

Employee Performance is Assessed in Terms of Spiritual Intelligence, Work Ethic, Islamic Leadership, and Religiosity

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ABSTRACT

This study aims to analyze the influence of spiritual intelligence, work ethic, Islamic leadership, and religiosity on employee performance at the Kartasura Community Health Center. The study used a quantitative approach with a survey method. The population in this study were all 104 employees of the Kartasura Community Health Center who were also used as research samples using a saturated sampling technique. Data collection was carried out using a questionnaire that had been tested for validity and reliability. Data analysis used multiple linear regression with the help of the SPSS program. The results showed that spiritual intelligence had a positive and significant effect on employee performance with a t-value of 2.736 and a significance of 0.007. Work ethic had a positive and significant effect on employee performance with a t-value of 2.262 and a significance of 0.026. Religiosity also had a positive and significant effect on employee performance with a t-value of 2.387 and a significance of 0.001. Meanwhile, Islamic leadership did not have a significant effect on employee performance with a t-value of 0.150 and a significance of 0.881. The research findings show that internal employee factors in the form of spiritual intelligence, work ethic, and religiosity have an important role in improving employee performance, while Islamic leadership has not had a significant influence on employee performance at the Kartasura Community Health Center.

Keywords: *work ethic, spiritual intelligence, Islamic leadership, employee performance, religiosity*

INTRODUCTION

Community Health Centers, hereinafter referred to as Puskesmas, are first-level health service facilities that organize and coordinate promotive, preventive, curative, rehabilitative and/or palliative health services in their working areas. (Ministry of Health of the Republic of Indonesia, 2024) Community health centers (Puskesmas) play a crucial role through integrated and sustainable promotive, preventive, curative, and rehabilitative activities. Therefore, the success of national health development depends heavily on the optimal function of Puskesmas as primary health care centers.

The performance of Community Health Center employees in several regions in Indonesia still faces a number of complex challenges. Employee performance can generally be defined as the results achieved in carrying out tasks and responsibilities according to established standards, including quality, quantity, timeliness, and adherence to procedures.

Employee performance at a community health center (Puskesmas) is assessed based on service quality, medical effectiveness, patient satisfaction, and administrative effectiveness. High workloads, limited infrastructure, and low work

motivation are some factors that can contribute to declining performance. Non-technical factors such as work stress levels, organizational culture, work ethic, and individual spirituality also influence work performance. Various studies have found that performance is influenced not only by technical competency but also by internal factors such as motivation, religious values, workplace leadership, and emotional and spiritual intelligence.(Iqbal, 2022; Utari and Mulyanti, 2023).

Spiritual intelligence is the capacity to understand the deeper meaning of life and act with moral values such as honesty, compassion, and responsibility.(Dewi, 2020; Hardiani, Heslina and Nurhawania, 2022)In the world of work, spiritual intelligence encourages employees to work with greater empathy, integrity, and sincerity.(Rahmawaty et al., 2021)Research by Ismuhadi and Puteh (2022) shows that spiritual intelligence has a significant influence on nurse performance, especially in creating good relationships with patients and increasing job satisfaction.(Ismuhadi and Puteh, 2022).

Work ethic includes several positive attitudes towards work which are reflected in discipline, responsibility, perseverance and loyalty.(Ananda and Hadi, 2023). Work ethic is essential to face the complexity of tasks, limited resources, and diverse needs.(Salabi et al., 2024; Syaoqi and Rani, 2024)The results of research by Iskandar, Firdian, and Undartik (2023) show that work motivation, work ethic, and job satisfaction have a positive and significant influence on the performance of doctors at Permata Hospital, Cirebon.(Iskandar, Firdian and Undartik, 2023).

Islamic leadership emphasizes Islamic values in the leadership process, such as justice, honesty, responsibility, and deliberation.(Astuti, Shodikin and Ud-Din, 2020). Leaders who implement these values not only provide structural guidance, but also become moral and spiritual role models for their subordinates.(Hayati and Caniago, 2025)At the Community Health Center, unit heads who practice Islamic leadership are able to create a healthy, harmonious, and meaningful work environment.

The results of Salma and Mas'ud's (2023) research stated that Islamic leadership, Islamic organizational culture, and job satisfaction had a positive and significant influence on the performance of nurses at PKU 'Aisyiyah Hospital, Boyolali Regency.(Salma and Mas'ud, 2023)Another study by Rahman and Mas'ud (2022) also stated that Islamic leadership and Islamic organizational culture influence nurse performance, with Islamic work motivation as an intervening variable that strengthens this relationship at RSI Muhammadiyah Kendal.(Rahman and Mas'ud, 2022).

