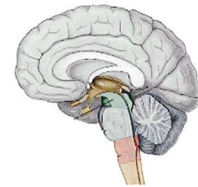


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## The Impact Of Islamic Work Culture And Job Satisfaction On The Work Productivity Of Nurses And Midwives

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**ABSTRACT**

An essential aspect for hospitals is the extent of productivity demonstrated by nurses and midwives in delivering quality services to patients and their families. This study aims to determine the impact of Islamic work culture and job satisfaction on work productivity at Muhammadiyah Babat General Hospital (RSUMB). The research design employed a cross-sectional method with a simple random sampling technique, yielding 62 respondents. The independent variables were Islamic work culture and job satisfaction, while the dependent variable was work productivity. The research instrument used a closed-ended questionnaire. The results indicated that most respondents assessed the Islamic work culture at RSUMB as good, amounting to 40 individuals (64.5%). More than half of the respondents reported sufficient job satisfaction, amounting to 36 individuals (58%), and the majority of respondents stated that work productivity was good, amounting to 37 individuals (60%). The multiple linear regression test results with the T-test ( $\alpha=0.05$ ) showed that the Islamic work culture variable had a p-value of 0.000, and the job satisfaction variable also had a p-value of 0.000, indicating a significant impact on work productivity. The analysis with the F-test revealed a simultaneous impact of Islamic work culture and job satisfaction on work productivity ( $p=0.000$ ). The study concludes that Islamic work culture and job satisfaction significantly impact the work productivity of nurses and midwives at RSU Muhammadiyah Babat. It is hoped that employees will continuously improve their work productivity as healthcare providers to deliver the best possible services at the hospital.

**INTRODUCTION**

Human resources constitute the most critical element in the delivery of healthcare services within a hospital. If the quality of human resources is inadequate, it can be inferred that the quality-of-service management will also be suboptimal (Alpiah et al., 2021). Healthcare services' success depends on healthcare workers' participation in quality patient care. Work productivity can be observed in how effectively and efficiently employees perform their tasks, significantly impacting the quality of healthcare services. According to Helmiatin (Retnaningtyas & Widodo, 2022), work productivity is employees' qualitative and quantitative output in carrying out their duties and responsibilities.

The problem arises when employees do not perform their duties and responsibilities according to the organization's or institution's regulations, thereby affecting the desired outcomes. This, in turn, impacts patient satisfaction as the recipients of healthcare services. Muhammadiyah Babat General Hospital (RSUMB) has the duty and function of providing healthcare services. As an organization in the healthcare sector, RSUMB must motivate its employees to work optimally to serve the community without discrimination.

From the measurement results of work productivity among 73 employees in the service sector at RSUMB, it was found that 1.4% fell into the low category and 4.1% into the moderate category. In addition to affecting service and the hospital's image, low employee productivity also leads to delays in job promotions, permanent employee status, and even termination of contract employees. Employee productivity directly impacts client satisfaction as recipients of healthcare services and the hospital's overall success.

According to Herwanto & Radiansyah (2022), work culture is a set of assumptions or belief systems, values, and norms developed within an organization that serves as guidelines for member behavior in addressing external adaptation and internal integration issues. Meanwhile, Asniwati and Ririn Oktaviani (2023) describe the Islamic perspective on work culture as actualizing all potential faith, thought, remembrance, and knowledge to provide happiness for the universe. The essence of Islamic work culture is derived from the Quran and Hadith, encapsulated in one word: morality. Work productivity can be affected by a conducive work culture that supports the creation of good productivity (Saputra & Akos, 2020). Additionally, work productivity is affected by job satisfaction, a general attitude toward one's job which reflects the difference between the rewards received and those which should be received (Fathoni & Mursyid, 2022). Employees with high job satisfaction view their work as enjoyable, while those with low job satisfaction see it as dull, leading to poor performance when they work out of obligation.

