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Early Career Generation Z Work Motivation Determinants: The Moderating Effect of Religiosity

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ABSTRACT

This study uses a quantitative research methodology to examine the variables that affect Generation (Gen) Z's motivation at work in the early phases of their employment. Gen Z, who are just starting their careers, were the subject of the study. Eight hypotheses that represent the correlations between the variables under investigation are put forth in the study, which used a random purposive sampling technique to collect the sample. The survey included 146 respondents in total. Three of the eight hypotheses are supported, and five are not, according to the findings of the data analysis using SMART PLS. While compensation and job (in)security have little effect on work motivation, skill development opportunities and work recognition have a positive and considerable impact. In the association between opportunities for skill development and job motivation, religiosity plays a large moderating impact; however, it plays a negligible moderating role in other pathways. The results offer suggestions for further research as well as practical applications within businesses and implications for the advancement of work motivation theory.

Keywords: Work Motivation, Skill Development Opportunities, Salary, Work Appreciation, Job Insecurity, Religiosity.

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Introduction

Born between 1997 and 2012, Generation (Gen) Z is steadily rising to prominence in the global job market. In Indonesia, the majority of early-career employees are between the ages of 20 and 27. Indonesia is currently experiencing a demographic bonus period, according to data from the Central Bureau of Statistics, with the country's productive-age population serving as a major engine of economic growth (BPS, 2023). However, compared to other generations, it shows comparatively greater rates of job mobility and turnover, especially during the first three years of employment, according to a number of publications.

In the face of economic uncertainty and shifting social values, job motivation among Indonesia's Gen Z has drawn more attention as the number of young workers raised in digital environments rises. This gen stands out from earlier gens due to its unique traits, which include a strong desire to find purpose in work, a demand for flexibility, and an emphasis on preserving work-life balance (Pasha, 2024). In this

setting, psychological aspects and individual values, such as intrinsic and extrinsic motivation, are included in the determinants of work motivation, which are no longer restricted to economic or exclusively extrinsic reasons. However, prior research has produced conflicting results about how much these two factors affect labor motivation, especially in developing nations like Indonesia that are marked by cultural diversity and complex value systems.

Over 40% of Gen Z worldwide think about quitting their occupations during the first two years, according to the Deloitte Global Gen Z and Millennial Survey (Faber, 2024). Reports in the national media that highlight the tendency of young Indonesian workers to change jobs suggest a similar issue (Amanda, 2025). According to a Kompas article from 2025, Gen Z's decision to quit is influenced not only by poor pay but also by a lack of personal development and inadequate recognition at work (Cynthia et al., 2025). These results are consistent with the LinkedIn Talent Trends report (2024), which indicates that the two primary variables affecting the retention of young professionals in Southeast Asia are career progression possibilities and recognition (Linkedin, 2024).

A paradigm change in the concept of job motivation is reflected in these situations. According to recent research based on Self-Determination Theory (SDT), intrinsic motivation has a stronger, long-lasting impact on job motivation since it is based on the satisfaction of psychological requirements such as relatedness and competence (Ryan & Deci, 2020; Howard et al., 2021). In the context of Gen Z, dedication and job engagement are increasingly shaped by the demand for self-improvement (skill development) and acknowledgment of contributions (work appreciation).

Individuals' impressions of the accessibility of professional competence enhancement, mentoring, and learning opportunities are represented as skill development options. According to many studies, workplace skill and training development greatly increases intrinsic motivation and work engagement (Huang & Jayasingam, 2024; Abbasi et al., 2025). Gen Z is recognized as a generation that places a high importance on lifelong learning and career acceleration, especially among young workers (Saks, 2021). Early career resignation is frequently linked to perceived stagnation and a lack of significant professional challenges in Indonesia.

In the digital workplace, work appreciation or acknowledgment of efforts is just as important as competency growth. According to research, work appreciation strengthens intrinsic motivation and long-term engagement by satisfying fundamental psychological demands for competence, relatedness, and autonomy (Dini et al., 2025; Robin et al., 2023). The requirement for workplace recognition is becoming more important as Gen Z has grown up in a social media ecosystem full of immediate feedback and social validation (Rani et al., 2022). However, given Indonesia's status as a developing nation, external variables are still important. In light of growing living expenses and family obligations, salary satisfaction remains a crucial factor. According to the World Bank Indonesia Economic Update on 2023, rising urban living expenses have a direct impact on entry-level workers. Additionally, job security has become a major concern following the global wave of layoffs during 2023–2025, which also impacted the technology and startup sectors in Indonesia (Adhinegara, 2025).

