



The Influence of Organizational Culture, Islamic Work Ethic, and Extrinsic Motivation on Nurse Performance

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ABSTRACT

This study is about the influence of organizational culture, islamic work ethic, and extrinsic motivation affect the performance of nurses at RSU Muhammadiyah Siti Aminah Bumiayu. This study uses a quantitative approach with a sampling technique using purposive sampling with the criteria of permanent nurses who have a minimum work period of 1 year so that 128 respondents who meet the criteria. Data analyzed was performed using Structural Equation Modeling-Partial Least Square (SEM-PLS) to test the relationship between variables. The results of this study indicate that organizational culture and islamic work ethic have a positive and significant impact on nurse performance. However, extrinsic motivation has a negative and insignificant effect on nurse performance.

INTRODUCTION

One thing that everyone should focus on is their health. Fulfillment of the importance of health must be supported by adequate facilities by service providers in the health sector. Not only facilities that need attention, the quality of human resources is also important to note. This is also supported by government regulation of the Republic of Indonesia number 47 of 2021 in article 27 paragraph (1) point b concerning the obligation to organize health services, in this case the hospital, namely "Providing safe, quality, non-discriminatory and effective health services, prioritizing patients according to hospital standards". One of the health service providers in Bumiayu Subdistrict is RSU Muhammadiyah Siti Aminah which was established on May 24, 2003 to provide professional health services to the community with professionals in a fair and ihsan manner, to become a superior and quality hospital, and to become a center of public trust that cares for the poor. To realize the goal of establishing RSU Muhammadiyah Siti Aminah Bumiayu, the hospital should pay attention to the quality of the performance of its employees.

Employee performance is an important component in improving productivity. According to Sumiati, (2021) performance can be interpreted as the results and outputs produced by an employee with his support for the organization. Performance is defined as a series of results achieved and refers to actions taken to complete tasks in the manner requested (Pangarso et al., 2021). Performance is an indicator in determining how efforts are achieved at a high level of productivity in an organization (Miftahuddin et al., 2025). Since nurses play a crucial role in delivering health services, their performance is one of the RSU Muhammadiyah Siti Aminah Bumiayu personnel that needs to be taken into account. Considering that nurses are staff members who frequently engage with patients and support their recuperation. As a result, health care professionals constantly monitor nurses' performance by raising the standard of their competence.

Hospitals, as part of the health care system, are responsible for maintaining and improving people's lives. The value system owned by company members is referred to as organizational culture, according to Robbins & Judge, (2015) this collection of values distinguishes one organization from another. Organizational culture is a characteristic of an organization that is carried out together to achieve organizational goals (Hidayat et al., 2022). Therefore, organizational culture is an important part of organizational life to determine the direction of how an organization runs, in accordance with the rules and values that apply to the organization (Virgana, 2021).

The existence of a strong and healthy organizational culture is a crucial factor in ensuring quality, efficient, and patient-focused care. Nurses tend to work routinely without initiative and do not show optimal dedication to their tasks due to unsupportive organizational culture, such as lack of open communication, dominance of seniority culture, and lack

of appreciation for individual performance. This leads to decreased service quality. Therefore, it is important for hospital management to not only focus on technical and administrative aspects, but also on building and managing organizational culture. Research conducted by Anggoro KR., (2022), Junaedi & Digdowiseiso, (2023), Paais & Pattiruhu, (2020), and Iskanto, (2023) proved that organizational culture has a positive and significant effect on performance, but research by Sapta et al., (2021) found that organizational culture has a negative and insignificant effect on performance.

Factors other than organizational culture, such as the principles of islamic work ethic have an important role in consistently determining the level of employee success (I. Purnomo et al., 2023). Islamic work ethic is a personality attitude that believes that work is not just for yourself; it is one of the good deeds that is worth worship (Candra et al., 2022). For nurses in particular, it is crucial that all employees have an Islamic work ethic. The reason for this is because nurses labor with more than just practical ideas; their work is also regarded as a form of religion, and they work genuinely in order to develop their full potential. Occasionally, nurses exhibit a lack of discipline, particularly after taking a break, as they fail to return to work promptly, particularly on fridays. Research that supports the statement that islamic work ethic has a positive effect on employee performance is research conducted by Filatrovi et al., (2021), Fadhlurrohman & Mas'ud, (2021), Udin et al., (2022), and Hamzah et al., (2021) where the results of these studies state that islamic work ethic has a positive and significant effect on employee performance. However, Rofiliana & Rofiuddin, (2021) found that islamic work ethic has a negative and insignificant effect on performance.

The next factor that can affect performance is extrinsic motivation. Extrinsic motivation is work motivation that comes from the external environment of workers, such as external circumstances that encourage them to do their jobs in the most effective way (Istanti, 2024). Motivation and environmental factors are important considerations because they can affect individual performance (Darmawan et al., 2021). Extrinsic motivation is very important for employees to reward their performance (Asaari et al., 2020).

