly Performance variable (Y) at HKBP Tanjung Karang by 59.5%. while the rest is explained or influenced by other factors not examined in this study. Based on the results of the study, the data obtained the influence of the Work Environment on Assembly Performance as follows:

Table 2. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	21,996	6,799		3,235	0,002
X1	0,499	0,235	0,308	2,123	0,040

a. Dependent Variable: Y

Based on table 2, the calculation obtained on Motivation (X1) obtained a tcount value of 2.123 while the ttable value with dk ($dk = 35 - 4 = 31$) is 1.693 so the tcount ($2.123 > ttable$ (1.693) and sig value ($0.04 < \alpha$ (0.05) thus it is concluded that Motivation (X1) partially influences Assembly Performance (Y) of the HKBP Tanjung Karang Office. α (0.05) thus H_0 is rejected and H_a is accepted so it is concluded that Motivation (X1) partially has an effect on Assembly Performance (Y) HKBP Tanjung Karang Office. The Effect of Work Ethic (X2) on Assembly Performance (Y) Based on the research data, the coefficient of Determination of Work Ethic on Assembly Performance is as follows:

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,137 ^a	0,612	0,014	4,801

a. Predictors: (Constant), X2

Coefficient of Determination (KD) = $R^2 = 0.612 = 61.2\%$. It can be concluded that the Work Ethic variable (X2) explains the variation in changes to the Assembly Performance variable (Y) at HKBP Tanjung Karang by 61.2%. while the rest is explained or influenced by other factors not examined in this study. Based on the results of the study, the data obtained on the effect of the Work Environment on Work Ethic are as follows:

Table 4. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,725	7,325		4,058	0,000
	X2	0,209	0,230	0,137	1,910	0,038

Based on table 4, the calculation obtained on Work Ethic (X2) obtained a tcount value of 1.910 while the ttable value with dk ($dk = 35 - 3 = 32$) is 1.693 so tcount ($1.910 > ttable$ (1.693) and value ($0.03 < \alpha$ (0.05) thus H_0 is rejected and H_a is accepted so it is concluded that Work Ethic (X2) partially affects the Performance of the Assembly (Y) HKBP Tanjung Karang Office.

Effect of Coordination (X1) and Work Ethic (X2) on Assembly Performance (Y)

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,230	9,897		1,741	0,089
	X1	0,445	0,279	0,274	1,593	0,612
	X2	0,639	0,229	0,091	0,606	0,548

a. Dependent Variable: Y

Table 5 above is the result of multiple linear regression calculations using the SPSS 25 program. The regression equation results are obtained as follows:
The equation shows that:

$$Y = 17.230 + 0.445 X1 + 0.639 X2$$

Motivation Coefficient (X1)

If the amount of Motivation increases by one unit, the Assembly Performance will increase by 0.445 one unit or in a percentage value of 44.5%.

Work Ethic Coefficient (X2)

If the amount of Work Ethic increases by one unit, the Assembly Performance will decrease by 0.639 one unit or in a percentage value of 63.9%. Based on the influence of the independent variable on the dependent variable, it can be seen from the beta value. This shows that the Work Ethic variable (X2) is the most dominant factor among the Work Ethic (X2) and Motivation (X1) factors that affect Performance (Y) because the beta value is 0.639 or 63.9%. Next, we see the coefficient of determination in this study as follows:

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,324 ^a	0,605	0,240	4,696

a. Predictors: (Constant), X2, X1

From table 6 above, the coefficient of determination R Squares is 0.605, meaning that the Motivation (X1) and Work Ethic (X2) variables affect Performance (Y) by 60.5% and the remaining 39.5% is influenced by other variables. Furthermore, the R value shows that the direction of the relationship between Motivation (X1), Work Ethic (X2) and Assembly Performance (Y) is positive, meaning that if Motivation (X2) and Work Ethic (X2) increase, Assembly Performance will increase. (Y) will increase.

F test

Table 7. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	106,079	3	35,360	4,603	0,023 ^b
1 Residual	904,233	32	22,054		
Total	1010,311	34			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Anova testing is used to describe the level of influence between the Motivation variable (X2), and Work Ethic (X2) on the Assembly Performance variable (Y) together. To test F with a confidence level of 95% or alpha 5% and a numerator degree of freedom of k - 1, namely the

number of variables minus 1. For degrees of freedom used $n-k$, ie the number of samples minus the number of variables. The number of variables is 4, namely X_1 , X_2 and Y while the number of samples = 35. So the degree of freedom of the numerator is $3 - 1 = 2$ and the degree of freedom of the denominator is $35 - 2 = 33$ with a real level of 5% so that the f_{table} is obtained at 3.28 and f_{count} 4.603. Based on the results of data analysis, the F_{count} is 4.603 while the F_{table} value is 3.28. Thus $F_{count} > F_{table}$ then H_0 is rejected, and H_a is accepted. While seen from the calculated probability is 0.00, which is < 0.05 , the decision is also H_0 rejected and H_a accepted. So it can be concluded that there is an influence between Motivation (X_2) and Work Ethic (X_2) simultaneously on Assembly Performance (Y) at the HKBP Tanjung Karang Office.

