



The Influence of Leadership, Personality, Competence, and Spirituality on Employee Performance Bogor Islamic Hospital

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ABSTRACT

Three aspects of intelligence are intellectual intelligence by optimizing their intellect, emotional intelligence by building feelings and desires in order to encourage individuals to always be better, and spiritual intelligence by building strong faith so that they have high productivity. This study aims to analyze the influence of leadership, personality, competence, and spirituality on the performance of Bogor Islamic Hospital employees. This study used quantitative methods using questionnaires as a data collection tool from 80 respondents with various employee characteristics. Based on the results of the analysis, it is known that the significance value for the influence of X1, X2, X3, and X4 on Y is $0.000 < 0.05$ and the F value is calculated at $84.149 > F \text{ table } 2.490$ so that it can be concluded that H5 is accepted which means that the influence of leadership, personality, competence, and spirituality simultaneously affects the performance of Bogor Islamic Hospital employees. The managerial implications of this study are that it can prove empirically the influence of leadership, personality, competence and spirituality on employee performance and as a reference in designing strategies and decision-making processes in hospital development.

INTRODUCTION

Human resources are an important element because they are created perfectly according to the words of Allah Almighty: "Truly, we have created man in the best possible form." (Qs. At-Tin verse 4). The perfection of humans by being given three aspects of intelligence, namely intellectual intelligence by optimizing their intellect, emotional intelligence by building feelings and desires in order to encourage individuals to always be better, and spiritual intelligence by building strong faith so that they have high productivity. A company must have an awareness that human resources are a very important asset for the pace of the company so that it becomes a determining factor for success in carrying out the vision, mission, and goals of the company. With the three intelligences possessed by humans, the role provided by human resources will be very large so that they can become a driving *force* and as a *change initiative*.

The presence of the industrial revolution 4.0 with its digital transformation requires all business worlds to be able to *open mind* with all changes that occur in order to maintain company stabilization. The business world will continue to change along with technological developments, a company must have a *grand strategy* in order to face the future by maintaining the company's balance in its *supply* and *demand* system so that it reaches an *equilibrium* point where there is a balance. *Human capital* becomes very important in order to realize the company's goal of achieving the maximum profit target, this goal can be realized if a company has superior *Human Capital*, namely potential, knowledgeable and integrity human resources that can be valuable assets for the continuity of the company (Supihati, 2014).

Having superior human resources is very difficult to obtain, so the company must be able to maintain the productivity of the performance of available human resources (Adiwijaya. G, 2022). Employee performance is needed so that the Company can maintain the stability of its business pace, performance is a comparison between results with certain benchmarks both set internally and externally (Ramly, A.T. 2021). The role of human resource management is needed for the company to answer these challenges, by implementing performance management in a company. According to (Ramly, A.T. 2021) performance management is the continuous management of employee performance related to employee productivity, competence and behavior in order to achieve the goals and targets of individuals and organizations that have been set. In order for performance management to be carried out properly requires four important aspects in organizational culture so that available human resources can quickly adapt to changes that occur so that the company can achieve its goals, namely smart leadership, tough personality, superior competence and *spirituality* which is totality. These four aspects greatly affect the sustainability of the company's wheels so that the company must be able to maintain and maintain these four aspects in its organizational culture.

Optimization of these four aspects will give a positive color to employee performance in a company, based on the problems and research gaps that occur, it can be concluded that the application of leadership, personality,

competence and spirituality in a company has not been optimized properly, so this is what encourages research with the title "The Influence of Leadership, Personality, Competence, and Spirituality on Hospital Employee Performance Islam (RSI) Bogor.

LIBRARY REVIEW

Human Resource Management

Management is an art and science of regulation in the process of optimizing human resources and other resources effectively and efficiently to achieve the goals of a company, management activities include planning, organizing, implementing, supervising, evaluating and controlling (Winda, 2013). According to (Gesi, 2019), management is the process of regulating distribution and production by an organization in order to achieve goals and optimize its human resources. In history, the glory of Islamic civilization can be achieved by Muslims by using management principles derived from the Qur'an and Hadith. Sharia management encourages human resources to continue to collaborate in order to build good cooperation, in the Qur'an surah Ash-Shaf: 4.

Allah Swt loves those who fight for him as if they were a solid structure. "Verily Allah Swt. loves those who fight in his way in orderly rows as if they were like one solid buildin."

We can conclude the meaning of the word sturdy, which shows a neat synergy with one part of another (Nasution, 2019).