Religiosity can influence a person's work behavior because the religious values an individual internalizes serve as guidelines for thinking, behaving, and acting. Among community health center employees, a high level of religiosity can foster honesty, empathy, concern for patients, and responsibility in providing healthcare services. This occurs because religious individuals tend to view their work as a mandate and a form of devotion to God, thus being motivated to provide quality, humanitarian-oriented services. Religiosity can also act as a moral filter that guides

employees to avoid unethical actions and increases compliance with service standards. Religiosity has a positive influence on the performance of employees at Rasyida Kidney Special Hospital in Medan. (Rokan, Agus and Dalimunthe, 2022) The results of research by Ahri, Rusydi, and Yusuf (2024) also show that religiosity has a positive influence on the performance of nurses at Ibnu Sina Hospital, Makassar. (Ahri, Rusydi and Yusuf, 2024).

The health center employees have demonstrated responsibility in carrying out their duties, both in direct patient care and in community health programs. However, non-technical factors to improve employee performance at the Kartasura Health Center, such as spiritual intelligence, work ethic, Islamic leadership, and religiosity, are still not optimal. Based on the existing problems, the researcher is interested in conducting further research entitled Employee Performance in terms of emotional intelligence, work ethic, Islamic leadership, and religiosity (Study on Employees at the Kartasura Health Center).

RESEARCH METHODS

This study uses a quantitative descriptive approach. The author chose to use a quantitative descriptive method to determine the magnitude of influence and significance between the variables of spiritual intelligence, work ethic, Islamic leadership and religiosity on employee performance. This study was conducted at the Kartasura Community Health Center located at Jl. Raya Solo - Yogyakarta, Dusun III, Pucangan, Kartasura District, Sukoharjo Regency, Central Java 57168, Indonesia. The study was conducted for 3 months. The number of samples taken in this study was 104 respondents. The variables used in this study consisted of 2 variables, namely the independent variable (X) and the dependent variable (Y). The independent variables consisted of spiritual intelligence (X1), work ethic (X2), Islamic leadership (X3), religiosity (X4) and the dependent variable was employee performance (Y). The data in this study will be analyzed using multiple linear regression. The regression equation model used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Information:

Y	: Auditor Performance Variable
X1	: Integrity Variable
X2	: Independent Variable
X3	: Professionalism Variable
X4	: Competency Variable
a	: constant
b1, b2, b3, b4	: correlation coefficient
e	: error termnuisance error

RESULTS AND DISCUSSION

Multiple Linear Regression

Table 1. Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	6,368	Positive
2	Spiritual Intelligence	0.266	Positive
3	Work ethic	0.276	Positive
4	Islamic Leadership	0.010	Positive
5	Religiosity	0.250	Positive

Source: secondary data, processed. 2026

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 6.368 + 0.266 X_1 + 0.276 X_2 + 0.010 X_3 - 0.250$$

From this equation it can be explained that:

a. Constant (a)

The constant value of 6.368 indicates that the variables of Spiritual Intelligence, Work Ethic, Islamic Leadership and Religiosity if the value is 0 then the employee performance at the Kartasura Health Center has a performance level of 6.368.

b. Work Ethic Coefficient (b1)

The coefficient value of the Work Ethic or Work Ethic variable (β_1) is 0.266 with a positive value. This means that for every one-fold increase in Work Ethic, employee performance at the Kartasura Community Health Center will increase by 0.266, assuming other variables remain constant.

c. Islamic Leadership Coefficient (b2)

The coefficient value of Islamic Leadership or the Islamic Leadership variable (β_2) is 0.276 with a positive value. This means that for every one-fold increase in Islamic Leadership, employee performance at the Kartasura Community Health Center will increase by 0.276, assuming other variables remain constant.

d. Islamic Leadership Coefficient (b3)

The Islamic Leadership value or Islamic Leadership variable (β_3) is 0.010 with a positive value. This means that for every one-fold increase in Islamic Leadership, employee performance at the Kartasura Community Health Center will increase by 0.010, assuming other variables remain constant.

e. Religiosity Coefficient (b4)

The religiosity value or religiosity variable (β_3) is 0.250 with a negative value. This means that for every one-fold increase in religiosity, employee performance at the Kartasura Community Health Center will decrease by 0.250, assuming other variables remain constant.

