

## **The Influence of Islamic Work Culture on Midwives' Work Productivity: A Case Study at RSUD Dr. Soedirman Kebumen**

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### **Abstract**

The objective is to examine the extent to which Islamic values, such as honesty (sidiq), responsibility (amanah), consistency (istiqamah), wisdom (fathanah), and effective communication (tabligh) are internalized in daily work routines and how they contribute to performance outcomes. A quantitative descriptive-correlational method was applied, involving 57 Muslim midwives working in the Bougenville Unit at RSUD Dr. Soedirman Kebumen. Data were collected using validated structured questionnaires, and analysis was conducted using simple linear regression via SPSS 25. The results revealed that Islamic work culture was implemented at a good level (mean score: 76.7%), and midwife productivity was also rated good (mean score: 75.8%). Regression analysis demonstrated a significant positive relationship ( $p = 0.02$ ), with Islamic work culture explaining 13.7% of productivity variance ( $R^2 = 0.137$ ). These findings highlight the practical implication that integrating Islamic values into human resource policies can enhance work performance and foster ethical professionalism. Institutions with strong religious backgrounds may benefit from aligning their organizational culture with spiritual values to improve service quality and employee well-being.

**Keywords:** Islamic work culture, midwives, productivity, health services, spiritual values.

### **INTRODUCTION**

Hospitals are not only medical care centers but also institutions that reflect and respond to the values of the communities they serve. Midwives play a central role in hospital settings by assisting with antenatal care, childbirth, postpartum recovery, and maternal education. Their productivity is crucial to maternal and neonatal health outcomes. However, while technical training and institutional support are often emphasized, the influence of work culture, particularly one grounded in spiritual values has been insufficiently examined in existing literature.

Islamic work culture emphasizes values such as honesty (sidiq), trustworthiness (amanah), consistency (istiqamah), wisdom (fathanah), and effective communication (tabligh). Prior research has shown that such values foster employee motivation, discipline, and ethical behavior Rani et al., (2020); Hammond et al., (2014). For instance, Wahyuni et al. (2023) emphasized the positive link between moral responsibility and productivity, while Al-

Qudah (2020) discussed how Islamic principles can provide stability and long-term performance benefits in healthcare institutions. However, few empirical studies have focused specifically on midwives in public hospitals, especially in predominantly Muslim communities.

The novelty of this study lies in exploring how Islamic work culture is practically applied in the daily routines of midwives and its measurable impact on their productivity, both quantitatively and contextually. Conducted at RSUD Dr. Soedirman Kebumen, where religious values are embedded in institutional norms, this research offers a contextualized understanding of how spiritual-cultural alignment can enhance service delivery.

Therefore, the objective of this study is to examine the effect of Islamic work culture on midwives' productivity in a regional hospital setting. The results aim to inform culturally grounded management strategies that improve healthcare quality through value-based leadership and workplace ethics.

## METHOD

This study employed a quantitative approach with a descriptive-correlational design, aiming to analyze the relationship and influence between Islamic work culture as the independent variable and midwives' work productivity as the dependent variable within the hospital service context.

The respondents consisted of all midwives working in the Obstetrics and Gynecology Unit, specifically in the Bougenville Ward of RSUD Dr. Soedirman Kebumen, totaling 57 individuals. Due to the relatively small population size, total sampling was used, making the entire population the research sample.

Data collection was carried out using a structured and validated closed-ended questionnaire. Items on Islamic work culture were developed based on core Islamic values relevant to the midwifery profession. Meanwhile, work productivity was measured through indicators such as discipline, quality of work outcomes, and effectiveness in time management.

To examine the magnitude of the influence between variables, simple linear regression analysis was utilized. All data processing and statistical analysis both descriptive and inferential, were conducted using SPSS version 25. The study findings revealed that Islamic work culture had a significant and positive effect on midwives' productivity. This suggests that the implementation of Islamic values in the work environment plays an essential role in enhancing the performance of healthcare professionals, particularly midwives.

## RESULT AND DISCUSSION

The descriptive analysis revealed that Islamic work culture at the Obstetrics and Gynecology Unit of RSUD Dr. Soedirman Kebumen was generally practiced at a good level, with an average score of 76.7%. This indicates that most midwives have internalized and applied core Islamic values such as honesty (*sidiq*), cooperation (*ta'awun*), responsibility (*amanah*), and sincerity (*ikhlas*) in their daily tasks. This integration of spiritual and ethical values into professional conduct positively impacts not only individual morality but also the organizational work climate.