Human resources (HR) are important assets and always productive in carrying out their mandate as movers or leaders on earth and in an organization (Susan, 2019). According to (Tamimi, 2022) Human resources have a strategic role in an organization because they are the driving force of the organization. In the era of globalization with its digital transformation, it provides its own challenges for every company to always be able to prepare superior human resources as early as possible, so that companies can quickly adapt to various changes that occur (Herawati, 2017). Facing various changes that occur, companies must always develop their human resources into superior human resources, namely quality and productive (Romadhona, 2022).

Human Resource Management Function

According to (Susan, 2019), the functions of human resource management include:

1. Planning

Planning is planning the workforce effectively and efficiently to suit the needs of the company in helping to realize goals. Planning is carried out by establishing a staffing program.

2. Organizing

Organizing is the activity of organizing all employees by establishing the division of labor, labor relations, delegation of authority, integration, and coordination in the organizational chart. Because the organization is only a tool to an end

3. Direction

Briefing is the activity of directing all employees, to be willing to work together and work effectively and efficiently in helping to achieve the goals of the company, employees, and society

4. Control

Control is the activity of controlling all employees to comply with company regulations and work according to plan. If there are deviations or errors, corrective actions and improvements will be taken to plan.

5. Procurement

Procurement is the process of withdrawal, selection, orientation placement, and induction to get employees who fit the needs of the company.

6. Development

Development is the process of improving the technical, theoretical, conceptual, and moral skills of employees through education and training

7. Compensation

Compensation is the provision of direct and indirect remuneration, money or goods to employees in exchange for services rendered to the company. The principle of compensation is fair and decent. Fair is defined according to work performance, worthy of being able to meet their primary needs and is guided by the government's minimum wage limit and based on internal and external consistency

8. Integration

Integration is an activity to unite the interests of the company and the needs of employees in order to create harmonious and mutually beneficial cooperation. Integration includes several other things including:

- 1..... Wor
k motivation, is a work encouragement to employees to carry out their work.
2. Job satisfaction, is a way for employees to feel their work.

3. Maintenance

Maintenance is an activity to maintain or improve the physical, mental condition and loyalty of employees, so that they are intertwined.

4. Discipline

Discipline is the most important function of HR and the key to realizing goals, because without good discipline it is difficult to realize maximum goals. Discipline is the desire and awareness to obey company rules.

5. Stops

Dismissal is the termination of a person's employment relationship from an enterprise. This dismissal is caused by the wishes of the employee, the wishes of the company, the employment contract expires, retirement, and other causes. This termination is regulated by Law No. 12 of 1964.

Leadership

Leadership is an aspect of life that is inherent in every aspect of human life. In the civilization of human life there is the best *leadership role model* throughout history, namely Islamic leadership applied by the Prophet Muhammad, this leadership model is called *Prophetic Leadership* (Nidawati, 2018). According to (Ramly A.T, 2023) leadership is one of the determining factors in a company, therefore the leader must be an example for all he leads so that it becomes a solution in the midst of existing problems, because the Prophet has said: "Each of you is a leader and every leader will be held accountable for those he leads." (HR. Bukhari & Muslim). The leadership aspect also greatly influences the steps and pace of an organization (Olifiansyah, 2020), leadership is also the main driving force in the organization so that all goals, visions and missions of the organization can be achieved (Ramly A.T, 2018).

Leadership Indicators (FAST Method)

In a leadership system, of course, it has ideal leadership parameters or indicators, the Prophet Muhammad in the history of human life civilization he was an ideal leader by having four leadership indicators, namely *Fathonah, Amanah, Siddiq, Tabligh (FAST)* (Nirvana, 2020).

1. Fathonah

Fathonah can be translated as intellect, wisdom, and ingenuity. A leader of an organization that has the nature of fathonah must have a deep understanding, understanding, and appreciation to complete all the trusts he is responsible for. We can use the nature of fathonah as a strategy in running the wheel of life for all Muslims, because to get the pleasure of Allah Swt. a servant is obliged to optimize all the potential given to us. The most important potential that must be optimized for performance is the intellect that is only given to humans. Allah Swt. said:

وَهُوَ الَّذِي مَدَّ الْأَرْضَ وَجَعَلَ فِيهَا رُوسَى وَأَنْهَارًا وَمِنْ كُلِّ الثَّمَرَاتِ جَعَلَ فِيهَا رَوَاجِينَ أَنْثِينَ يُغَشِي اللَّيْلَ النَّهَارَ إِنَّ فِي ذَلِكَ لَآيَاتٍ لِّقَوْمٍ يَتَفَكَّرُونَ

"And he who spread out the earth and made mountains and rivers upon it. And to him he made all the fruits in pairs, he closed the night to the day. Indeed in such there are signs (of the greatness of God) for those who think." (QS. Ar-Ra'd Verse 3)

Intellectual optimization is one of the characteristics of believers so that faith will lead the owner to get the title of piety. In the Qur'an people who can optimize their intellect are called *ulil albab*, namely people who always have spirituality and intellect that interact in balance (*Dynamic Equilibrium*).

