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# THE EFFECT OF ISLAMIC WORK MOTIVATION AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (A STUDY ON CV AGNI MANDIRI APPAREL)

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**ABSTRACT**. This study examines the influence of Islamic work motivation and career development on employee performance, with job satisfaction as an intervening variable at CV. Agni Mandiri Apparel. This study used quantitative methods, collecting data through questionnaires distributed to all 110 employees using a saturated sampling technique. Data analysis included validity tests, reliability tests, classical assumption tests, statistical tests, and path analysis using SPSS. The results showed that Islamic work motivation had no significant effect on employee performance, while career development had a positive and significant effect. Islamic work motivation and career development had a positive and significant effect on job satisfaction. Job satisfaction had no significant effect on employee performance. Job satisfaction was unable to mediate the effect of Islamic work motivation or career development on employee performance. This study concluded that improving employee performance at CV. Agni Mandiri Apparel is more effectively achieved through structured career development than through job satisfaction as an intermediary.

**Keywords**: Islamic Work Motivation; Career Development; Job Satisfaction; Employee Performance.

## Introduction

In an era of globalization and increasingly fierce business competition, employee performance is a key factor in an organization's success. Various studies have shown that motivational factors, including Islamic work motivation and career development, have a significant influence on employee performance across various industrial sectors (Hidayah, 2022) [1]. Work motivation in an Islamic context emphasizes the importance of intention and purpose as the foundation of every work activity, which serves as a spiritual drive that can increase individual effectiveness and productivity in the workplace (Senawi 2017)[2]. However, the reality on the ground shows that many employees still experience dissatisfaction with their jobs, which can impact overall performance.

[1] Hidayah, Bagja, M. Kholil Nawawi, and Syariah Gustiawat. 2022. "Pengaruh Motivasi Kerja Dan Lingkungan Kerja Islami Terhadap Kinerja Karyawan Pada Bank Syariah Indonesia KCP Bogor Pomad" 5 (1): 96–114.

[2] Senawi. 2017. "Motivasi Kerja Dalam Persepektif Alquran." *Almufida* 02 (02): 106–17.

The research question in this study is: How do Islamic work motivation and career development influence employee performance at CV Agni Mandiri Apparel? This study aims to analyze the relationship between work motivation, career development, job satisfaction, and employee performance, and to determine whether job satisfaction functions as an intervening variable mediating this relationship. By focusing on the gap phenomenon related to the influence of these variables, this study seeks to answer fundamental questions regarding the effectiveness of managerial strategies in improving employee performance.

The theory underlying this research includes Goal-Setting Theory introduced by Edwin Locke (1968), which links the influence of clear goals to improved individual performance. This research also draws on motivational theories that consider religious values in the work context. Although many previous studies have investigated motivation and career development, there is a research gap in the context of the sharia industry, particularly at CV Agni Mandiri Apparel.

## Literature Review

### Islamic Work Motivation

Motivation can be defined as the drive or energy that motivates a person to persevere and persist in an activity. This motivation can originate from within oneself (intrinsic motivation) or from external factors (extrinsic motivation). The extent of a person's motivation significantly influences the quality of their behavior, both at work and in other activities[3].

Work motivation in Islam is the drive that motivates a person to work to achieve goals, in accordance with Islamic teachings. Each person has different motivations, depending on their background and experiences. Saleh (2009) explains that work is an important part of life and is always linked to faith. Work is not only for material gain, but also to earn the pleasure of Allah SWT. As a Muslim worker, an employee must be able to carry out work motivation in accordance with the requirements, the indicators of which are as follows[4]:

1. Intention in working
2. Piety in working
3. Sincerity in working

### Career Development

Career development is the process of identifying and developing employee abilities. It involves various appropriate approaches to help employees grow and improve their work. The goal of career development is to enable every employee, whether in for-profit or non-profit organizations, to perform better and improve their skills. This allows them to make a greater contribution to the organization's tasks and functions[5]. The career development indicators are as follows[6]:

1. Job potential
2. Organizational loyalty
3. Mentors and Sponsors
4. Management support

### Employee Performance

[3] Hutasoit, Dian Dinda. 2020. "Pengaruh Motivasi, Pengembangan Karir Dan Kepuasan Kerja Terhadap Kinerja Pegawai Pada SD Citra Berkat Citra Indah Bogor." *Skripsi*.