Previous studies concluded that work culture and job satisfaction significantly affect employee productivity (Saputra & Akos, 2020). Research by Retnaningtyas and Widodo (2022) revealed that organizational culture and job satisfaction simultaneously positively and significantly affected employee productivity. However, these findings contrast with the study by Skripsia (2023), which concluded that job satisfaction did not affect the productivity of nurses at Baptis Kediri Hospital due to 68.3% of respondents being permanent employees. This study aims to analyze the impact of Islamic work culture and job satisfaction on employee productivity at Muhammadiyah Babat General Hospital.

## METHODS

This was a quantitative study. The study employed a survey method with a cross-sectional approach, emphasizing the simultaneous measurement or observation of independent and dependent variables at a single point in time (Sujarweni, 2022). The study was conducted from November 2023 to June 2024 at Muhammadiyah Babat general Hospital (RSUMB), situated at Kebalanpelang Village, Babat District, Lamongan Regency. The population of this study comprised all 73 nurses and midwives at the hospital. The sample consisted of 62 nurses and midwives at RSUMB. The researcher employed a probability sampling technique, specifically simple random sampling, in which sample is randomly selected from the population without considering the existing strata within it (Sujarweni, 2022). The inclusion criteria for this study were nurses and midwives working at RSUMB who were willing to participate as respondents. The exclusion criterion was that nurses and midwives were unwilling to participate as respondents. The independent variables in this study were Islamic Work Culture (X1) and Job Satisfaction (X2), while the dependent variable was Work Productivity (Y). The data analysis technique used in this study was multiple linear regression analysis. The tabulation was performed using MS. Excel, and data analysis was conducted using SPSS version 22.

## RESULT AND DISCUSSION

The results of the study, conducted by distributing questionnaires to 62 respondents, are presented as follows:

Table 1. Respondent Characteristics

Characteristics	Frequency	Percentage
Gender		
Male	23	37%
Female	39	63%
Age		
17 – 25 years old	11	18%
26 – 35 years old	49	79%
36 – 45 years old	2	3%
46 – 55 years old	0	0%
56 – 65 years old	0	0%
Education		
Diploma	11	18%
Bachelor	51	82%
Master	0	0%
Length of working		
< 6 months	8	13%
6 – 11 months	2	3%
1 – 3 months	37	60%
> 3 months	15	24%
Employment status		
Permanent employee	13	21%
Contract employee	49	79%

Based on Table 1, it is shown that the majority of respondents are female, totaling 39 individuals, with a percentage of 63%. The age range indicates that nearly all respondents are in early adulthood or aged 26–35 years, totaling 49 individuals with a percentage of 79%. Almost all respondents have a bachelor's degree, totaling 51 individuals, with a percentage of 82%. Regarding the length of working, most respondents have been working for 1–3 years, totaling 37 individuals, with a percentage of 60%. The employment status indicates that most respondents are contract employees, totaling 49 individuals, with a percentage of 79%.

Table 2. Analysis of independent and dependent variables

Characteristics	Frequency	Percentage
Independent Variables		
Islamic Work Culture		
Poor	0	0%
Fair	22	35.5%
Good	40	64.5%
Job Satisfaction		
Poor	0	0%
Fair	36	58%
Good	26	42%
Dependent Variable Work		
Productivity		
Poor	0	0%
Fair	25	40%
Good	37	60%

Based on Table 2, the results from the questionnaire show that the distribution of respondents' Islamic work culture, categorized as good, fair, and poor, indicates that most respondents rate the Islamic work culture as good, totaling 40 individuals with a percentage of 64.5%. Job satisfaction, categorized as good, fair, and poor, shows that most respondents have fair job satisfaction, totaling 36 individuals with a percentage of 58%. For the dependent variable, work productivity, categorized as good, fair, and poor, shows that most respondents have good work productivity, totaling 37 individuals with a percentage of 60%.