Allah Swt. said:

إِنَّ فِي خَلْقِ السَّمَوَاتِ وَالْأَرْضِ وَاخْتِلَافِ اللَّيْلِ وَالنَّهَارِ لَآيَاتٍ لِأُولَى الْأَلْبَابِ

"Verily in the creation of heaven and earth, the alternation of night and day there are signs of Allah's greatness for the intelligent" (Qs. Ali 'Imran Verse 190).

Fathonah also has a function to build creativity and abilities that encourage the birth of useful innovations. Creative and innovative can only be possessed by continuing to enrich knowledge and enrich information related to work and the company in general. The fathonah aspect combines two

important elements, namely 'Alim and hafidz. A leader must be able to adopt the nature of fathonah if he wants to get success in the future, especially to face various problems in competitive situations (*Competitive Setting*). With the presence of digital technology, a leader must be able to predict the situation of global competition in the future. The nature of fathonah encourages human resources there are at least four important aspects that must be possessed, namely (Amalia, 2015):

1. Intelligence

Intelligence is basically often interpreted as the psychophysical ability to respond to all stimuli or adjustments to the environment in an appropriate way (Qowim, 2018). Smart human resources always think visionary by looking at the future is a challenge that must be faced and prepared. The Prophet said:

"Those who remember death the most and are best prepared for life after death are intelligent people" (HR. Ibn Majah)

2. Ethics

Ethics is seen etymologically, namely a word and deed (Sri Wahyuningsih, 2022). Ethics is an *important rule* in the order of human life, without ethics human resources will lose their conscience so that they cannot distinguish between good and bad (Janna, 2018). In the history of Islamic civilization, the emergence of the desire to achieve happiness in carrying out Islamic sharia can only be applied with good ethics or morals (Hanafy, 2017). *The Prophet sallallahu 'alaihi wa sallam* said:

"Indeed, the most beloved among you and closest to my seat on the Day of Judgment are those who are the best among you" (HR. Tirmidhi).

3. Professionalism

Professionalism means quality, quality, and actions that characterize human resources as professionals (Bagus & Hamidah, 2021). This attitude of professionalism is very important for every human resource owned by any organizational entity or institution, because it will support success in achieving organizational goals (Abdulrahim, 2019). Professionalism in Islam is *itqan*, *itqan* is *doing at the best possible quality*. Working professionally or *itqan* is to provide the best mind, the best focus, the best coordination, the best spirit and the best work ethic (Norvadewi, 2014). *The Prophet sallallahu 'alaihi wa sallam* said:

"Indeed, Allah Almighty loves people who, if they do something, do it in an Itqan (Professional) manner" (HR. Thabrani).

4. Performance

Achievement at work can be interpreted as the result of the pattern of action applied to meet a goal according to the standards found in an organization (Juliandi, 2014). According to (Maguni, 2018), work performance is a result of work achieved by human resources in completing the tasks given responsibly, sincerely and on time. Indicators of human resources with work performance are by assessing the quality

of work, namely those related to determination, skills, accuracy and tidiness in carrying out work (Subiyanto, 2016).

Allah Swt said in the letter of Al-Baqarah verse 148:

وَلِكُلِّ وُجْهَةٌ هُوَ مُوَلِّئُهَا فَاسْتَغْنُوا الْخَيْرَاتِ أَيْنَ مَا تَكُونُوا يَأْتِ بِكُمْ اللَّهُ جَمِيعًا إِنَّ اللَّهَ عَلَى كُلِّ شَيْءٍ قَدِيرٌ
"And every people has a Qibla that he faces him, so race you in goodness. Wherever you are, surely God will gather you all. Truly God is almighty over all things."

5. Trust

Amanah is a person who can be trusted (honesty), responsible, and credible. Amanah also has a meaning, namely a sense of desire to fulfill all tasks given in accordance with its provisions. Amanah is also an indicator of faith. A leader must have the nature of Amanah, because Allah Almighty provides information about the nature of fortunate Muslims, namely those who can maintain or maintain the trust entrusted by Allah Almighty. Allah Swt. said:

وَالَّذِينَ هُمْ لِأَمْتِنَتِهِمْ وَعَهْدِهِمْ رُغُونَ
"And (how fortunate) he who keeps his trusts and promises" (Qs. Al-Mu'minun verse 8)