Employees who are driven by high motivation during work will achieve better performance, perhaps even exceeding the targets or goals set by the organization (Suyoto et al., 2025). Because their pay just covers their daily expenses, some nurses appear to be less motivated to work hard, perform to the best of their ability, and stick to their same routines. Research conducted by Nilasari et al., (2021), Istanti, (2024), and Potu et al., (2021) shows that extrinsic motivation has a positive and significant effect on performance. However, research conducted by Mulyadi & Pancasasti, (2021), Weningestri et al., (2024), and Mahfudiyanto, (2021) shows that

extrinsic motivation has a negative and insignificant effect on employee performance.

This research is a development research conducted by previous researchers Leilani & Kusnanto, (2024) with independent variables Organizational culture and islamic work ethic on performance. According to this study, although organizational culture has a negative effect on worker performance, islamic work ethic has a positive and significant effect. Researchers will develop and add one independent variable, namely the extrinsic motivation variable. This study aims to gain a deeper understanding of the factors that influence nurse performance at RSU Muhammadiyah Siti Aminah Bumiayu.

LITERATURE REVIEW

Motivation Theory

According to Maslow's needs theory Helmke et al., (2020) everyone has five different levels of needs: physiological, safety, social, reward, and self-actualization needs. Fulfilling these needs can have an impact on employee motivation and performance in an organization. External incentives, ethical systems, and work culture can help employees improve self-actualization and performance. An employee can be more motivated to work if his needs are met (Handayani et al., 2020).

Organizational culture has a positive and significant effect on nurse performance

A job is not solely based on quantity results, but also involves quality, timeliness, and teamwork skills. There are several factors that can affect job performance, ranging from personal and leadership abilities to workplace environmental conditions, including organizational culture. In Maslow's hierarchy of needs theory (Helmke et al., 2020) a person in a culture is mostly satisfied in their security needs. According to Riyanto et al., (2021) measuring organizational culture using an organizational culture approach that supports organizational survival. Engagement, consistency, adaptability, and purpose are important elements in this approach. Thus, leaders need to provide a comfortable organizational culture so that it can encourage the performance of each employee and emphasize the importance of organizational goals, this can make each individual perform better.

In order to improve performance, leaders must always maintain control over each behavior of their members, provide support and motivation in all forms, and maintain integration with their subordinates in order to create an organizational culture and a comfortable work environment (Nurmala & Jasin, 2021). Employee behavior is influenced by the workplace atmosphere where they are employed by a particular organization, and it is believed that this organization can increase employee productivity (Putra et al., 2022).

Research conducted by Fahmi, (2021), Putra & Nasution, (2024), Rojak et al., (2024), and Al-Ansi et al., (2023) shows that organizational culture has a positive and significant effect on performance.

H1: Organizational culture has a positive and significant effect on performance

Islamic work ethic has a positive and significant effect on nurse performance

Various approaches have been used to improve performance, including the application of Islamic ethical values in the work environment. Islamic work ethic is a personality attitude that believes that work is not just for yourself, it is one of the good deeds that is worth worship (Candra et al., 2022). It is based on the belief that Islamic principles encourage people to work sincerely, professionally, and responsibly, thereby increasing productivity and work quality. Islamic work ethic can give organizations a source of long- term competitive edge because it is a rare resource that is challenging to duplicate Badar et al., (2023). In Maslow's hierarchy of needs theory, a person will be motivated by his need to develop and actualize his full potential capacity (Helmke et al., 2020).

One of the needs is a social need where each individual is free to work in accordance with the teach he adheres to which comes from the Qur'an and hadith. According to Udin et al., (2022) including religion and spirituality in the work environment can increase morale in employees which can improve performance. Islamic work ethics emphasizes to work together at work and deliberation is considered a method to prevent mistakes. Research conducted by Khotijah & Helmy, (2021), Kurniasari & Bahjahtullah, (2022), Candra et al., (2022), and Purnama et al., (2021) prove that islamic work ethic has a positive and significant effect on performance.

H2: Islamic work ethic has a positive and significant effect on performance

Extrinsic motivation has a positive and significant effect on nurse performance

Motivation has been identified as one of the most important components affecting performance. Thus motivation is a factor that can affect individual satisfaction in achieving goals (Darmawan et al., 2021). Among the various forms of motivation, extrinsic motivation is usually considered as the main driver, especially in target- and result-based organizations. According to Mulyadi & Pancasasti, (2021), motivation is a trigger that directs, and provides support for individual behavior so that they are willing to work diligently and enthusiastically, with the aim of achieving maximum results. in the organizational context, extrinsic motivation is often used as a strategy to encourage employees to work harder and achieve certain targets.

In Maslow's hierarchy of needs theory, extrinsic motivation is an encouragement that comes from factors outside of the individual to do a job (Helmke et al., 2020). Encouragement from these external factors such as awards, praise, social status, and recognition from others. Providing incentives, awards, and additional facilities is often a special attraction for employees to improve their work performance. