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The Influence Of Islamic Work Ethics And Organizational Commitment On Hospital Employees' Performance

Gilang Amirrul Ummam

Management, Faculty of Economics and Business
Boyolali University, Boyolali, Indonesia
galangau48@email.com

Az Ziky Izzah Ramadhani

Management, Faculty of Economics and Business
Boyolali University, Boyolali, Indonesia
D2306103501029@student.uby.ac.id

Unna Ria Safitri

Management, Faculty of Economics and Business
Boyolali University, Boyolali, Indonesia
unnariasafitri@gmail.uby.ac.id

Hari Purwanto

Management, Faculty of Economics and Business
Boyolali University, Boyolali, Indonesia
hariharipoer@yahoo.com

Abstract—This study aims to analyze the influence of Islamic work ethics and organizational commitment on employee performance in healthcare institutions. The research was conducted at PKU Aisyiyah Hospital Boyolali using a quantitative approach. Data were collected through questionnaires distributed to 66 respondents selected using a purposive sampling technique. The data were analyzed using multiple linear regression analysis. The results indicate that Islamic work ethics and organizational commitment have a positive and significant effect on employee performance, both partially and simultaneously. These findings demonstrate that the implementation of Islamic work ethics and the strengthening of organizational commitment play an important role in improving employee performance. Therefore, healthcare institutions are expected to continuously strengthen these two aspects to enhance the quality of human resources and the services they provide.

Keywords— *Islamic Work Ethics; Organizational Commitment; Performance*

I. INTRODUCTION

Hospitals are healthcare institutions that provide comprehensive health services, including outpatient care, inpatient care, emergency services, as well as various medical treatments and supporting services. In carrying out their functions, hospitals require an effective management system to deliver high-quality healthcare services and achieve organizational goals. One of the key factors determining the success of these services is employee performance, as the quality of healthcare services is greatly influenced by the competence, responsibility, and professionalism of the human resources within the organization.

In an effort to improve employee performance, several factors need to be considered, including Islamic work ethics and organizational commitment. Islamic work ethics emphasize values such as honesty, responsibility, discipline, trustworthiness (*amanah*), and viewing work as an act of worship to Allah SWT. Meanwhile, organizational commitment reflects employees' level of attachment, loyalty, and willingness to contribute to the achievement of organizational goals. The implementation of these two aspects is believed to create a productive work environment, thereby having a positive impact on improving employee performance.

Therefore, it is important to examine the influence of Islamic work ethics and organizational commitment on employee performance, particularly in healthcare institutions that incorporate Islamic values into their organizational practices. This study was conducted at PKU Aisyiyah Hospital Boyolali, an Islamic-based hospital that implements Islamic principles within its organizational culture. The findings are expected to contribute to the development of human resource management, particularly by providing insights into the role of Islamic work ethics and organizational commitment in improving employee performance within the healthcare sector.

Management is the process of planning, organizing, staffing, directing, and effectively controlling people's efforts to achieve organizational objectives (Rudadi, 2020). According to Tjipto and Diana (2020, p. 3), **marketing** is defined as a series of activities involving the creation, distribution, promotion, and pricing of products, services, and ideas with the aim of achieving mutually satisfying exchanges with customers. Furthermore, the objectives of marketing also include building and maintaining positive relationships with various stakeholders.

Human Resource Management (HRM) is a field that regulates employment relationships and the roles of employees in order to support the achievement of organizational, employee, and societal objectives (Hasibuan, 2019). Hamali (2016) further states that HRM also encompasses a strategic approach to managing employee potential and development.

Islamic Work Ethics integrate both spiritual and worldly dimensions of work. In Islam, work is performed with the intention of seeking the pleasure of Allah and reflects an individual's responsibility as one of His creations. According to

Tasmara (2002), work ethics based on the teachings of the Qur'an foster intrinsic motivation to achieve high-quality performance.

Organizational Commitment reflects employees' loyalty and strong desire to remain part of the organization, as well as their willingness to contribute to the achievement of organizational goals (Meyer & Allen, as cited in Yusuf & Syarif, 2018).

Employee Performance is defined as the work outcomes achieved by employees in carrying out their responsibilities within a specified period of time (Sutrisno, 2016). According to Edison (2016), employee performance can be measured through the aspects of quantity, quality, and efficiency in the execution of work tasks.