A person's integrity can be formed if he consistently maintains a Trust given. A good leader is a leader who can maintain his integrity, the output of maintained integrity will grow trust (*trust*) for business partners and human resources they have. The nature of trustworthiness encourages human resources there are at least four important aspects that must be possessed, namely (Amalia, 2015):

6. Responsibility

Responsibility is the attitude and behavior of human resources in order to be able to carry out the duties and obligations that have been entrusted to them (Munajat, 2019). According to (Sari, 2021), responsibility is an essential trait in human life because having the nature of human resource responsibility will provide high trust from their leaders and increase maturity in behavior. Responsible behavior can determine how to behave in any situation that requires some type of decision that is moral in nature so that it relates to demands for rights, duties, obligations according to the rules that exist in an organization (Narwanti, 2014). Responsibility at work is very important and must be maintained so that it has a positive impact on oneself and the organization, in the body of Muslims there is a sense of responsibility that must be accounted for later. *The Prophet sallallahu 'alaihi wa sallam* said: "Every human being is a leader and will be accountable for what he leads" (HR. Bukhari)

This hadith encourages all human resources to always uphold their attitude of responsibility, at least responsibility towards themselves.

7. Principle

Principle comes from the word *principia*, which is the beginning, the starting point from which certain things will be born, principles can also be interpreted as principles or truths that become fundamental points in acting and behaving (Bahtiar, 2017). The basic working principle for Muslims is always productive so that it can benefit their surroundings (family, community, friends, and organizations).

Allah Swt. said:

وَمَا خَلَقْتُ الْجِنَّ وَالْإِنْسَ إِلَّا لِيَعْبُدُونِ

"And I did not create jinn and men except that they might worship me." Az-Dzariat verse 56).

8. Respect

Respect is a character of a person who describes a sense of concern for the condition of others, in running the wheels of the organization it is necessary to have respect so as to cause emotional bonds (Zaedi, 2022). The ability to think respect is the ability to think that can support the future, this ability pays attention to how to behave between individual and group differences, understand individuals and groups, strive for effective teamwork, always be tolerant and respectful (Septiana, 2022).

Rasulullah shallallahu 'alaihi wa sallam said:

"The best of man is the most beneficial to others" (HR. Ath-Thabrani)

9. Exact promise

Promise is an aspect that is allowed in Islamic teachings, human resources in their activities are allowed to promise or make agreements with others on things that are not forbidden by the teachings of Islamic law, but Imam Ghazali gave a warning to always keep his mouth, because when we promise maybe our soul cannot fulfill it so that the promise spoken cannot be fulfilled (Hosen, 2014). Allah Swt. said:

وَأَوْفُوا بِعَهْدِ اللَّهِ إِذَا عَاهَدْتُمْ وَلَا تَنْقُضُوا الْأَيْمَانَ بَعْدَ تَوْكِيدِهَا وَقَدْ جَعَلْتُمُ اللَّهَ عَلَيْكُمْ كَفِيلًا إِنَّ اللَّهَ يَعْلَمُ مَا تَفْعَلُونَ

"And keep your promise with God when you promise, and do not break your oath, after it has been made by you, as you have made God your witness. Verily Allah knows what you do" (QS. An-Nahl verse 91)

10. Shiddiq

Shiddiq which means to tell the truth and truth. *Shiddiq* means having honesty and always based on speech, belief, and actions based on the principle of truth (Al Islam) (Olifiansyah, 2020). If a leader has a true and honest nature during his leadership period, it will have a major positive impact on the company and in making strategic company decisions effectively and efficiently.

Allah Swt. said:

يَا أَيُّهَا الَّذِينَ ءَامَنُوا اتَّقُوا اللَّهَ وَقُولُوا قَوْلًا سَدِيدًا

"O you who believe! Be wary of Allah and speak the truth." (Qs Al-Ahzab verse 70)

Therefore, a leader must always behave and speak correctly and honestly. Both to the company (shareholders), customers (customers), competitors (competitors),

and to *human resources* (employees) so that the company has a healthy life cycle colored by the values of truth and honesty. The nature of *siddiq* encourages human resources there are at least four important aspects that must be owned, namely (Amalia, 2015):

1. Transparent

Transparency is an information system that has been developed so that it becomes public information that can be easily obtained by the public or related human resources, transparency is very important in building individual and organizational accountability (Maani, 2019). Accountability is an important aspect to be maintained by individuals and organizations, according to (Utama, 2014) accountability is an obligation to provide accountability reports and answer and provide explanations about the performance and actions of individuals, leaders, and organizations to parties who have the relationship and have the right and authority to obtain accountability reports.

"The Messenger of Allaah (peace and blessings of Allaah be upon him) passed through a pile of food, he entered his hand into the pile until his fingers touched the wet part. 'What's this wet, O owner of the food?' he asked."