Similarly, the level of midwives' productivity was also rated good, with an average score of 75.8%. This suggests high performance in terms of service quantity and quality. Productivity indicators included the number of patients served, the quality of medical care provided, and effective time and resource management. The observed work efficiency reflects

strong discipline and commitment to high performance, which aligns with the Islamic values embedded in their workplace culture.

In line with the implementation of these values, the level of midwives' work productivity also falls within the good category, with an average score of 75.8%. This figure indicates that the majority of midwives demonstrate high performance in both the quantity and quality of services provided. Productivity was measured based on indicators such as the number of patients served, the quality of medical services delivered, and the efficiency in managing time and resources. The level of work efficiency achieved reflects strong discipline and commitment to delivering optimal results, which is a direct reflection of the Islamic values embedded in their workplace culture.

Furthermore, the linear regression analysis revealed a positive and significant relationship between Islamic work culture and midwives' work productivity. With a significance value of  $p = 0.02$  (less than the critical value of 0.05), the results confirm that the implementation of Islamic work culture is not only correlated with productivity but also has a statistically significant impact on it. Additionally, the coefficient of determination ( $R^2 = 13.7\%$ ) indicates that Islamic work culture accounts for 13.7% of the variation in midwives' productivity. Although other factors also contribute, the influence of Islamic work culture is substantial and cannot be overlooked in the context of performance enhancement.

Thus, the stronger the internalization and implementation of Islamic work culture within the hospital environment, the greater the likelihood of achieving optimal work productivity among midwifery staff. This finding not only reinforces the argument regarding the importance of religious values in the workplace but also provides an empirical foundation for developing management policies based on spiritual principles to support the delivery of higher-quality healthcare services.

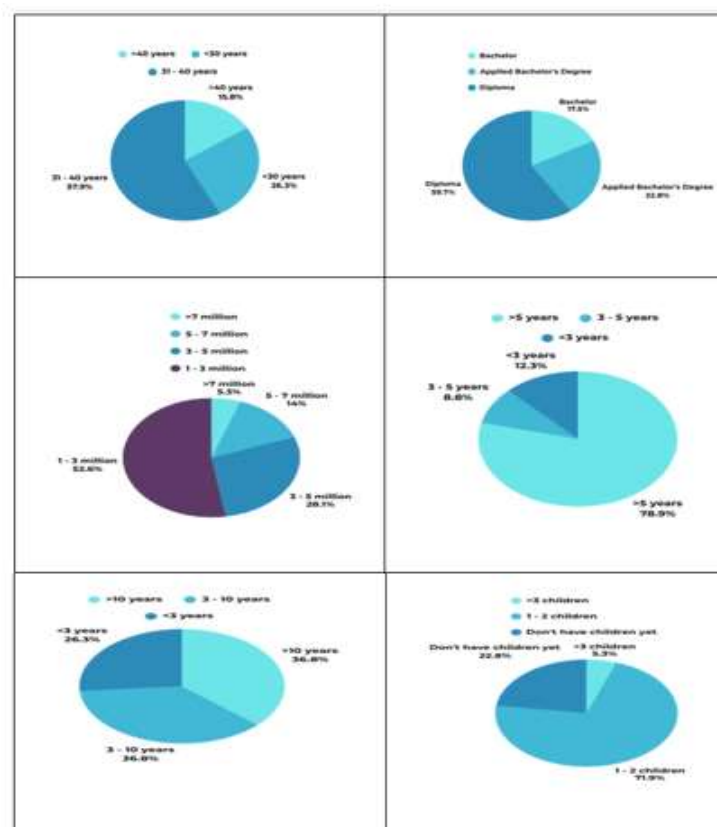


Figure 1. Respondent Demographic Chart

This study was conducted at RSUD Dr. Soedirman Kebumen and involved a total of 57 midwives actively working in the Obstetrics and Gynecology Unit as respondents. Table 1 presents a comprehensive overview of the respondents' demographic characteristics, which provide important background for understanding the social and professional context of the study subjects. The average age of the respondents was 35.02 years, indicating that the midwives were in their productive years and professionally mature typically characterized by sufficient work experience and emotional stability in handling the dynamic nature of healthcare services.

Furthermore, the data show that the average length of marriage among respondents was 10.65 years, which may indirectly influence the balance between personal and professional life. The average length of employment was 9.6 years, indicating that most midwives had relatively long work experience, which could contribute to greater efficiency, accuracy in clinical decision-making, and stability in service performance.