Table 3. T-test Result (Partial)

	Model	B	Std. Error	Beta	T	Sig.
1	(Constant)	2.282	2,434		.938	.352
	Islamic work culture	.522	,075	.458	6.939	.000
	Job satisfaction	.504	,059	.562	8.515	.000

Based on Table 3, the significance value for the Islamic work culture variable is 0,000, which is less than ( $<$ ) 0.05, and the t-value is 6.939, which is greater than ( $>$ ) the t-table value of 2.001. It can be concluded that H1 is accepted, indicating that Islamic work culture impacts work productivity. The study results showed that job satisfaction significantly affected work productivity. The significance value for the job satisfaction variable was 0,000, which is less than ( $<$ ) 0.05, and the t-value was 8.515, which was greater than ( $>$ ) the t-table value of 2.001. It can be concluded that H2 was accepted, indicating that job satisfaction impacted work productivity. The regression equation model was  $Y = 2.282 + 0.522 X_1 + 0.504 X_2$ .

Table 4. F-test Result (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6073.166	2	3036.583	149.930	.000 <sup>a</sup>
Residual	1194.950	59	20.253		
Total	7268.116	61			

Based on Table 4, the calculated F-value is 149.930, with a significance value 0.000. Since the significance value was  $0.000 < 0.05$  and the calculated F-value was  $149.930 > F$ -table value of 3.15, it can be concluded that Islamic work culture and job satisfaction impacted work productivity.

Table 5. Determinant Coefficient Result

Model	Standardized Coefficient	Correlation Coefficient	R Square (%)	SE
Islamic work culture	0,458	0,796	83,6	36,50%
Job satisfaction	0,562	0,838		47,10%

Based on Table 5, the R square value is 0.836, which means that the variables of Islamic work culture and job satisfaction simultaneously impact work productivity by 83.6%. The R<sup>2</sup> value for the Islamic work culture variable is 36.50%, less than the job satisfaction variable at 47.10%. This means that job satisfaction has a more dominant impact on work productivity than Islamic work culture among the nurses and midwives at RSU Muhammadiyah Babat.

## 1. The Impact of Islamic Work Culture on Work Productivity

Based on the research conducted among nurses and midwives at Muhammadiyah General Hospital Babat, it was found that 40 individuals (65%) perceived the Islamic work culture as good, and 37 individuals (60%) had good work productivity. The statistical test results using multiple linear regression analysis with a t-test indicated that the significance value for the Islamic work culture variable was 0.000, which was less than ( $<$ ) 0.05, and the t-value was 6.939, which was greater than ( $>$ ) the t-table value of 2.001. Thus, it can be concluded that the Islamic work culture impacted work productivity.

This finding aligns with the study by Iman and Prasetyo (2019), which revealed that the Islamic work culture variable significantly impacted the Work Productivity of BMT employees. In that study, a productive work culture is equated with an Islamic one, as the latter prioritizes productivity based on Islamic values. Therefore, an excellent Islamic work culture positively impacts employee productivity in institutions or services, prioritizing community welfare.

The results indicate that the Islamic work culture practiced by the nurses and midwives at Muhammadiyah General Hospital Babat reflected individuals with commendable character (*akhlaqul karimah*) taught by the Prophet Muhammad SAW. Respondents stated that they perform their duties honestly, responsibly, and diligently, and they could carry out their tasks faithfully according to Islamic law with sincerity. The consistent application of Islamic work culture by employees at the hospital, embedded in their daily lives, ensures that their responsibilities are well fulfilled, thereby enhancing work productivity as expected by the hospital.

## 2. The Impact of Job Satisfaction on Work Productivity

Based on the research conducted among nurses and midwives at Muhammadiyah General Hospital Babat, it was found that 26 individuals (42%) perceived job satisfaction at the hospital as good, and 37 individuals (60%) had good work productivity. The statistical test results using multiple linear regression analysis with a t-test indicated that the significance value for the job satisfaction variable was 0.000, which was less than ( $<$ ) 0.05, and the t-value was 8.515, which was greater than ( $>$ ) the t-table value of 2.001. Thus, it can be concluded that job satisfaction impacted work productivity.