[4] Anam, Choiril. 2017. "Pengaruh Kepemimpinan Islam Dan Motivasi Kerja Islam Terhadap Kinerja Karyawan." *ISTITHMAR* 1 (8): 11–29. https://doi.org/10.22334/paris.v2i8.497.

[5] Busro, Muhammad. 2018. *Teori-Teori Manajemen Sumber Daya Manusia*. Edisi ke-1. Jakarta: Prenadamedia Group.

[6] Kudsi, Muh ridwan, Sukisno Selamet Riadi, and Dirga Lestari AS. 2017. "Pengaruh Pengembangan Karir Dan Sistem Insentif Terhadap Kinerja Karyawan." *Jurnal Manajemen* 9 (2): 85–93.

Performance is the outcome and improvement of work related to the achievement and successful implementation of programs, ensuring that work aligns with company expectations. Wexley & Yukl's theory supports this, stating that performance is the application of the balance theory. According to this theory, an individual will perform optimally if they receive fair and reasonable benefits and incentives in their work[7]. Performance implementation is designed by human resources who possess the capabilities, competencies, motivation, and interests. Employee performance indicators are as follows[8]:

1. Quantity
2. Quality
3. Punctuality
4. Attendance
5. Ability to work together

**Job Satisfaction**

Job satisfaction is the extent to which employees feel about their jobs. It encompasses a general attitude toward work based on assessments of various aspects, such as the work environment, relationships with superiors and coworkers, and the leadership style within the company. Job satisfaction reflects the degree to which employees feel happy or unhappy with their work environment and the organization as a whole[9]. Job satisfaction is an emotional state of enjoyment and deep love for one's work. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction indicators are measured by[10]:

1. Opportunities for advancement
2. Coworkers
3. Working conditions

**Research methods**

This study employed a quantitative survey approach to collect data from all employees at CV Agni Mandiri Apparel. With a total population of 110 employees, the researcher employed saturated sampling, where all members of the population participated in the study. Data collection was conducted through the distribution of questionnaires containing questions related to Islamic work motivation, career development, job satisfaction, and employee performance.

Data analysis techniques used in this study included validity and reliability tests, and path analysis to examine the influence between variables simultaneously and partially. The SPSS statistical program was used to process the data and calculate the regression coefficients required for the path analysis. The researcher also applied the classical assumption test to ensure the reliability of the results.

**Results and Discussion**

**Validity Test Results**

[7] Darmawan, Akhmad, Yosita Anggelina, and Sunardi. 2022. "Motivasi, Pelatihan Kerja, Pengembangan Karir Dan Self Efficacy Terhadap Kinerja Karyawan." *JURNAL ILMU MANAJEMEN* 12 (1): 47–56. https://doi.org/10.32502/jimn.v12i1.5142.

[8] Damayanti, Riski, Agustina Hanafi, and Afriyadi Cahyadi. 2018. "Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Kasus Karyawan Non Medis RS Islam Siti Khadijah Palembang)." *Jurnal Ilmiah Manajemen Bisnis Dan Terapan*, no. 2: 75–86.

[9] Hartatik, Indah Puji, and Vitri Putri Narewati. 2019. *Buku Praktis Mengembangkan SDM*. Cetakan Pe. Yogyakarya: Lakasana.

[10] Bahri, Syaiful, and Yuni Chairatun Nisa. 2017. "Pengaruh Pengembangan Karir Dan Motivasi Terhadap Kepuasan Kerja Karyawan." *Jurnal Ilmiah Manajemen & Bisnis* 18 (1): 9–15. https://doi.org/10.30998/juuk.v4i1.1922.