Conceptual Framework

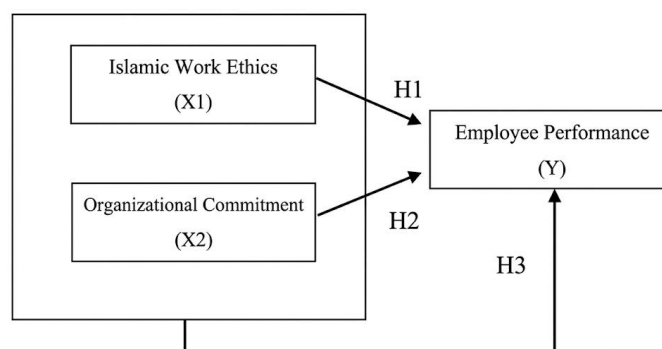


Fig. 1. Research Framework.

A hypothesis is a preliminary assumption whose validity must be empirically tested. As the foundation for the subsequent analysis and discussion, a hypothesis serves as the starting point for investigating a particular phenomenon based on relevant empirical findings. The hypotheses proposed in this study are as follows:

H1: Islamic Work Ethics have a positive and significant effect on Employee Performance.

H2: Organizational Commitment has a positive and significant effect on Employee Performance.

II. METHOD

This study employed a quantitative approach using a survey method by distributing questionnaires to 66 employees of PKU Aisyiyah Hospital, Boyolali. The sampling technique used was purposive sampling, in which respondents were selected based on predetermined criteria. The research instrument employed a Likert scale to measure the three variables: Islamic Work Ethics, Organizational Commitment, and Employee Performance.

III. RESULTS AND DISCUSSION

Population & Sample

According to Sugiyono (2019, p. 126), a population refers to a generalization area consisting of objects or individuals with specific characteristics and predetermined quantities selected by the researcher for study, thereby enabling the findings to be generalized. In this study, the population consisted of 200 employees of PKU Aisyiyah Hospital, Boyolali. According to Sugiyono (2021, p. 118), a sample represents a portion of the population in terms of both its size and characteristics. Since it is often impractical to study the entire population, this study determined the sample size using Slovin's formula. Based on the calculation, the minimum sample required for this study was 66 respondents.

Data Collection Techniques

In this study, data were collected through the distribution of questionnaires to employees of PKU Aisyiyah Hospital, Boyolali. The data sources were classified into two categories: primary data and secondary data.

Operational Definition of Variables

According to Sugiyono (2019), a variable is an attribute, characteristic, or value determined by the researcher to be studied in order to obtain information and draw conclusions. In this study, the researcher identified three variables:

TABLE I. OPERATIONAL VARIABLES

Variable	Indicator	Scale	Source
Islamic Work Ethics	Performing work with the intention of seeking the pleasure of Allah SWT, upholding trustworthiness (amanah), maintaining discipline, cooperating effectively with others, and working sincerely (ikhlas).	Likert	Questionnaire
Organizational Commitment	Being responsible, loyal to the job, feeling satisfied and happy with the workplace, taking work seriously, and understanding the organization's goals and values.	Likert	Questionnaire

Variable	Indicator	Scale	Source
Employee Performance	Demonstrating job mastery, providing good and courteous service, producing high-quality work, showing potential and initiative, and exhibiting good leadership and communication skills	Likert	Questionnaire

A. Multiple Linear Regression Analysis

TABLE II. MULTIPLE LINEAR REGRESSION RESULTS

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5,664	4,06		-1,316	,193
	X1	,534	,142	,419	3,759	< ,001
	X2	,229	,108	,237	2,124	,038

a. Dependent Variable: Y

Source: Primary Data Processed Using SPSS, 2025

Based on the data analysis, the following multiple linear regression equation was obtained:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = (-1,316) + 0,534 X_1 + 0,229 X_2 + e$$

Based on the regression equation obtained, the interpretation is as follows:

Islamic Work Ethics (X_1) has a significant positive effect on employee performance, with a regression coefficient of 0.534 and a significance value of < 0.001.

Organizational Commitment (X_2) also has a significant positive effect on employee performance, with a regression coefficient of 0.229 and a significance value of 0.038. The resulting multiple linear regression model is: $Y = -1.316 + 0.534X_1 + 0.229X_2$. The coefficient of determination (R^2) is 0.446, indicating that 44.6% of the variation in employee performance can be explained by the variables of Islamic Work Ethics and Organizational Commitment, while the remaining 55.4% is influenced by other variables not included in this study.