Model Feasibility Test / F Test

Table 2. Model Testing Results

Model	F count	Ftable	Sig.	Standard	Information
Regression	7,5444	2.88	0,000	0.05	Eligible Model

Source: secondary data, processed. 2026

From the results of the model feasibility test, $F_{hitung} > F_{table}$ was obtained at $7.544 > 2.88$ with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so H_0 is rejected and H_a is accepted. In other words, there is an intermediate influence of Spiritual Intelligence, Work Ethic, Islamic Leadership and Religiosity simultaneously and significantly on employee performance at the Kartasura Health Center and meets the model feasibility test.

Hypothesis Testing

Table 3. Hypothesis Testing Results

Hypothesis	thitung	table	Sig.	Standard	Information
H1	2,736	>1,983	.007	0.05	Ha Accepted
H2	2,262	>1,983	.026	0.05	Ha Accepted
H3	0.150	<1,983	.881	0.05	Ha Rejected
H4	2,270	>1,983	.040	0.05	Ha Accepted

Source: secondary data, processed. 2026

Based on the results of the t-test in the table above, it can be explained in the following form:

- The Influence of Spiritual Intelligence on Performance Kartasura Community Health Center Employees

The Spiritual Intelligence variable has a value $t_{hitung} > t_{table}$ (2,736 > 1,983) and significance $0.007 < 0.05$ then H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Islamic Leadership on the Performance of Kartasura Community Health Center Employees.

- The Influence of Work Ethic on Performance Kartasura Community Health Center Employees

The Work Ethic variable has a value $t_{hitung} > t_{table}$ (2,262 > 1,983) and significance $0.026 < 0.05$ then H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Work Ethic to Performance of Kartasura Community Health Center Employees.

- The Influence of Islamic Leadership on Employee Performance at Kartasura Community Health Center

The Islamic Leadership variable has a value $t_{hitung} < t_{table}$ (0.150 < 1,983) and significance $0.881 > 0.05$ then H_0 is accepted and H_a is rejected. It can be concluded that there is no positive and significant influence of Islamic

Leadership on the Performance of Kartasura Community Health Center Employees.

The Influence of Religiosity on Performance employees at Kartasura Health Center Religiosity Variable $t_{hitung} > t_{table}(2,270 > 1,983)$ and significance $0.040 < 0.05$ then H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Religiosity on the Performance of Kartasura Community Health Center Employees.

Coefficient of Determination Test (R^2)

Table 4 Results of the Determination Coefficient

Model	R	R Square	Adjusted R Square	Information
1	0.697a	0.786	0.721	Eligible Model

Source: Attachment

Based on the calculation results, the adjusted R square value was 0.721. This means that the Spiritual Intelligence variable, Work ethic, Islamic Leadership and Religiosity contribute to Performance by 72.1% while the remaining 28.9% is explained by other variables not proposed in this study.

Discussion

1. The Influence of Spiritual Intelligence on Performance Kartasura Community Health Center Employees

The spiritual intelligence variable has a value $t_{hitung} > t_{table}(2,736 > 1,983)$ and significance $0.007 < 0.05$ then H_0 is rejected and H_a is accepted. This situation can be explained by the characteristics of work at the Kartasura Community Health Center, which requires employees to possess not only technical competence but also the ability to provide humane services oriented towards the needs of the community. As a first-level healthcare facility, employees frequently encounter various problems with patients from diverse social, economic, and health backgrounds. In such situations, spiritual intelligence helps employees interpret their work as a form of devotion and service to others. The awareness that work is a mandate that must be carried out with full responsibility encourages employees to continue providing the best service despite facing high work pressure. Furthermore, the values of sincerity, patience, and empathy possessed by employees are factors that support the improvement of performance quality in providing healthcare services to the community.

It can be concluded that there is a positive and significant influence of spiritual intelligence on the performance of Kartasura Community Health Center employees. This is in line with research by Ismaryadi & Utami (2021); Ismuhadi & Puteh (2022); Dewi (2020); Rahmawaty et al. (2021); Hardiani, Heslina & Nurhawania (2022).

2. Influence Work Ethic towards Performance Kartasura Community Health Center Employees

Based on the tests presented in table IV.10, it shows work ethic variable has a value $t_{hitung} > t_{table} (2,262 > 1,983)$ and significance $0.026 < 0.05$ then H_0 is rejected and H_a is accepted.