**Validity Test Results Table**

| Variabel | Pernyataan | R hitung | R tabel | Keterangan |
|---|---|---|---|---|
| Motivasi Kerja Islam | X1.1 | 0,613 | 0,361 | Valid |
| | X1.2 | 0,695 | | |
| | X1.5 | 0,760 | | |
| | X1.6 | 0,747 | | |
| Pengembangan Karir | X2.1 | 0,542 | 0,361 | Valid |
| | X2.4 | 0,505 | | |
| | X2.5 | 0,709 | | |
| | X2.6 | 0,687 | | |
| | X2.7 | 0,800 | | |
| Kinerja Karyawan | Y1 | 0,509 | 0,361 | Valid |
| | Y2 | 0.486 | | |
| | Y4 | 0,604 | | |
| | Y5 | 0,567 | | |
| | Y6 | 0,685 | | |
| | Y7 | 0,640 | | |
| | Y8 | 0,800 | | |
| Kepuasan Kerja | Z1 | 0,570 | 0,361 | Valid |
| | Z2 | 0,593 | | |
| | Z3 | 0,686 | | |
| | Z4 | 0,578 | | |
| | Z5 | 0, 497 | | |
| | Z6 | 0,588 | | |

*Sumber: Data Primer dioleh tahun 2025*

The table above shows that with a significance value of 0.05, the r table is 0.361. Therefore, it can be said that all elements of the statement are considered valid, as none of them show a value below 0.361.

**Reliability Test Results**

| Variabel | *Cronbach's Alpha* | Keterangan |
|---|---|---|
| Motivasi Kerja Islam | 0,654 | *Reliabel* |
| Pengembangan Karir | 0,651 | *Reliabel* |

| | | |
|---|---|---|
| Kinerja Karyawan | 0,715 | *Reliabel* |
| Kepuasan Kerja | 0,615 | *Reliabel* |

*Source: Primary Data obtained in 2025*

From the table above, it can be seen that all variables showed a Cronbach's Alpha value of greater than 0.6. Therefore, it can be concluded that all variables in this study were proven reliable and can be used for research purposes.

**Classical Assumption Test**

**Normality Test**

**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|---|---|---|
| N | | 110 |
| Normal Parameters[a,b] | Mean | .0000000 |
| | Std. Deviation | 3.19530599 |
| Most Extreme Differences | Absolute | .039 |
| | Positive | .039 |
| | Negative | -.038 |
| Test Statistic | | .039 |
| Asymp. Sig. (2-tailed) | | .200[c,d] |

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

*Source: Primary Data obtained in 2025*

Based on the table above, the results of the normality test show a significance level (Asymp.Sig. (2-tailed)) of 0.200, or above 0.05. Therefore, it can be concluded that the residual values are normally distributed.

**Multicollinearity Test Results Table**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 21.472 | 3.689 | | 5.820 | .000 | | |
| | Motivasi Kerja Islam | -0.201 | 0.220 | -0.083 | -0.914 | 0.363 | 0.864 | 1.157 |
| | Pengembangan Karir | 0.610 | 0.107 | 0.515 | 5.680 | .000 | 0.864 | 1.157 |

a. Dependent Variable: Kinerja Karyawan

*Source: Primary Data obtained in 2025*

The table above shows that the multicollinearity test results for both variables have a tolerance value > 0.10 and a VIF < 10, thus meeting the requirements for the multicollinearity test. Islamic work motivation has a tolerance value of 0.864 > 0.10 and a VIF of 1.157 < 10. Career development has a tolerance value of 0.846 > 0.10 and a VIF of 1.157 < 10.

**Heteroscedasticity Test**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 5.668 | 2.146 | | 2.642 | .009 | | |
| | Motivasi Kerja | -0.032 | 0.128 | -0.026 | -0.254 | 0.800 | 0.864 | 1.157 |
| | Pengembangan | -0.123 | 0.062 | -0.200 | -1.968 | 0.052 | 0.864 | 1.157 |

a. Dependent Variable: ABS

*Source: Primary Data obtained in 2025*

The table above shows that the heteroscedasticity test results have a significance level greater than 0.05 for all variables. The table shows that all independent variables have a significance level greater than 0.05. The heteroscedasticity test results indicate that Islamic work motivation has a significance level of 0.800 and career development has a significance level of 0.157. Therefore, since all significance levels are greater than 0.05, it is concluded that heteroscedasticity does not occur.