B. Partial Hypothesis Testing (t-test)

Partially, hypothesis testing was conducted to examine the effect of the independent variables on the dependent variable using a significance level of 0.05. According to Sujarweni and Utami (2019), the decision is based on the significance value: if the significance value (Sig.) is greater than 0.05, the hypothesis is rejected, whereas if the significance value (Sig.) is less than 0.05, the hypothesis is accepted

TABLE III. T-TEST RESULTS

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5,664	4,306		-1,316	,193
	X1	,534	,142	,419	6,086	<,001
	X2	,229	,108	,237	2,124	,038

a. Dependent Variable: Y

Source: Primary Data Processed Using SPSS, 2025

The results of the analysis and hypothesis testing indicate that:

Hypothesis 1: This study proposed the hypothesis that Islamic Work Ethics has an effect on employee performance.

Test Result: The significance value of Islamic Work Ethics was < 0.001, which is lower than the significance level of 0.05. Conclusion: Therefore, Hypothesis 1 is accepted, indicating that Islamic Work Ethics has a significant partial effect on employee performance at PKU Aisyiyah Hospital, Boyolali.

Hypothesis 2: This study proposed the hypothesis that Organizational Commitment has an effect on employee performance. Test Result: The significance value of Organizational Commitment was 0.038, which is lower than the significance level of 0.05.

Conclusion: Therefore, Hypothesis 2 is accepted, indicating that Organizational Commitment has a significant partial effect on employee performance at PKU Aisyiyah Hospital, Boyolali.

Based on these findings, it can be concluded that Islamic Work Ethics and Organizational Commitment play important roles in influencing employee performance and have significant effects in this study.

C. Simultaneous Hypothesis Testing (F-test)

According to Sujarweni (2020, p. 147), the F-test is used to determine whether all independent variables in the regression model simultaneously have a significant effect on the dependent variable.

TABLE IV. F-TEST RESULTS

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	31,982	2	15,991	8,915	<,001
Residual	113,003	63	1,794		
Total	144,985	65			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Primary data processed using SPSS, 2025.

Based on the significance value shown in the table ($< 0.001 < 0.05$), it can be concluded that Islamic Work Ethics and Organizational Commitment simultaneously have a significant effect on employee performance at PKU Aisyiyah Hospital, Boyolali. This finding is consistent with Sujarweni (2020, p. 147), who stated that if the significance value is less than 0.05, the hypothesis that the independent variables simultaneously influence the dependent variable is accepted. Therefore, both Islamic Work Ethics and Organizational Commitment play important roles in improving employee performance.

D. Coefficient of Determination (R^2) Test

According to Sujarweni (2020, p. 151), the coefficient of determination is a measure of the goodness of fit of a regression model, which aims to assess the extent to which the independent variables explain the variation in the dependent variable.

TABLE V. COEFFICIENT OF DETERMINATION (R^2) TEST RESULTS

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,665 a	,445	,446	1,63929

a. Dependent Variable: Y
Predictors: (Constant), X2, X1

Source: Processed primary data, 2025

Based on the table, the adjusted coefficient of determination (Adjusted R^2) is 0.446, which is equivalent to 44.6%. This indicates that 44.6% of the variance in employee performance can be explained by the independent variables examined in this study, namely Islamic Work Ethics and Organizational Commitment. In other words, the regression model is able to explain employee performance through these two independent variables. However, the remaining 55.4% of the variation in employee performance is influenced by other factors that were not included in this study.

IV. CONCLUSIONS

Based on the results of this study, it can be concluded that Islamic Work Ethics and Organizational Commitment have positive and significant effects on employee performance at PKU Aisyiyah Hospital Boyolali. The t-test results indicate that Islamic Work Ethics has a significant positive effect on employee performance ($\beta = 0.534$; $p < 0.001$), while Organizational Commitment also has a significant positive effect ($\beta = 0.229$; $p = 0.038$). Furthermore, the F-test demonstrates that both variables simultaneously have a significant influence on employee performance ($p < 0.001$).

The coefficient of determination (Adjusted $R^2 = 0.446$) shows that 44.6% of the variation in employee performance can be explained by Islamic Work Ethics and Organizational Commitment, whereas the remaining 55.4% is influenced by other factors not examined in this study. These findings highlight the importance of fostering Islamic work values, such as honesty, discipline, responsibility, trustworthiness (*amanah*), and sincerity (*ikhlas*), alongside strengthening employees' commitment to the organization in order to enhance their performance.

Therefore, PKU Aisyiyah Hospital Boyolali is encouraged to continuously reinforce Islamic work ethics and organizational commitment through organizational culture, leadership, and human resource development programs. Future studies are also recommended to include additional variables, such as job satisfaction, leadership style, work motivation, or organizational culture, to provide a more comprehensive understanding of the factors influencing employee performance.

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