The characteristics of respondents observed in the field showed that employees with longer length of working tend to complete their tasks more efficiently and enjoy their work, especially when they received adequate salaries to meet their needs (Shafira & Listiara, 2017). Job satisfaction was also influenced by gender, with most respondents being women (39 individuals, 63%). The increasing number of working women indicates that women can actualize themselves. This finding is consistent with Fauziah et al. (2022), who showed that women's participation in the workforce could reduce unemployment, increase family income, and enhance well-being. Therefore, working is a form of activity to achieve job satisfaction (Citra & Fahmi, 2019).

This is supported by the study of Ramadhan et al. (2021), which used a partial statistical test. The job satisfaction variable showed a t-value of 4.964  $>$  a t-table value of 2.052, indicating a partial impact, with a significance value 0.000. This means that job satisfaction significantly impacted employee productivity at PT. Semen Tonasa. The study stated that job satisfaction

encouraged employees to perform their work as expected. The creation of job satisfaction depends on how much encouragement the company provides to support the employees' work activities, such as offering appropriate salaries for the risks and workload and providing career advancement opportunities based on employees' skills.

### **3. The Impact of Islamic Work Culture and Job Satisfaction on Work Productivity**

The research conducted among nurses and midwives at RSUMB found that Islamic work culture and job satisfaction influence work productivity. The statistical test results using multiple linear regression with an F-test indicated that the calculated F-value for the research model was 149.930 with a significance value 0.000. Since the significance value was  $0.000 < 0.05$  and the calculated F-value of  $149.930 > F\text{-table value of } 3.15$ , it can be concluded that the variables of Islamic work culture and job satisfaction significantly impacted work productivity. With an R square value of 0.836, Islamic work culture and job satisfaction variables simultaneously impacted work productivity by 83.6%.

The study by Saputra and Akos (2020) stated that to create a desired or strong work culture, the goal was to establish a good work culture, thereby enhancing employee productivity. Additionally, as a concrete form of job satisfaction, employees are rewarded for their achievements, which brings pride in their work performance and recognition from their superiors. Another example is employees being promoted to certain positions due to their performance. The study by Retnaningtyas and Widodo (2022) explained that work culture and job satisfaction significantly impacted employee productivity. It is mentioned that companies or organizations with more satisfied and skilled employees tend to be more effective. Leaders must create a supportive work culture and recognize the factors that satisfy employees, thus fostering good work productivity.

Other factors influencing work productivity based on respondent characteristics include age, with most respondents in early adulthood (26–35 years old), totaling 49 individuals (79%). Young employees tend to perform tasks quickly and accurately. This is consistent with Tekkay et al. (2022) study, which suggested that age should be considered to avoid low productivity among employees. Education is another influential factor, with most respondents holding a bachelor's degree. It is crucial to raise awareness about productivity and prepare employees for productive work by providing them with the necessary knowledge and skills (Putri, 2016).

High productivity can help the hospital achieve its financial goals, enhance its competitiveness in the market, and provide customer satisfaction. Therefore, Muhammadiyah General Hospital Babat is expected to pay attention to the characteristics and professionalism of individual employees, address their weaknesses, offer opportunities to improve the quality of human resources intensively, provide appropriate salaries and benefits, and create a conducive working environment.

## CONCLUSIONS AND RECOMMENDATIONS

The results and discussion regarding the impact of Islamic work culture and job satisfaction on work productivity at Muhammadiyah General Hospital Babat indicate that there is a significant impact of Islamic work culture on the work productivity of nurses and midwives at the hospital, a significant impact of job satisfaction on work productivity, and a simultaneous impact of Islamic work culture and job satisfaction on the work productivity of nurses and midwives at Muhammadiyah General Hospital Babat.

The results of this study are expected to serve as a consideration for the hospital to improve work productivity by creating a healthy environment and culture, building effective two-way communication, providing appropriate salaries and benefits, and offering opportunities for employees to enhance the quality of human resources intensively. Future research should develop other variables related to work productivity with different approaches to aid subsequent research processes.

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