**Statistical Test**

**Coefficient of Determination (R2) Test**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .510[a] | .261 | .240 | 3.197 |

a. Predictors: (Constant), Kepuasan Kerja, Motivasi Kerja Islam, Pengembangan Karir

b. Dependent Variable: Kinerja Karyawan

*Source: Primary Data obtained in 2025*

From the R2 test results in the table above, the coefficient of determination is 0.510. The Adjusted R Square value of 0.240 indicates that the independent variables (Islamic work motivation, career development, and job satisfaction) contribute 24.0% to the dependent variable (employee performance), while the remaining 76.0% is explained by factors outside the model.

**R2 Test Results Table for Equation 2**

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .652[a] | .425 | .414 | 2.205 |

a. Predictors: (Constant), Pengembangan Karir, Motivasi Kerja Islam

b. Dependent Variable: Kepuasan Kerja

*Source: Primary Data obtained in 2025*

The table above shows that the coefficient of determination R is 0.652, indicating a relationship between the dependent variables. The Adjusted R Square value is 0.414, indicating that the independent variables (Islamic work motivation and career development) explain 41.4% of the dependent variable (job satisfaction), while the remaining 58.6% is explained by other variables outside the model.

**F Test (Simultaneous Test)**

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 381.682 | 3 | 127.227 | 12.447 | .000[b] |
| | Residual | 1083.491 | 106 | 10.222 | | |
| | Total | 1465.173 | 109 | | | |

a. Dependent Variable: Kinerja karyawan

b. Predictors: (Constant), Kepuasan Kerja , Motivasi Kerja Islam, Pengembangan Karir

*Source: Primary Data obtained in 2025*

The F test results in Table above show that the calculated F value is 12.447 and the significance value is 0.00, less than 0.05. This means that Islamic work motivation (X1) and career development (X2) simultaneously influence employee performance (Y).

**F Test Results Table for Equation 2**

**ANOVA[a]**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 384.148 | 2 | 192.074 | 39.507 | .000[b] |
| Residual | 520.216 | 107 | 4.862 | | |
| Total | 904.364 | 109 | | | |

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Pengembangan Karir, Motivasi Kerja Islam

*Source: Primary Data obtained in 2025*

In the table above, it can be seen that the calculated F value is 39.507 and the significance value is 0.00 less than 0.05, meaning that simultaneously/simultaneously Islamic work motivation (X1) and career development (X2) have an influence on job satisfaction (Z).

**t-Test (Partial Test)**

**Coefficients[a]**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 19.687 | 3.806 | | 5.173 | .000 |
| Motivasi Kerja Islam | -.278 | .223 | -.115 | -1.250 | .214 |
| Pengemangan Karir | .484 | .130 | .409 | 3.729 | .000 |
| Kepuasan Kerja | .238 | .140 | .187 | 1.696 | .093 |

a. Dependent Variable: Kinerja karyawan

*Source: Primary Data obtained in 2025*

Based on the table, the multiple regression equation is obtained:

$Y = \alpha + \beta1.X1 + \beta2.X2 + \beta3.Z + e$

$Y = 19.687 + (-0.278) + 0.484 + 0.238 + e$

The following is a discussion of the t-test results for equation 1:

1. The sig. value of Islamic work motivation is 0.214 > 0.05, and (-0.278) is the regression coefficient. This proves that Islamic work motivation (X1) does not significantly influence employee performance (Y).
2. The sig. value of career development is 0.00 < 0.05, and 0.484 is the regression coefficient. This proves that career development (X2) has a positive and significant effect on employee performance (Y).

3. The sig value of job satisfaction is 0.093 > 0.05 and 0.238 is the regression coefficient. It is proven that employee performance (Y) is not significant.