The vendor replied, "The food was wet with rain, O Messenger of Allah."

The Prophet (peace and blessings of Allaah be upon him) said, "Why don't you put this wet part on top so that people can see it? Who cheats, then not part of me." (HR. Muslim)

2. Fair

Fair if interpreted etymologically, namely middle or middle (Saputra, 2017). If we review in the Big Dictionary Indonesian about the meaning of justice, which is not biased/impartial, siding with the truth, and should or not arbitrarily (Rahman, 2016). A fair attitude must always be possessed by every human resource who is actually created as a leader on this earth, so that they can establish the truth to anyone (Harun, 2013).

Allah Swt says:

يَا أَيُّهَا الَّذِينَ آمَنُوا كُونُوا قَوَّامِينَ لِلَّهِ شُهَدَاءَ بِالْقِسْطِ وَلَا يَجْرِمَنَّكُمْ شَنَاٰنُ قَوْمٍ عَلَىٰ أَلَّا تَعْدِلُوا ۗ اعْدِلُوا هُوَ أَقْرَبُ لِلتَّقْوَىٰ وَاتَّقُوا اللَّهَ ۗ إِنَّ اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ

"O believers! Be ye enforcers of justice for God's sake, (when) you bear witness justly. And let not your hatred of a people drive you to be unjust. Be fair. Because fair is closer to piety. And be fearful of Allah. Truly, Allah is meticulous in what you do" (QS. Al-Ma'idah verse 8)

11. Role Model

Prophet Muhammad (peace be upon him) is a man who gives the best example to his people (Sriyatun, 2021). Exemplary is the process of setting an example in order to motivate human resources to do the same thing or maybe it can be better (Fahrudin, 2020). Cultivating exemplary traits requires character education that not only provides theories and concepts but must be applied to their lives first so that their behavior can set an example for others (Nurchaili, 2010).

Rasulullah Shallallahu alaihi wa sallam says:

"There was a man who was brought in on the Day of Judgment and then he was thrown into hell. His intestines were broken down in hell. Then he circled around like a donkey circling his mill. Then the inhabitants of hell gathered around him and they asked, 'O Fulan, what is wrong with you? Were you not the one who commanded you to goodness and forbade us from evil?' he replied, 'It is true, I used to command you to goodness, but I did not do it myself. And I used to forbid you from being possible, but I did it myself.'" (HR. Bukhori)

12. Tawadhu

Tawadhu if we interpret etymologically, the word tawadu comes from the word *wadh'a* which is degrading and comes from the word *ittadha'a* which is humbling. In terminology, namely humble, the opposite of arrogant or takabur, according to Al-Ghozali is to remove your position and consider others superior to us (Rozak, 2017). Allah Swt said:

وَعِبَادُ الرَّحْمَنِ الَّذِينَ يَمْشُونَ عَلَى الْأَرْضِ هَوْنًا وَإِذَا خَاطَبَهُمُ الْجَاهِلُونَ قَالُوا سَلَامًا

"As for the servants of the Most Merciful, they are those who walk the earth humbly, and when the fools say hello to them, they say 'Greetings'." (QS. Al-Furqon verse 63).

13. Tabligh

Tablighi is communicative and argumentative. If someone has this trait that will provide correct information and instructions (weighty) and appropriate speech (*bi Al-hikmah*), a leader must be able and able to communicate his vision and mission correctly to all employees and other stakeholders.

يَا أَيُّهَا الرَّسُولُ بَلِّغْ مَا أُنزِلَ إِلَيْكَ مِنْ رَبِّكَ وَإِنْ لَمْ تَفْعَلْ فَمَا بَلَّغْتَ رِسَالَتَهُ وَاللَّهُ يَعْصِمُكَ مِنَ النَّاسِ إِنَّ اللَّهَ لَا يَهْدِي الْقَوْمَ الْكَافِرِينَ

"O apostle, tell me what has been sent down to you from your Lord. And if you don't do what you're told, you're not delivering His message. God preserves you from human interference. Verily, Allah does not instruct those who are unbelievers." (Qs. Al Maidah verse 67)

The nature of tabligh encourages human resources there are at least four important aspects that must be possessed, namely (Amalia, 2015):

1. Communication

Communication is a process of transferring information, ideas, and instructions by providing understanding from different human resources with the aim that related human resources can apply them in accordance with the planned goals (Desani *et al.*, 2019). Communication has a very significant influence on the pace of an organization, communication becomes the *main tool* in running the pace of the organization and communication as *the main tool* to convey information and instructions between leaders and employees (Bu'ulolo *et al.*, 2021).