As a religious country, Indonesia bases its views and behaviors on religious principles. This condition implies that religiosity may serve as a moderating variable that explains variations in religious levels in the context of job motivation studies. In other words, religion modifies the link between motivational variables and job motivation in addition to acting as a foundation of values that shapes personal attitudes and conduct (Heliot et al., 2020). Religion may function as an internal mechanism in Gen Z, guiding job orientation toward spiritual duty, ethics, and meaning. In order to examine how the impacts of intrinsic and extrinsic incentives on work motivation may change across people with varying degrees of religiosity, this study uses religion as a moderating variable. Theoretically, to develop a more contextual work motivation model suited to the characteristics of Gen Z in Indonesia (Jalil et al., 2024).

With an emphasis on the early career stage, which is critical in forming long-term commitment and career direction, this study aims to fill in current research gaps as the study of youth motivation continues to develop, especially in relation to Gen Z's work motivation. This study also examines how

religiosity influences the links between determinant variables and motivation at work. By combining intrinsic, extrinsic, and religious elements into a thorough and contextual analytical framework, this study seeks to create a model of the factors influencing Gen Z work motivation in Indonesia throughout the early career stage.

Literature Review

Self-Determination Theory and Dual Motivation Framework

According to Self-Determination Theory (SDT), depending on the origin of behavioral drivers, individual motivation can be divided into two primary categories: intrinsic motivation and extrinsic motivation (Ryan & Deci, 2020). When people participate in an activity out of a sense of internal fulfillment, such as a sense of development, competence, or value, this is known as intrinsic motivation. Extrinsic motivation, on the other hand, is motivated by outside forces or incentives like money and job security. According to recent research, intrinsic motivation has a more consistent and long-lasting association with psychological well-being and work engagement than extrinsic motivation (Deci et al., 2016; Howard et al., 2021). According to earlier research, when it comes to younger generations, Gen Z prioritizes elements that promote psychological development and self-actualization over merely financial rewards (Łukasi, 2023). However, in developing countries such as Indonesia, extrinsic factors remain relevant due to economic pressures and relatively high labor market uncertainty (Saks, 2021). Therefore, the dual-path motivation approach serves as an appropriate framework to examine the balance and dominance between intrinsic and extrinsic pathways among Gen Z in the early stages of their careers.

Work Motivation

According to Howard et al., (2021), work motivation is a psychological drive that comes from both internal and external sources and serves to guide, energize, and maintain work behavior. This idea involves the level of effort, the direction of actions, and the persistence of behavior in accomplishing desired goals, in addition to explaining why people participate in work-related activities. Work motivation is seen as a crucial element affecting individual performance, work engagement, and organizational commitment in organizational behavior studies. According to Self-Determination Theory, motivation is seen as a continuum that reflects the level of personal autonomy and includes both extrinsic and intrinsic motivation (Gagne et al., 2015; Howard et al., 2021). The intrinsic fulfillment and significance of the work itself is the source of intrinsic drive. whereas extrinsic motivation is driven by external factors such as rewards, job security, and recognition, which can be internalized into the individual's value system (Gagne et al., 2015)

Additionally, SDT highlights that motivation's quality matters more than its intensity. While regulated motivation typically results in short-term outcomes, autonomous motivation typically produces lasting performance, more engagement, and improved psychological well-being (Howard et al., 2021). According to the growing body of research, work motivation is a multifaceted concept that is shaped by the interplay between individual traits and organizational context (Howard & Morin, 2020). Incentive-based systems encourage extrinsic motivation, while work environments that promote autonomy and personal growth encourage intrinsic motivation. When it comes to the development of a professional identity, orientation toward meaningful work, and work-life balance, work motivation becomes especially important in the early career stage of Gen Z. Consequently, a multifaceted strategy that takes into account both intrinsic and extrinsic motivation is required to comprehensively and contextually understand the dynamics of work motivation in Indonesia.