In terms of educational background, the majority of respondents 59.6% were graduates of the Diploma III (D3) Midwifery program, which is the standard level of education for midwives in secondary healthcare facilities. This indicates that the midwifery workforce at RSUD Dr. Soedirman is predominantly composed of human resources with foundational clinical competencies aligned with the national midwifery curriculum.

In terms of income, approximately 52.6% of respondents reported a monthly income ranging between 1 to 3 million rupiah, reflecting an economic level that should be considered when developing strategies to improve the welfare of healthcare workers. Economic factors often influence work motivation, job satisfaction, and ultimately, productivity.

Meanwhile, in terms of employment status, 49.1% of the midwives were contract workers, indicating that nearly half of the respondent population did not have permanent employment. This condition may affect job stability, long-term commitment, and a sense of security within their professional environment. Contract workers also tend to experience higher psychosocial burdens due to the uncertainty surrounding their job future.

These demographic characteristics provide a strong contextual foundation for interpreting the research findings. This profile reflects the real conditions faced by midwives in regional hospitals and serves as an important basis for understanding how personal and professional backgrounds interact with variables such as Islamic work culture and work productivity. These insights can inform the development of more adaptive and empathetic human resource policies that are responsive to the actual conditions of healthcare workers in public service facilities.

### Islamic Work Culture (X)

**Tabel 1. Overview of Islamic Work Culture Among Midwives in the Obstetrics and Gynecology Unit of RSUD Kebumen**

Variable	Total Score	Ideal Score	% Actual Score
Islamic Work Culture	1530	1995	76.7%

The five core values in Islamic work culture *sidiq* (honesty), *istiqamah* (consistency), *fathanah* (wisdom or intelligence), *amanah* (responsibility), and *tabligh* (effective communication) serve as ethical and spiritual foundations that not only guide individual behavior but also shape the organizational culture as a whole. In the context of professional work, particularly in midwifery services such as at RSUD Dr. Soedirman Kebumen, these

values play a crucial role in fostering a work pattern that is productive, collaborative, and deeply responsible.

Sidiq, or honesty, demands alignment between one's beliefs and actual behavior. In midwifery practice, this value is reflected in transparent medical record-keeping, accuracy in providing information to patients, and integrity in clinical decision-making. The findings of this study indicate that honesty received the highest score among the five core values, suggesting that midwives at RSUD Dr. Soedirman have adopted honesty as a fundamental principle in carrying out their duties. This aligns with the findings of Rani et al. (2020), who stated that a work environment that upholds honesty tends to produce healthcare professionals with better performance and higher levels of job loyalty.

Next, istiqamah, or consistency, reflects perseverance in maintaining the quality of service continuously, regardless of challenges or work-related pressures. This value is particularly important in the healthcare sector, which demands high standards of care with no room for compromise on patient safety. In this study, istiqamah also received a high rating, indicating a strong commitment among midwives to uphold their professional standards. Such consistency is a critical factor in shaping long-term, productive work patterns. As noted by Al-Qudah (2020), perseverance in applying Islamic values in the workplace leads to stable and sustainable performance.

Fathanah, which refers to intelligence or a deep understanding of one's duties and responsibilities, highlights the importance of intellectual competence in supporting the quality-of-service delivery. This value encourages midwives not only to rely on experience but also to think critically and engage in innovation when facing the dynamic nature of midwifery care. The findings of this study show that while fathanah received a fairly good score, there remains room for improvement, particularly in the areas of advanced competency training and strengthening evidence-based decision-making.

Meanwhile, amanah, which means responsibility, serves as a reminder that work is a trust from Allah that must be fulfilled wholeheartedly. Amanah encompasses adherence to work protocols, completing tasks without supervision, and maintaining patient confidentiality. This study found that the dimension of amanah is positively correlated with work discipline and punctuality, both of which directly impact productivity. This is supported by a study by Wahyuni et al. (2023), which found that employees who perceive their duties as a moral responsibility tend to be more productive and efficient in completing their work.

Tabligh, as a form of effective communication and the act of conveying positive values to others, is an essential dimension in fostering collegial relationships and creating a harmonious work environment. In the multidisciplinary setting of midwifery services, the ability to communicate information accurately and empathetically plays a vital role in the success of care delivery. The high score achieved in this aspect indicates that midwives not only serve as clinical practitioners but also act as communicators and educators within the workplace. This finding aligns with that of Hammond et al. (2014), who emphasized the importance of Islamic communication in building strong and synergistic teamwork.