DISCUSSION

Based on the test results, it can be concluded that the Motivation variable (X_1) has a significant influence on the Performance of the HKBP Tanjung Karang Assembly. This is supported by the t -value of the Assembly Performance count, which is 2.123, and further reinforced by the Coefficient of Determination (KD) value, $R^2 = 0.595$ or 59.5%. This indicates that the Motivation variable (X_1) explains 59.5% of the variations in changes to the Assembly Performance variable (Y) at HKBP Tanjung Karang. The remaining 40.5% is influenced by other factors not examined in this study.

Furthermore, the test results also demonstrate a significant impact of the Work Ethic variable (X_2) on the Performance of the HKBP Tanjung Karang Assembly. This finding is supported by the t -value of the Assembly Performance count, which is 1.910, and further validated by the Coefficient of Determination (KD) value, $R^2 = 0.612$ or 61.2%. This suggests that the Work Ethic variable (X_2) accounts for 61.2% of the variations in changes to the Assembly Performance variable (Y) at HKBP Tanjung Karang, while the remaining 38.8% is influenced by other factors not considered in this research.

Additionally, the test results confirm that both the Motivation variable (X_1) and the Work Ethic variable (X_2) have a significant combined effect on Assembly Performance at HKBP Tanjung Karang. This conclusion is evidenced by the obtained F -value of 4.603, which is statistically significant. Moreover, the Coefficient of Determination (R^2) value of 0.638 further strengthens this conclusion, indicating that the combined effect of the Coordination variable (X_1) and the Work Ethic variable (X_2) explains 60.5% of the variations in Performance (Y). The remaining 39.5% is influenced by other variables not examined in this study.

From an economic perspective, these findings highlight the crucial role of intrinsic and extrinsic motivational factors in enhancing employee performance within organizational settings. Motivation, as a psychological driver, influences individuals to achieve their goals and fulfill their job responsibilities efficiently. Employees with high motivation tend to exhibit increased commitment, productivity, and overall job satisfaction, which consequently contribute to the improved performance of the organization as a whole.

Similarly, work ethic plays a vital role in determining employee efficiency and output quality. A strong work ethic encompasses attributes such as discipline, dedication, and perseverance, which are essential for sustaining long-term performance improvements within an organization. Employees with a strong work ethic are more likely to engage in proactive problem-solving, exhibit resilience in the face of challenges, and maintain a high level of professionalism, all of which significantly impact organizational effectiveness.

The combined impact of motivation and work ethic underscores the importance of fostering a positive work environment that encourages employees to develop both personal and professional competencies. Organizations can enhance performance by implementing policies that recognize employee achievements, provide career development opportunities, and cultivate a culture of accountability and continuous improvement.

Additionally, since 39.5% of performance variations remain unexplained by motivation and work ethic, future research should explore other influential factors such as leadership style, organizational culture, job satisfaction, and external economic conditions. Understanding these additional determinants can help organizations implement more comprehensive strategies to optimize workforce performance and sustain long-term success in a competitive economic environment.

In conclusion, motivation and work ethic are critical factors influencing employee performance at HKBP Tanjung Karang. Their significant impact suggests that organizations should invest in motivation-enhancing strategies and work ethic development programs to maximize employee efficiency and overall performance outcomes. Future research should also consider additional variables to provide a more holistic understanding of the determinants of organizational performance.

CONCLUSION

Based on the results of data analysis and hypothesis testing that has been carried out, regarding the factors (Motivation, and Work Ethic) that affect Assembly Performance (Y) HKBP Tanjung Karang. Then the following conclusions can be drawn:

1. From the results of quantitative analysis, it shows that the Motivation variable (X1) affects the Assembly Performance (Y) at HKBP Tanjung Karang by 59.5%, the rest is influenced by other variables that are not examined in this study.
2. The second test of the Work Ethic variable (X2) affects the Assembly Performance (Y) at HKBP Tanjung Karang by 61.2%, the rest is influenced by other variables not examined in this study.
3. Testing the third hypothesis shows that Motivation (X1) and Work Ethic (X2) simultaneously affect Assembly Performance (Y) at HKBP Tanjung Karang by 60.5% and the rest is influenced by other variables not examined in this study.

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