Skill Development Opportunity and Intrinsic Motivation

An individual's opinion of the availability of chances to learn, take part in training, get mentoring, and advance their career within an organization is referred to as a skill development opportunity.

Opportunities to improve competence satisfy the fundamental desire for competence, which is essential for promoting intrinsic motivation, according to Self-Determination Theory (Ryan & Deci, 2020). A learning culture and possibilities for professional advancement greatly increase intrinsic motivation, especially among younger employees, according to research in the field of human resource development (Fishbach & Woolley, 2022; Ngala et al., 2025). Gen Z is frequently characterized as lifelong learners who place a high priority on skill development and exposure to novel professional situations (Shtembari, 2023; Santoso & Sugiarti, 2025).

In the Indonesian context, early-career resignation is frequently associated with an expectation gap between employees' expectations and organizational realities. Many fresh graduates enter the workforce with high expectations for self-development opportunities, but encounter repetitive tasks and limited learning experiences (Siswanto & Octafian, 2024). This mismatch creates psychological dissonance, leading to a decline in intrinsic motivation. Therefore, organizations need to design human resource management strategies that position skill development opportunities as an integral part of the employee value proposition. By doing so, organizations can not only enhance work motivation but also sustain performance through continuous competence development, especially for Gen Z in the early stages of their careers. Prior research has demonstrated that career advancement and work motivation are positively correlated with skill development programs (skill training) (Gunawan et al., 2024; Stephanie et al., 2024).

H_1: *Skill development opportunity positively influences work motivation.*

Work Appreciation and Intrinsic Motivation

Employee perceptions that their contributions are valued and acknowledged by the company are referred to as work appreciation. According to Self-Determination Theory, non-controlling acknowledgment can boost intrinsic motivation by bolstering sentiments of social relatedness and competence. According to research, psychological engagement and intrinsic motivation are positively impacted by perceived organizational support and genuine recognition procedures (Saisudha, 2025; Dini et al., 2025). On the other hand, employees' emotional attachment may be diminished by a lack of recognition, especially in younger personnel. Since Gen Z values social recognition, ongoing feedback, and two-way communication, gratitude is becoming more and more significant. Appreciation is also connected to social status and self-worth in a collectivist society like Indonesia. As a result, Gen Z's intrinsic motivation and job engagement are greatly enhanced by work appreciation (Magdalena, 2023; Seitl & Hrbackova, 2024; Dini et al., 2025).

H_2: *Work appreciation positively influences work motivation.*

Salary Satisfaction and Extrinsic Motivation

An individual's assessment of the suitability, equity, and sufficiency of monetary compensation in relation to their efforts is reflected in their level of salary satisfaction (Shen et al., 2025). Internal and external equity influence this pleasure, and according to Expectancy Theory, people are more motivated when they believe that incentives are worthwhile and equitable (Saks, 2021). In contrast to discontent, which may lower motivation and raise turnover intention, wage satisfaction is empirically linked to improved performance, loyalty, and organizational commitment (Banegas & Soto, 2022; Olafsen et al., 2024). It frequently has less of an impact on motivation than intrinsic elements, nevertheless (Howard et al., 2021). Due to growing living expenses and income inequality, salary satisfaction is still crucial in Indonesia. For members of Gen Z in their early professions, pay is frequently a key determinant of job quality, although limited work experience may lead to dissatisfaction with compensation levels.

H_3: *Salary satisfaction positively influences work motivation.*

Job Insecurity and Extrinsic Motivation

Job insecurity refers to individuals' perceptions of job stability and the risk of job loss. Following the pandemic and the global wave of layoffs during 2023–2025, job insecurity has become a major concern for younger generations (Rouvroye & Hendrik, 2024). In developing countries with a high prevalence of contractual employment, job insecurity is a significant determinant of work motivation. Fearing job loss damages the natural drive, engagement, and overall morale. While it might trigger a brief, defensive burst of energy, this reaction is rare and impossible to keep up over time. Previous research shows that perceived job insecurity contributes to decreased work motivation (Beurden & J, 2023; Shin et al., 2019).