**T-Test Results Table for Equation 2**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 7.507 | 2.522 | | 2.976 | .004 |
| | Motivasi Kerja Islam | .326 | .150 | .171 | 2.168 | .032 |
| | Pengemangan Karir | .530 | .073 | .569 | 7.214 | .000 |

a. Dependent Variable: kepuasan kerja

*Source: Primary Data obtained in 2025*

Based on the table, the multiple regression equation is obtained:

$Y = \alpha + \beta1.X1 + \beta2.X2 + e$

$Y = 19.687 + (-0.278) + 0.484 + e$

The following is a discussion of the t-test results for equation 2:

1. The sig. value for Islamic work motivation is 0.32 > 0.05, and the regression coefficient is 0.326. This proves that Islamic work motivation (X1) has a significant effect on job satisfaction (Z).
2. The sig. value for career development is 0.00 < 0.05, and 0.326 is the regression coefficient. This proves that career development (X2) has a significant effect on job satisfaction (Z).

**The Effect of Islamic Work Motivation (X1) on Employee Performance (Y)**

Based on the t-test results, a direct effect between Islamic work motivation and employee performance was found, with a calculated t-value of -1.250 and a significance level of 0.214 > 0.005. This indicates that Islamic work motivation has no significant effect on employee performance, therefore, **H1 is rejected**.

This condition indicates that the Islamic work motivation provided has not been able to significantly improve employee performance. These results indicate that the motivation program implemented by CV. Agni Mandiri Apparel tends to be routine and monotonous, such as emphasizing production targets, long working hours, and mandatory overtime. Consequently, the motivation received by employees does not deeply address the internal aspects or spiritual values of work. Islamic work motivation is not solely oriented towards material aspects (salary, bonuses, and targets), but also encompasses values such as the intention to work as an act of worship, sincerity, and responsibility[11]. However, in practice, these values have not been strongly implemented in the company's work system, so Islamic work motivation has not been a primary driving factor in improving employee performance. This makes it possible that Islamic work motivation is effective for one group of employees, but not necessarily for another[12].

[11] Wulandari, Eka, Iin Emy Prastiwi, and Abdul Haris Romdhoni. 2021. "Pengaruh Gaya Kepemimpinan , Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan." *Jurnal Studi Islam Dan Sosial* 2 (1): 37–49.

[12] Adisty, Azzahra Valiandra. 2023. "Pengeruh Motivasi Kerja Islami Dan Lingkungan Kerja Islami Terhadap Kinerja Karyawan (Studi Kasus Pada Bank Syariah Indonesia Kc Bandung Suniaraja)." *Journal of Educational and Cultural Studies* 2 (1): 266–74.

**The Effect of Career Development (X2) on Employee Performance (Y)**

Based on the t-test results, a direct effect was found between career development and employee performance, with a calculated t-value of 3.729 and a significance value of 0.00 <0.05. These results indicate a positive and significant effect of career development on employee performance. Therefore, **H2 is accepted**.

The acceptance of career development on employee performance indicates that CV. Agni Mandiri Apparel's efforts to provide training opportunities, promotions, and recognition for length of service have improved employee skills and competencies in carrying out their duties. Career development provides clarity in career direction for employees, thus encouraging them to work more optimally, responsibly, and oriented towards achieving better work results[13].

**The Effect of Work Motivation (X1) on Job Satisfaction (Z)**

Based on the t-test results, a direct effect between Islamic work motivation and job satisfaction was found, with a calculated t-value of 2.168 and a significance level of 0.032 <0.05. These results indicate a positive and significant effect of Islamic work motivation on job satisfaction. Therefore, **H3 is accepted**.

The accepted effect of Islamic work motivation on job satisfaction indicates that work motivation derived from CV. Agni Mandiri Apparel's internal values, such as responsibility, meaningful work, and the drive to achieve greater goals, can create feelings of joy, comfort, and satisfaction in carrying out their work. Work motivation not only encourages employees to work but also helps them feel that their work has meaningful value and purpose. Furthermore, Islamic work motivation emphasizes that work is not solely for material rewards, but also as a form of worship and trust[14]. This understanding encourages employees to work sincerely and responsibly, thereby fostering a sense of satisfaction with the work itself. Therefore, the higher the Islamic work motivation an employee possesses, the higher their perceived job satisfaction[15].