The concept of Islamic Work Ethics (IWE) emphasizes that work is not merely an economic activity, but also a means of actualizing moral and spiritual values. Islamic work ethics highlight the importance of honesty, responsibility, justice, and cooperation as core pillars for building sustainable work productivity. When these values are internalized into daily work practices as demonstrated by the midwives at RSUD Dr. Soedirman, they not only lead to improved work efficiency but also foster a sense of ownership, loyalty, and pride in the profession.

Furthermore, Islam views work as a dynamic and progressive form of worship. Every individual is called upon to recognize the potential granted by Allah, whether in the form of intellect, creativity, or skills, and to utilize it optimally for the benefit of society. In Surah An-Nisa, verse 32, Allah encourages people to compete in doing good by making productive use of their abilities. This perspective is highly relevant to the context of this study, where Islamic work culture is not merely an abstract value system but a practical principle that can enhance the performance of healthcare workers through a holistic approach, one that integrates spiritual, emotional, and professional dimensions simultaneously.

Thus, the implementation of Islamic work culture values has proven to be a significant factor in enhancing midwives' work productivity. This finding reinforces the urgency of applying Islamic Work Ethics (IWE) in human resource management within the healthcare sector as a sustainable strategy to promote superior performance, employee loyalty, and improved service satisfaction.

### Midwives' Work Productivity (Y)

**Tabel 2. Overview of Midwives' Work Productivity in the Obstetrics and Gynecology Unit of RSUD Kebumen**

Variable	Total Score	Ideal Score	% Actual Score
Work Productivity	2377	3135	75.8%

According to Kapustin (2022), productivity is closely related to how efficiently work resources, such as human labor, time, and equipment are managed and utilized. Productivity is assessed not only by the quantity of output but also by the speed of task completion, accuracy in execution, and the precision of the results produced. Factors such as a well-organized work environment, a structured operational system, and the use of appropriate work methods play a crucial role in supporting improvements in workforce productivity. In the context of this study, the high score on the time management indicator reflects that the work system established at RSUD Dr. Soedirman has fostered a culture of discipline and optimal efficiency, thereby creating a productive work atmosphere.

Meanwhile, Wahyuni et al. (2023) argue that productivity is the result of a balanced managerial process between input and output. This implies that the quality of work outcomes does not solely depend on the quantity of resources used, but also on the ability to manage those resources carefully and efficiently. In the field of midwifery, this can be interpreted as the midwife's ability to deliver high-quality healthcare services within a limited time frame, without compromising patient safety, comfort, or rights.

Referring to these perspectives, productivity can be understood as the integration of technical, managerial, and ethical competencies in utilizing available resources and time as effectively as possible. A productive healthcare professional is characterized by a continuous awareness of the need to improve performance not being content with current achievements but being Driven to regularly evaluate work outcomes and set higher standards for the future. This view emphasizes that productivity is a dynamic process that constantly demands improvement and renewal in every aspect of work.

Increased productivity also brings positive psychological and organizational effects. At the individual level, high productivity enhances self-confidence, job satisfaction, and intrinsic motivation. At the institutional level, improved productivity can serve as an indicator of an efficient and professional organizational performance. It also contributes to the optimization of operational costs and the delivery of services that are more responsive to patient needs.

Therefore, when midwives' work productivity can be consistently improved, it directly contributes to the overall enhancement of healthcare service quality while also fostering a proactive, collaborative, and results-oriented work culture.

### **The Influence of Islamic Work Culture on Midwives' Productivity**

**Tabel 3. Hypothesis Testing**

<b>Model</b>	<b>T</b>	<b>Sig.</b>
(Constant)	4.855	0.00
Islamic Work Culture	2.279	0.02

Based on the regression analysis results presented in Table 3, it was found that Islamic work culture has a meaningful contribution to improving midwives' productivity, as indicated by a significance value of 0.02 ( $p < 0.05$ ) and a coefficient of determination of 13.7%. These findings suggest a statistically significant positive correlation between the implementation of Islamic principles in the workplace and the performance level of midwives at RSUD Dr. Soedirman Kebumen. In other words, the greater the implementation of Islamic work culture in daily professional activities, the higher the productivity that midwives are likely to achieve. This finding also reinforces and confirms the study's main hypothesis that Islamic work culture influences the work productivity of healthcare professionals.