Allah Swt. said:

وَعَلَّمَ آدَمَ الْأَسْمَاءَ كُلَّهَا ثُمَّ عَرَضَهُمْ عَلَى الْمَلَائِكَةِ فَقَالَ أَنْبِئُونِي بِأَسْمَاءِ هَؤُلَاءِ إِنْ كُنْتُمْ صَادِقِينَ {31} قَالُوا سُبْحَانَكَ لَا عِلْمَ لَنَا إِلَّا مَا عَلَّمْتَنَا إِنَّكَ أَنْتَ الْعَلِيمُ الْحَكِيمُ {32} قَالَ يَا آدَمُ أَنْبِئْهُمْ بِأَسْمَائِهِمْ فَلَمَّا أَنْبَأَهُمْ {33} بِأَسْمَائِهِمْ قَالَ أَلَمْ أَقُلْ لَكُمْ إِنِّي أَعْلَمُ الْغَيْبِ السَّمَاوَاتِ وَالْأَرْضِ وَأَعْلَمُ مَا تُبْدُونَ وَمَا كُنْتُمْ تَكْتُمُونَ

"And He taught Adam the names of all the things, and brought them up to the angels, saying, 'Name me the names of these things, if you are righteous!'. They answered: 'Blessed Thou, we know nothing but what you have taught us; verily thou art the All-Knowing, the All-Wise'. Allah said: 'O Adam, tell them the names of these things, and after he had told them the names of the bends, Allah said, 'Have I not told you, that verily I know the secrets of heaven and earth, and know what you give birth to and what you hide" (QS. Al-Baqarah verses 31-33)

2. Empathy

Empathy is the basic foundation of all relationship interactions between human resources and can feel the emotional conditions of other human resources (Slamet, 2019). In the world of work, human resources must have empathy for others, subordinates and superiors, people who have empathy have characteristics such as being responsible, socializing, calming, tolerant and having self-control (Pamungkas, 2019). Empathy provides the most important factor in causing prosocial behavior, if human resources have high empathy, of course they will be able to understand the conditions experienced by other human resources so as to encourage themselves to be prosocial (Umayah *et al.*, 2017).

Allah Swt. said:

وَتَعَاوَنُوا عَلَى الْبِرِّ وَالتَّقْوَىٰ وَلَا تَعَاوَنُوا عَلَى الْإِثْمِ وَالْعُدْوَانِ ۗ وَاتَّقُوا اللَّهَ إِنَّ اللَّهَ شَدِيدُ الْعِقَابِ

"And help you in virtue and piety, and do not help in sinning and transgression. And be fearful of Allah, verily Allah is very heavy in His torment" (QS. Al-Maidah verse 2)

3. Proactive

Proactive is an individual trait that cannot be limited by situational forces and who is able to affect environmental changes, human resources who have a proactive personality will be able to see opportunities, show an attitude of initiative, be quick in taking action and persistence (Salsabil, 2017). Proactive personality is a personality that has the availability to be involved and has initiative behavior to identify and contribute to various situations and any conditions (Laia & Heryenzus, 2018).

Allah Swt. said:

وَلَتَكُنْ مِنْكُمْ أُمَّةٌ يَدْعُونَ إِلَى الْخَيْرِ وَيَأْمُرُونَ بِالْمَعْرُوفِ وَيَنْهَوْنَ عَنِ الْمُنْكَرِ وَأُولَٰئِكَ هُمُ الْمُفْلِحُونَ

"Let there be among you a group of people who call to good, enjoin the right and prevent the evil. They are the lucky ones" (QS. Ali-Imran verse 104)

4. Wise

Wisdom is the intelligence of human resources in optimizing their intellect based on experience and knowledge, integralization of thoughts, feelings, and behaviors and having the ability to continue to evaluate themselves so that in deciding a problem harmony is created (Sahrani *et al.*, 2020). Allah Swt. said:

يُؤْتِي الْحِكْمَةَ مَنْ يَشَاءُ ۗ وَمَنْ يُؤْتَ الْحِكْمَةَ فَقَدْ أُوتِيَ خَيْرًا كَثِيرًا ۗ وَمَا يَذَّكَّرُ إِلَّا أُولُو الْأَلْبَابِ

"Allah gives wisdom to whom is desired, and whoever is given wisdom, and will not take lessons except those who will." Al-Baqarah verse 269)

METHODOLOGY

To obtain the data and information needed in compiling this thesis, this research was conducted at Bogor Islamic Hospital, Perdana Raya Road No.22 Rt. 01 Rw.10, Kedungbadak Kec. Tanah Sareal, Bogor City, West Java 16710. The type of research conducted by the author is descriptive, qualitative and quantitative. According to (Sugiyono, 2013), research methods based on the philosophy of positivism, are used to examine certain populations or samples and generally sampling techniques are carried out purposively. Data collection using research instruments and data analysis is qualitative or statistical with the aim of testing hypotheses that have been set.