**The Effect of Career Development (X2) on Job Satisfaction (Z)**

Based on the t-test results, the calculated t-value was 7.214 and a significant value of 0.00 < 0.05. These results indicate a positive and significant effect of career development on job satisfaction. Therefore, **H4 is accepted**.

The accepted effect of career development on job satisfaction indicates that the assurance and clarity of career direction provided by CV. Agni Mandiri Apparel fosters feelings of happiness, security, and appreciation among employees. When employees perceive opportunities for growth, promotion, and competency improvement, they feel they have a clear future in their work. Career development also serves as a learning tool and enhances employee performance[16]. Through the career development process, employees gain experience, training,

[13] Jalaludin, Azis, and Nopi Oktavianti. 2024. "Pengaruh Pengembangan Karir Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT . Karya Prima Usahatama Jakarta." *Jurnal Ekonomi, Manajemen Dan Bisnis* 1 (1): 10–18.

[14] Solihatun, Akhmad Darmawan, and Fatmah Bagis. 2021. "Pengeruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengen Kepuasan Kerja Sebagai Variabel Intervening." *Jurnal Manajemen* 15 (1): 57–69.

[15] Handayani, Rima, and Eni Puji Astuti. 2023. "Pengaruh Kerja Sama Tim Dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan PT. Komindo Bizolusi Jakarta Pusat." *SCIENTIFIC JOURNAL OF REFLECTION : Economic, Accounting, Management and Business* 6 (4): 774–81. https://doi.org/10.37481/sjr.v6i4.738.

[16] Hulu, Fatolosa, Yamolala Zega, Meiman Hidayat Waruwu, Marliza Oktapiani, and Pretty Failasufa Aziza. 2024. "Pengaruh Pengembangan Karir, Hubungan Kerja Dan Motvasi Kerja Terhadap Kepuasan Kerja Karyawan." *Jurnal Edunomika* 08 (02): 1–10.

and work challenges that align with their potential. This fosters self-confidence and pride in their work, which ultimately contributes to increased employee job satisfaction[17].

**The Effect of Job Satisfaction (Z) on Employee Performance (Y)**

Based on the t-test results, a direct effect between job satisfaction and employee performance was found, with a calculated t-value of 1.696 and a sig. 0.093 > 0.05. These results indicate no significant effect of job satisfaction on employee performance. Therefore, **H5 is rejected.**

Job satisfaction is often assumed to improve employee performance. However, research conducted at CV. Agni Mandir Apparel emphasized that employees are operational, routine, and target-driven, where performance is more determined by work standards, technical skills, supervisory systems, and task allocation than by feelings of satisfaction or dissatisfaction. Research job satisfaction does not significantly influence employee performance, as work achievement is more influenced by workload and the work environment[18]. The results of the hypothesis test analyzing the effect of job satisfaction on employee performance found that there are conditions under which job satisfaction does not significantly influence employee performance[19].

**The Effect of Job Satisfaction (Z) in Mediating Islamic Work Motivation (X1) on Employee Performance (Y)**

Based on the results of the path analysis test, the direct effect of X1 on Y is (-0.278). Meanwhile, the indirect effect of X1 through Z on Y is the product of the beta variable X1 on Y and the beta value of Y on Z, namely: (-0.278) x 0.238 = -0.066. Therefore, the total effect of X1 on Y is the direct effect plus the indirect effect, namely (-0.278) + (-0.066) = -0.344. Furthermore, the t-test result is 1.139 < 1.982. Therefore, **H6 is rejected**.