H_4: *Job security negatively influences work motivation.*

Religiosity as a Moderating Variable

Religiosity represents the degree to which religious values are internalized within an individual, as reflected in beliefs, practices, and life orientation (Abbasi et al., 2019; Chen, 2024; Holdcroft, 2013). In the context of organizational behavior, religiosity functions not only as a personal value system but also as a cognitive and affective framework that influences how individuals interpret work, life purpose, and the relationship between effort and outcomes (Héliot et al., 2020).

From the perspective of Self-Determination Theory, the quality of motivation is largely determined by the level of value internalization within the individual (Ryan & Deci, 2020). Religiosity can strengthen this internalization process by integrating work activities into spiritual meaning, such as viewing work as a form of worship, responsibility, and social contribution (Abbas & Fatah, 2025). Individuals with high levels of religiosity tend to perceive work not merely as an economic activity but also as a moral and spiritual responsibility.

Thus, religiosity can strengthen the relationships between both intrinsic and extrinsic factors, as skill development and work recognition are interpreted as part of religious value actualization. Conceptually and empirically, religiosity can amplify the effects of intrinsic and extrinsic factors when self-development and work appreciation are perceived as acts of worship, calling, or expressions of religious values. The main mechanisms operate by enhancing the meaning of work (David & Iliescu, 2020), work values (Ekizler & Ph, 2020), and religious work ethic (Abbas & Fatah, 2025), which in turn reinforces motivation and performance.

Accordingly, religiosity can explain variations in the strength of the relationships between work motivation determinants and work motivation. Individuals with high religiosity may maintain high levels of work motivation even when salary satisfaction is low, as work is interpreted as part of spiritual responsibility. Conversely, individuals with low religiosity tend to be more sensitive to external factors. In the context of Gen Z in Indonesia, the role of religiosity as a moderating variable becomes increasingly relevant, given the high level of societal religiosity and the growing search for meaning in work among younger generations.

H5b: The effect of skill development orientation on extrinsic motivation is moderated by religiosity.
H5c: The effect of salary on extrinsic motivation is moderated by religiosity.
H5d: The effect of work appreciation on extrinsic motivation is moderated by religiosity.
H5a: The effect of job insecurity on extrinsic motivation is moderated by religiosity.

Method

This study employs a quantitative research approach with the aim of exploring determinants of Gen Z work motivation in the early career, as well as the influence of skill development opportunities, salary, work appreciation, and job insecurity on Gen Z's work motivation, with religiosity as a moderating variable. The study was conducted on Gen Z in the early career (less than 5 years) of the workforce. The research population includes Gen Z enrolled in public and private workplaces across Indonesia. The

sampling technique used is purposive random sampling, with criteria including Gen Z aged between 18 and 24 years, and who have been working for less than 5 years. This study uses primary data collected through a questionnaire distributed both offline and online. The total number of respondents who participated in this research is 1

The research questionnaire was developed based on measurements from previous studies. All questionnaires use a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree). The data analysis process used SMART PLS to analyse the relationship between variables through two stages of model testing, namely measurement model testing to test the construct validity and reliability of each indicator, as well as structural model testing to test the model and analysis of the influence between variables in the model (Hair et al., 2017; Hair et al., 2019).

Results

Descriptive Data

The study involved 146 respondents, consisting of women (60%) and men (40%), divided into three categories of education: Senior High School (8%), Diploma degree (15%), and Bachelor's (77%). categorized into private companies (11%) and public companies (89%). The demographics came from some islands in Indonesia, like Java, Sumatra, Kalimantan, and Sulawesi.

Preliminary Analysis

The preliminary analysis includes outlier testing using Mahalanobis distance values and normality testing using the Kolmogorov–Smirnov test. The results of the preliminary analysis indicate that the data are free from outliers and that all variables are normally distributed.

The Measurement Model

The initial stage in the PLS-SEM analysis involved testing the measurement model, which included assessments of convergent validity, discriminant validity, and reliability (Hair et al., 2017). Convergent validity was evaluated using factor loadings and the average variance extracted (AVE). Used measurement model test, the results indicated that after two-stage loading factor tests, there are some indicators that were removed because the value of the loading factor is below 0,7.