In more detail, there are several key elements of Islamic work culture that have been proven to significantly impact individual performance. First, Islamic ethics and morals particularly the values of *sidiq* (honesty) and *amanah* (responsibility) help create a work environment rooted in transparency, integrity, and mutual trust among colleagues. In a professional setting, these values minimize unethical practices, strengthen individual accountability, and encourage adherence to established work standards. Second, spiritual motivation, such as the belief that work is a form of worship, promotes a work orientation that is not only material but also transcendental. This perspective fosters a strong intrinsic Drive to carry out tasks wholeheartedly.

Third, values related to discipline and effective time management reflected in punctual work practices, consistency (*istiqamah*), and dedication to responsibilities further strengthen the daily performance of midwives. Fourth, the balance between work life and spirituality, as emphasized in Islamic teachings, provides protection against burnout and fatigue, which are common causes of decreased productivity among healthcare workers. Fifth, team collaboration and solidarity are essential, as Islam promotes the values of *ukhuwah* (brotherhood) and *ta'awun* (mutual assistance), which foster a supportive, positive work atmosphere oriented toward collective service. Sixth, fair and equitable recognition, in accordance with Islamic principles of justice, serves as an effective motivator for work performance. And seventh, the avoidance of negative behaviors such as fraud and corruption ensure a professional and ethical work environment, ultimately supporting the improvement of service quality.

The results of this study clearly demonstrate that Islamic values are not merely social norms, but can also be internalized into professional work practices to produce more optimal outcomes. The data show that values such as honesty, responsibility, and cooperation contribute significantly to shaping a healthy and productive work culture within the hospital environment. Therefore, Islamic work culture serves as an essential foundation for improving performance not only in the technical aspects of midwifery services but also in interpersonal relationships and work management.

This finding is also supported by various previous studies. Research by Rani et al. (2020) demonstrated that the application of Islamic values in the workplace plays a significant role in enhancing employee motivation, discipline, and efficiency. Similarly, Hammond et al. (2014) stated that a work environment based on Islamic values tends to foster a more conducive and productive atmosphere. These studies affirm that Islamic work culture is not merely a normative concept but can be functionally applied within the context of healthcare institutions.

In the context of RSUD Dr. Soedirman Kebumen, Islamic work culture has become a distinctive characteristic embedded in the institutional identity and professionalism of the midwives. This culture not only influences individual behavior but also shapes a collective value system that fosters harmony, responsibility, and dedication in the workplace. Thus, this study not only successfully addresses the research questions and empirically validates the hypothesis, but also offers new insights into a human resource management model grounded in spiritual and religious values.

The practical implications of these findings are quite broad. Hospital management can adopt a similar approach in developing internal policies, human resource training programs, and performance evaluation systems based on Islamic values. This approach has been proven not only to enhance productivity but also to shape a workforce characterized by morality, integrity, and a strong orientation toward delivering high-quality, human-centered services.

The simple linear regression analysis showed a statistically significant and positive relationship between Islamic work culture and midwives' productivity. With a significance value of  $p = 0.02$  (less than the critical value of 0.05), this confirms that Islamic work culture not only correlates with but also significantly influences productivity. The coefficient of determination ( $R^2 = 13.7\%$ ) indicates that Islamic work culture accounts for 13.7% of the variance in midwives' productivity, implying a meaningful and substantial contribution.

These results highlight that the stronger the internalization and implementation of Islamic values in the hospital environment, the higher the potential for improved work productivity among midwives. This supports the notion that religious values play a crucial role in shaping effective work behavior and can form the empirical basis for developing spiritually grounded management policies to improve the quality of healthcare services.

## CONCLUSION

Based on the research conducted at the Obstetrics and Gynecology Unit of RSUD Dr. Soedirman Kebumen, it can be concluded that Islamic work culture contributes positively and significantly to midwives' work productivity. Values such as *sidiq* (honesty), *amanah* (responsibility), *fathanah* (wisdom), *istiqamah* (consistency), and *tabligh* (effective communication) have proven to shape more ethical, disciplined, and productive work behavior.

With a culture score of 76.7% and productivity score of 75.8%, the majority of midwives demonstrated strong performance while applying Islamic values in their professional activities. Regression analysis confirmed the significance of this influence, with a  $p$ -value of 0.02 and a coefficient of determination of 13.7%. This indicates that the more deeply Islamic values are internalized and practiced, the higher the productivity achieved.

These findings underscore the importance of building organizational cultures that not only focus on performance outcomes but also emphasize ethical and moral foundations. Thus, Islamic work culture deserves consideration as a managerial approach for improving healthcare service quality. The practical implications of this research can serve as a foundation



for other hospitals, especially those with religious or cultural similarities to integrate Islamic values into their human resource management systems.

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