In this study there are four exogenous variables (X) to be studied, namely leadership (X1), Personality (X2), Competence (X3), and Spirituality (X4), as well as one endogenous variable (Y), namely performance (Y) which is influenced.

The characteristics of respondents are what criteria will be given to research subjects so that the source of information in the research or experiment can be directed appropriately and according to expectations, this also depends on the use of research types and methods (Gondodiputro, 2007). In this study there are several characteristics of respondents used, namely gender, age, education, and position. The population in this study was 304 employees of Bogor Islamic Hospital, with various positions and types of jobs. Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2013). The population in this study was permanent employees of Bogor City Hospital which amounted to 304 people, but what was allowed by the management to be the population in this study was only 100 people.

According to (Arikunto, 2010) the sample is a portion or representative of the population studied. The sampling technique in the study used *simple purposiv sampling techniques*. According to (Lenaini, 2021), *sample puposive sampling* is a non-random sampling method, so illustrations are taken from certain considerations such as population traits and known identities. This study conducts sample calculations using the Slovin formula, the goal is to determine the number of representative samples, namely:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n : number of samples

N :total population

e : error tolerance limit

Sampling that can still be tolerated is (0.05) then the number of samples can be calculated as follows:

$$n = \frac{100}{1 + 100 \cdot (0.05)^2} = \frac{100}{1 + 100 \cdot 0.0025} = \frac{100}{1 + 0.25} = \frac{100}{1.25} = 80$$

The sample in this study is based on the calculation of the formula above, which is 80 people.

RESULTS AND DISCUSSION

From the results of the analysis of 80 samples studied, all respondents were 56 women (69.1%) and 24 men (30.9%). In this study based on Education that the majority of respondents had the last education DIII/Diploma 44 people (53.7%). The following is a description of the results of the analysis based on the problem statement:

Leadership research on employee performance variables of Bogor Islamic Hospital

The results of the analysis using IBM SPSS Statistic 25 obtained the results of multiple linear regression tests and t tests in table 24 and table 26 where, the relationship between leadership and performance based on multiple linear regression of 0.034 values has a vulnerability between 0-1. This means that the relationship that occurs between leadership and performance is positive but the effect is very small, where if there is an increase in one unit of leadership there will be an increase in performance by 3.4%

For statistical t values, it produces t-values, calculate > t tables, which are 2.816 > 1.989 and values in the significance column of 0.03 < 0.05. This shows that the hospital in this study has a fairly good leadership system or management that is described by the vision and mission of the hospital, but the influence of leaders on employee performance is very small, this is shown in the results of multiple regression tests where the influence of leadership variables (X1) on employee performance (Y) is only 3.4%. So the management needs to evaluate the recruitment of leaders at Bogor Islamic Hospital in order to carry out the vision and mission of the hospital correctly so that it can provide encouragement for the progress of Bogor Islamic Hospital.

The success of a company or organization to achieve its goals is very necessary for the presence of leaders and leadership systems or processes, this aspect is needed to encourage company productivity, because leaders and employees must have one common goal so that good cooperation is formed not only work together (Rivai et al., 2014). The tendency of positive influence in leadership aspects is in accordance with research conducted by (Khoiri & Oktavia, 2019) which concluded that leadership has a positive and significant effect on performance. This research has been carried out in line with research (Rivai et al., 2014) and (Khoiri & Oktavia, 2019) that leadership has a positive effect.

Personality Research on the performance of Bogor Islamic Hospital employees

The results of the analysis using IBM SPSS Statistic 25 obtained the results of multiple linear regression tests and t tests in table 24 and table 26 where, the relationship between *personality* and performance based on multiple linear regression of 0.287 values has a vulnerability between 0-1. This means that the relationship that occurs between personality and performance is positive, where if there is an increase in one unit unit of personality there will be an increase in performance by 28.7%

For statistical t values, it produces t-values, calculate $t > t$, which is $2.866 > 1.989$ and values in the significance column of $0.04 < 0.05$, which is a positive and significant influence. This shows that hospital employees in this study have strong personalities so that they have responsibility for their goals, have a strong mentality in dealing with work problems, and have high integrity so that they can encourage better performance.

Personality *is* a dynamic system found in psychology in human life, this can determine the will and ability of human resources to quickly adapt to the environment and changing times (Indrastuti, 2021). Aspects of employee personality are important in growing company productivity, but there must be steps taken by management to always maintain the personality of its human resources, such as rewarding outstanding employees, providing clear and measurable direction and fulfilling employee rights. The tendency of positive influence in *personality* aspects is in accordance with research conducted by (Maulana & Suwandi, 2022), which concluded that personality has a positive and significant effect on performance. This research that has been done is in line with research (Maulana & Suwandi, 2022) that *personality* has a positive effect.