Additionally, the AVE values for all constructs were greater than 0.5, indicating that the convergent validity was satisfactory. Discriminant validity was assessed using the Fornell-Larcker criterion, and the results showed that the square root of the AVE for each construct was higher than its correlations with other constructs, confirming adequate discriminant validity. Reliability testing was conducted using Cronbach's Alpha and composite reliability (CR). All constructs demonstrated Cronbach's Alpha values above 0.8, and the CR values were also higher than 0.9, indicating that all constructs were reliable.

The Structural Model

After conducting the measurement model test (outer model), the next stage in data analysis using PLS-SEM is the structural model test (inner model). This test is conducted to examine the relationships between variables within the developed model. The overall values of the structural model are shown in Figure 1:

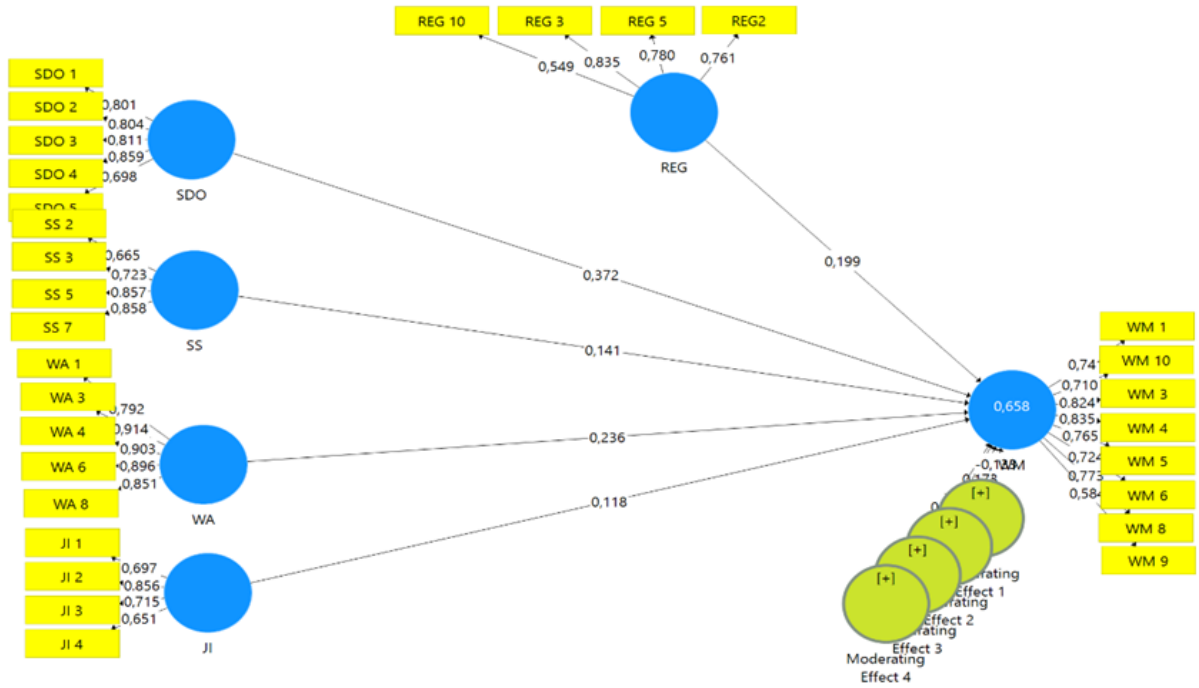


Figure 1. Structural Model

The detailed results of the path coefficient analysis can be seen in Table 1.

Table 1. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
H1 = SDO -> WM	0,372	0,367	0,072	5,165	0,000
H2 = WA -> WM	0,236	0,239	0,111	2,132	0,034
H3 = SS -> WM	0,141	0,132	0,083	1,690	0,092
H4 = JI -> WM	0,118	0,123	0,073	1,615	0,107
H5a = Moderating Effect 1 -> WM	-0,133	-0,120	0,073	1,830	0,068
H5b = Moderating Effect 2 -> WM	0,173	0,163	0,072	2,418	0,016
H5c = Moderating Effect 3 -> WM	-0,138	-0,126	0,095	1,448	0,148
H5d = Moderating Effect 4 -> WM	0,047	0,036	0,111	0,423	0,673
REG -> WM	0,199	0,203	0,077	2,594	0,010

From the table, it can be seen that there are two direct paths and one moderating path with significance values smaller than the p-value (0.05), indicating that the hypotheses are accepted (H1, H2, and H5b). Meanwhile, the other paths have significance values greater than the p-value (0.05), indicating that the hypotheses are rejected (H3, H4, H5a, H5c, and H5d).