Employee satisfaction at CV. Agni Mandiri Apparel with Islamic work motivation is not directly proportional to increased employee performance. Conversely, employee dissatisfaction with the Islamic work motivation provided also automatically leads to decreased employee performance. This indicates that employee performance does not depend on feelings of satisfaction or dissatisfaction with job factors (salary, benefits, promotions). Their performance is more influenced by religious awareness that work is a form of devotion to God. In other words, employees can continue to work optimally due to religious values, even though they are not yet fully satisfied with their work. Therefore, it can be concluded that job satisfaction is unable to mediate the influence of Islamic work motivation on employee performance[20].

**The Effect of Job Satisfaction (Z) in Mediating Career Development (X2) on Employee Performance (Y)**

Based on the results of the path analysis test, the direct effect of X2 on Y is 0.530. Meanwhile, the indirect effect of X1 through Z on Y is the product of the beta variable X1 on

[17]Agussupriadi, Raja, and Hapzi Ali. 2024. "Pengaruh Kepemimpinan , Pengembangan Karir Dan Motivasi Kerja Terhadap Kepuasaan Kerja." *JAFM: Journal of Accounting and Finance Management* 5 (5): 1109–18.

[18] Nabawi, Rizal. 2019. "Pengaruh Lingkungan Kerja, Budaya Kerja, Dan Beban Kerja Terhadap Kinerja Karyawan." *Maneggio: Jurnal Ilmiah Magister Manajemen* 2 (2): 170–83. https://doi.org/10.30596/maneggio.v2i2.3667.

[19] Ulfa, Yunita Maria, Bambang Agus Sumantri, and Dhiyan Septa Wihara. 2022. "Pengaruh Motivasi Kerja, Disiplin Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Koperasi Pegawai Republik Indonesia (KPRI) Karya Utama Kecamatan Tarokan." *Simposium Manajemen Dan Bisnis*, 424–36.

[20] Fenny, and Agustinus Setyawan. 2024. "Peran Kepuasan Kerja Dalam Pengaruh Gaya Kepemimpinan Dan Motivasi Keja Terhadap Kinerja Karyawan UMKM Batam." *JIMEA | Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)* 8 (1): 372–88.

Y and the beta value of Y on Z, namely: 0.530 x 0.238 = 0.126. Therefore, the total effect of X1 on Y is the direct effect plus the indirect effect, namely 0.530 + 0.126 = 0.656. The calculated t-test results are 1.439 < 1.982. Therefore, **H7 is rejected**.

Career development provided by the company to employees to advance their careers will create a sense of satisfaction in employees, which in turn will motivate them to improve their performance. This process directly impacts performance through increased skills, responsibilities, and clearer work targets. Thus, employees at CV. Agni Mandiri Apparel can show higher performance, due to professional demands, stricter evaluation standards, and promotion opportunities, even though their level of job satisfaction has not increased significantly. This means that career development can influence performance through increasing abilities and job expectations, not through employee feelings or emotions such as job satisfaction. In research at CV. Agni Mandiri Apparel, the results showed that job satisfaction was not able to mediate career development on employee performance and in accordance with the findings that the mediating effect of job satisfaction on career development cannot affect employee performance[21].

The research findings show that the development of ESG over the past two decades has shifted the global business paradigm from a purely financial orientation to a long-term sustainability orientation. The analyzed literature confirms that ESG is no longer understood as a mere reporting tool, but as a strategic framework that guides companies in formulating policy directions that consider environmental, social, and governance impacts. However, the research findings also reveal that ESG implementation in various companies remains mechanistic and instrumental. Many organizations adopt ESG more as a form of regulatory compliance and reputational strategy than as an internalization of the moral and ethical values that should be the foundation of sustainability. This situation makes it clear that although sustainability practices are becoming more widespread, the underlying values remain weak, potentially leading to inconsistent practices, weak long-term orientation, and a tendency towards greenwashing.