Competency Research on the performance of employees of Bogor Islamic Hospital

After analysis using IBM SPSS Statistic 25, the results of multiple linear regression tests and t tests were obtained in table 24 and table 26 where, the relationship between personality and performance based on multiple linear regression of 0.276 values has a vulnerability between 0-1. This means that the relationship that occurs between competence and performance is positive, where if there is an increase of one unit of competence there will be an increase in performance by 27.6%.

For statistical t values, it produces a calculated t value $t > t$ table, which is $3.882 > 1.989$ and the value in the significance column of $0.00 < 0.05$, which is a positive and significant effect. This shows that hospital employees in this study have good competence so that they have achievements at work, have expertise in certain fields needed by the company, and have the ability to adapt to all changes in the times, especially technology so as to support productivity at work.

Competency is a work ability possessed by every human resource by having skills, abilities, and professional work attitudes with standards set by the company (Kartika, 2014). The tendency of positive influence in the aspect of competence is in accordance with research conducted by (Krisnawati & Bagia,

2021), which concluded that competence has a positive and significant effect on performance. This research that has been carried out is in line with research (Krisnawati & Bagia, 2021) that competence has a positive effect.

Spirituality research on the performance of Bogor Islamic Hospital employees

After analysis using IBM SPSS Statistic 25, the results of multiple linear regression tests and t tests were obtained in table 24 and table 26 where, the relationship between leadership and performance based on multiple linear regression of 0.198 values has a vulnerability between 0-1. This means that the relationship that occurs between leadership and performance is positive but the effect is very small, where if there is an increase in one unit of leadership there will be an increase in performance by 19.8%.

For statistical t values, it produces t-values, calculate $t > t_{table}$, which is $2.997 > 1.989$ and values in the significance column of $0.04 < 0.05$, which are positive and significant. This shows that hospital employees in this study have good spirituality so that they encourage their individuals to always continue to be productive because with the belief that work is part of worship and getting merit and always prioritizing the values of truth and honesty at work. Spirituality according to Ashmos and Duchon in (Karnia et al., 2020), spirituality is an understanding of employees to have physical and spiritual strength so that *spirituality* becomes one of the factors that empirically has an influence on employee performance. The tendency of positive influence in the aspect of competence is in accordance with research conducted by (Khusnah, 2020), which concluded that *spirituality* has a positive and significant effect on performance. This research that has been done is in line with research (Khusnah, 2020) that *spirituality* has a positive effect.

Determinant Coefficient Test (R2)

The determinant coefficient measures how much influence the independent variable has on the dependent variable. The value of the coefficient of determination can be seen in the value of R square, the result is as follows:

Table 1. Determinant Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 ^a	.816	.806	1.343

a. Predictors: (Constant), Total_S, Total_P, Total_K, Total_Per

b. Dependent Variable: Total_Kin

Source: processed primary data, 2023

Based on the table above, an R square value of 0.806 is obtained. This shows that the influence of leadership, personality, competence and spirituality variables on performance variables is 0.806 which means that the influence of

the independent variable (X) on the dependent variable (Y) is 80.6%, while the other 19.4% is determined by other factors.

CONCLUSION AND RECOMENDATION

From the research that has been done, several things can be concluded, namely:

1. Leadership variables have a positive and significant effect on the performance of employees of Bogor Islamic Hospital.
2. Personality variables have a positive and significant effect on the performance of employees of Bogor Islamic Hospital.
3. Competency variables have a positive and significant effect on the performance of employees of Bogor Islamic Hospital.
4. Spirituality variables have a positive and significant effect on the performance of Bogor Islamic Hospital employees.
5. The variables of leadership, personality, competence and spirituality simultaneously have a positive and significant effect on the performance of RS Islam employees

Based on the results of the study, the following managerial implications can be found:

1. The results prove the truth of the theory and support previous research related to the influence of leadership (Ramli A.T, 2022), *personality* (Indrastuti, 2021), competence (Novita, 2015), and *spirituality* (Giusti, 2022) on performance
2. For Bogor Islamic Hospital, the results of this research can be used as a reference in making strategies and decision makers in hospital development.

ADVANCED RESEARCH

This research still has limitations so it is necessary to carry out further research related to the topic " The Influence of Leadership, Personality, Competence, and Spirituality on Employee Performance Bogor Islamic Hospital" to perfect this research, as well as increase insight for readers.

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