Coefficient of Determination (R^2)

The coefficient of determination (R-squared) is used to assess how much of the variance in endogenous constructs can be explained by exogenous constructs. The R-square value is expected to range between 0 and 1. In addition to R^2, the coefficient of determination can also be evaluated using Adjusted R^2, which reflects the R^2 value that has been corrected based on the standard error. In assessing the coefficient of determination, the Adjusted R^2 criterion provides a more robust evaluation compared to the R^2 value alone. Table 2 presents the results of the R^2 calculations.

Table 2. Determinant Coefficient (R^2)

	R Square	R Square Adjusted
WM	0,658	0,635

Based on the table, the R^2 value for the effect of independent variables on work motivation is 0.658, with an adjusted R^2 of 0.635. This indicates that all independent variables jointly influence work motivation with a moderate effect, according to the adjusted R^2 value of 0.635.

Discussion

This study provides empirical evidence on the determinants of work motivation by integrating extrinsic factors (skill development opportunity, work appreciation, salary satisfaction, and job security) with the moderating role of religiosity. The findings reveal a nuanced pattern, indicating that not all traditionally assumed motivators remain relevant in the contemporary workforce context, particularly among younger generations. First, the results confirm that skill development opportunity has a positive and significant effect on work motivation, it means that H1 is supported. This finding highlights the increasing importance of growth-oriented work environments in shaping employee motivation. From a theoretical perspective, this aligns with Self-Determination Theory (SDT), which posits that competence development is a fundamental psychological need driving intrinsic motivation (Deci & Ryan, 2000). In the current labor market, particularly among Gen Z, opportunities for learning and skill enhancement are often perceived as long-term career investments rather than short-term job benefits. Empirical studies similarly demonstrate that developmental HR practices significantly enhance employee motivation and engagement (Al-abbadi, 2025; Vanitha, 2024). Thus, organizations that prioritize continuous learning systems are more likely to foster sustainable motivation (Erfan & Bakri, 2025).

Second, work appreciation is found to significantly influence work motivation, and it is shown that H2 is supported. This suggests that recognition and acknowledgment of employee contributions play a crucial role in motivating individuals. This finding is consistent with Social Exchange Theory, which explains that employees reciprocate positive organizational treatment with increased motivation (Zhu & Liu, 2023) and commitment (Ishaq et al., 2025). Furthermore, perceived appreciation contributes to psychological fulfillment, particularly the need for relatedness, as emphasized in SDT. Previous studies have shown that perceived organizational support and recognition enhance both motivation and performance (Adhinegara, 2025; Erfan & Bakri, 2025; Rouvroye & Hendrik, 2024). In practical terms, this indicates that non-monetary rewards, such as acknowledgment, feedback, and respect, are equally important as financial compensation.

In contrast, the study finds that salary satisfaction does not significantly affect work motivation, it is indicated that H3 is not supported. This finding challenges traditional assumptions rooted in Herzberg's Two-Factor Theory, which positions salary as a critical hygiene factor. While salary remains important, it appears to function more as a baseline expectation rather than a motivational driver in this context. This result is consistent with recent studies suggesting that younger employees prioritize purpose, flexibility, and personal development over financial incentives (Twenge et al., 2010; Turyatunga & Twinamasiko, 2025). Therefore, salary alone is insufficient to stimulate higher levels of motivation unless accompanied by meaningful work experiences.

Similarly, job insecurity does not significantly influence extrinsic motivation, resulting in H4 not being supported. This finding reflects a shift in employee mindset in the post-pandemic and gig economy era, where job insecurity has become normalized. As a result, job stability is no longer perceived as a strong motivational factor. Instead, it may function as a "background condition" rather than an active driver of motivation. Consequently, employees may not necessarily respond to job insecurity with increased effort or engagement. The prevailing body of research indicates that perceived job insecurity undermines work engagement and productivity, rather than serving as a reliable catalyst for increased effort (Shin et al., 2019).