The influence of work ethic on employee performance at the Kartasura Community Health Center is understandable because health services are highly dependent on employee discipline, responsibility, and commitment in carrying out daily tasks. The implementation of various health programs such as outpatient services, maternal and child health services, immunizations, infectious disease programs, and promotive and preventive activities require punctuality and good coordination between employees. Employees with a strong work ethic tend to be able to complete work according to targets, maintain service quality, and demonstrate a proactive attitude in resolving various health service issues. Therefore, the stronger the work ethic an employee has, the greater their ability to achieve the performance standards set by the organization.

It can be concluded that there is a positive and significant influence of work ethic on the performance of Kartasura Community Health Center employees. This is in line with research by Rokan et al. (2022); Iskandar et al. (2024); Ananda & Hadi (2023); Salabi et al. (2024); Syaoqi & Rani (2024); Iqbal, M. (2022); Utari & Mulyanti (2023).

3. Influence Leadership Islamic towards Performance on Performance Kartasura Community Health Center employees.

Variable leadership Islam has value $t_{hitung} < t_{table} (0.150 < 1,983)$ and significance $0.881 > 0.05$ then H_0 is accepted and H_a is rejected. The insignificant influence of Islamic leadership on employee performance at the Kartasura Community Health Center may be due to the organizational characteristics of the community health center, which already has a work system, Standard Operating Procedures (SOPs), and a clear division of tasks. Most employees carry out their work based on regulations, service standards, and health program targets established by the Health Office, so their performance is more influenced by professional responsibilities, individual competencies, and job demands than by the leadership style applied. Furthermore, most employees have understood their respective duties and functions, allowing them to carry out their work independently without a high dependence on leadership direction. This condition means that the Islamic leadership values implemented by leaders have not been able to provide a significant influence on improving employee performance directly.

It can be concluded that there is no positive and significant influence of Islamic leadership on the performance of Kartasura Community Health Center employees. This differs from research by Rahman & Mas'ud (2023); Salma & Mas'ud (2023); Astuti, Shodikin & Ud-Din (2020); and Hayati & Caniago (2025),

as these studies were conducted at Islamic institutions. Meanwhile, Kartasura Community Health Center is a government institution.

4. The Influence of Religiosity on the Performance of Kartasura Community Health Center Employees

The religiosity variable has a calculated t value $> t$ table ($2.387 > 1.983$) and a significance of $0.001 < 0.05$, so H_0 is rejected and H_a is accepted. The influence of religiosity on employee performance at the Kartasura Community Health Center can be explained by the fact that religious values have become an important part of the daily lives of most employees. High levels of religiosity encourage employees to work honestly, with discipline, with integrity, and with responsibility for their assigned tasks. In a healthcare environment, religious values can also foster empathy, caring, and patience in dealing with patients and their families. Employees who view their work as a form of worship tend to strive to provide the best possible service without focusing solely on material rewards. Therefore, the higher the level of employee religiosity, the greater the internal drive to achieve optimal performance and provide quality healthcare to the community.

It can be concluded that there is a positive and significant influence of religiosity on the performance of Kartasura Community Health Center employees. This research is in line with research by Ahri et al. (2024); Rokan et al. (2022) found that religiosity has a positive effect on employee performance.

CONCLUSION AND SUGGESTIONS

This study aims to analyze the influence of spiritual intelligence, work ethic, Islamic leadership, and religiosity on employee performance at the Kartasura Community Health Center, involving 104 employees through a quantitative descriptive approach and multiple linear regression analysis. The results show that spiritual intelligence, work ethic, and religiosity have a positive and significant effect on employee performance, while Islamic leadership does not have a significant direct effect. However, simultaneously, these four variables have a significant effect on employee performance. This finding indicates that improving the quality of employee performance can be done by strengthening the spiritual dimension, work ethic, and religiosity, because employees who are able to interpret work as worship and trust tend to work more sincerely, with integrity, discipline, and provide higher quality services. Therefore, the Kartasura Community Health Center needs to integrate religious value development, strengthen work culture and reward systems, and provide facilities that support religious practices in the workplace. Meanwhile, employees are expected to continue to improve spiritual awareness, work ethic, and the implementation of religious values in daily service activities. For further researchers, it is recommended to develop the research model by adding mediating or moderating variables, expanding the scope of research locations, using a mixed methods approach, and applying more comprehensive analysis methods such as SEM

or PLS to gain a deeper understanding of the factors that influence the performance of health employees.

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