On the other hand, the literature review shows that humanistic values in management have a significant contribution to organizational effectiveness, employee well-being, and the quality of decision-making. Values such as human dignity, empathy, justice, and moral autonomy have been shown to increase job satisfaction, loyalty, and pro-environmental behavior through practices such as Green Human Resource Management (GHRM). The humanistic approach also provides ethical guidance for companies navigating the complexities of the modern business world. However, a key finding of this study is that although the literature on humanistic management and humanistic leadership has grown, the integration of these values into ESG, CSR, and sustainable finance frameworks remains very limited. This means that humanistic values have not been positioned as a philosophical foundation for strategic decisions and only appear in the context of organizational behavior without a direct link to sustainability practices.

Furthermore, the research found that the concept of humanistic governance holds great potential as a bridge connecting humanistic values with sustainable governance. The analyzed studies demonstrate that values-based governance can enhance public legitimacy, strengthen innovation, and build healthy relationships between companies and stakeholders. Humanistic governance emphasizes not only efficiency and compliance but also fairness, participation, and social welfare. In the context of ESG implementation, this approach is highly relevant because

[21] Budy, Doddy Astya, and Hartini. 2017. "Pengaruh Pengembangan Karir Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Perusahaan Sinjaraga Santika Sport." *Jurnal Online Internasional & Nasional Universitas 17 Agustus 1945 Jakarta* 20 (1): 63–73.

it provides an ethical dimension that has not previously been covered by ESG technical indicators. In other words, humanistic governance can enrich ESG implementation, making it more meaningful and consistent.

In sustainable finance, research shows that non-financial factors such as internal controls, sustainability reporting, and CSR programs significantly contribute to increasing company value. However, the literature also reveals that moral aspects are rarely an explicit component of financial decision-making. Financial decisions are still heavily influenced by short-term profit orientation, resulting in the incomplete integration of human values and ethical considerations. This situation highlights the need to incorporate humanistic principles into the sustainable finance framework so that financial decision-making considers not only economic risks and benefits but also their interconnectedness with human well-being and environmental sustainability.

From all these findings, a clear research gap emerges. Sustainability literature, particularly that addressing ESG, CSR, TBL, governance, and sustainable finance, tends to emphasize technical and performative indicators without delving into the philosophical foundations underlying sustainability practices. Research on humanistic philosophy is growing, but few systematically link it to sustainability practices in the context of management and finance. Furthermore, very few studies examine the integration of humanistic values in the context of a developing country like Indonesia, despite the fact that its social, cultural, and regulatory dynamics differ significantly from those of developed countries. This gap reinforces the urgency of conducting literature research to develop a conceptual framework that comprehensively integrates humanistic philosophy into ESG and sustainable business.

Overall, this research discussion clarifies that sustainability cannot be achieved solely through technical indicators or reporting mechanisms. Authentic sustainability requires a strong foundation of values. Humanistic philosophy offers this dimension by placing human dignity, justice, and moral responsibility at the center of decision-making. The integration of humanistic values into ESG, governance, and sustainable finance can create a new paradigm in modern management: companies are not only responsible to the environment and stakeholders, but also to the moral and humanitarian values that underlie business activities. Thus, this research makes an important contribution to filling a gap in the literature and opening new directions for the development of more ethical, humane, and holistic sustainability theory and practice.

## Conclusion

Based on the research results and discussion regarding the influence of Islamic work motivation and career development on employee performance, with job satisfaction as an intervening variable at CV. Agni Mandiri Apparel, the following conclusions can be drawn:

1. Islamic work motivation does not significantly influence employee performance. This indicates that spiritual values at work are not capable of directly driving performance improvement without the support of measurable work targets.
2. Career development has a positive and significant effect on employee performance. This means that the better the opportunities and support for career development provided by the company, the higher employee performance.
3. Islamic work motivation has a positive and significant effect on job satisfaction. The application of Islamic values at work can increase employee satisfaction with their jobs.
4. Career development has a positive and significant effect on job satisfaction. A clear career development program can provide a sense of security and satisfaction for employees.
5. Job satisfaction does not significantly influence employee performance. This indicates that job satisfaction does not necessarily translate into improved employee performance.

6. Job satisfaction does not mediate the effect of Islamic work motivation on employee performance. This indicates that Islamic work motivation does not influence performance through increased job satisfaction.

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