A key contribution of this study lies in examining the moderating role of religiosity. The results indicate that religiosity significantly moderates the relationship between skill development opportunity and extrinsic motivation, indicating that H5b is supported. This suggests that individuals with higher levels of religiosity derive stronger motivational value from skill development opportunities. Religiosity may enhance the perceived meaning of personal growth, framing it not only as professional advancement but also as a form of self-actualization aligned with spiritual values. This finding is consistent with prior research indicating that religiosity strengthens work ethics (Abbas & Fatah, 2025) and then the impact on intrinsic motivation. However, religiosity does not moderate the relationships between salary satisfaction, work appreciation, and job insecurity with extrinsic motivation, it mean that H5a, H5c, and H5d are not supported. This indicates that the moderating effect of religiosity is selective rather than universal. One possible explanation is that religiosity is more closely associated with internal value systems rather than transactional or external factors (Saroglou et al., 2004). Salary and job insecurity are often perceived as instrumental and materialistic, thus less influenced by spiritual or moral considerations. Similarly, while appreciation is socially meaningful, its effect may already be sufficiently strong, leaving limited room for moderation.

Conclusion

This study aims to identify the factors influencing work motivation by considering the role of external variables and the moderating effect of religiosity. The findings indicate that not all extrinsic factors exert the same influence in shaping work motivation within the contemporary workforce context. Specifically, skill development opportunities and work appreciation are found to have a positive and significant effect on work motivation. These results highlight that opportunities for self-development and recognition of individual contributions serve as key determinants in enhancing work motivation. In contrast, salary satisfaction does not demonstrate a significant effect, suggesting that financial compensation is no longer the primary driver of work motivation but rather functions as a baseline necessity. Additionally, job security is not found to have a significant influence on extrinsic motivation, reflecting a shift in perceptions of job stability, where employment security is no longer a dominant motivational factor in increasingly dynamic work environments.

Regarding the moderating role, the findings reveal that religiosity only significantly strengthens the relationship between skill development opportunity and extrinsic motivation, while no significant moderating effects are observed in other relationships. This suggests that religiosity functions selectively as a value-enhancing mechanism, particularly in activities related to self-development, but does not consistently influence other external factors.

Overall, this study confirms that work motivation in the modern context is more strongly influenced by intrinsic factors and personal values rather than purely economic considerations. Therefore, understanding work motivation requires an integrated approach that incorporates both psychological aspects and individual value systems.

Recommendations

From a theoretical standpoint, these findings extend the integration of Self-Determination Theory (SDT) and values-based perspectives by demonstrating that religiosity acts as a contextual amplifier of motivation under specific conditions. It strengthens motivation when individuals engage in meaningful and growth-oriented activities but does not significantly alter responses to external rewards or pressures. This suggests that motivation is shaped by an interaction between psychological needs and personal value systems, rather than being driven solely by external incentives.

From a managerial perspective, the findings suggest that organizations should shift their focus from purely financial incentives toward developmental and value-based strategies. Providing structured learning opportunities, fostering a culture of appreciation, and aligning organizational practices with

employees' personal values can significantly enhance motivation. In contexts where religiosity is prominent, integrating ethical and spiritual dimensions into organizational culture may further strengthen employee motivation.

Despite its contributions, this study has several limitations. First, the use of a cross-sectional design restricts the ability to infer causality. Future research should consider longitudinal approaches to capture dynamic changes in motivation over time. Second, the reliance on self-reported data may introduce common method bias. Third, the study context may be limited to a specific demographic group, potentially affecting generalizability. Additionally, the model does not include other relevant variables such as leadership style, organizational culture, or work-life balance, which may also influence motivation.

Future research is encouraged to expand this model by incorporating mediating variables such as work engagement, psychological empowerment, or meaningful work to better understand the underlying mechanisms. Moreover, exploring religiosity in different roles, such as a mediator or a higher-order construct interacting with cultural values, may provide deeper insights. Comparative studies across countries or generations could also help validate the robustness of these findings.

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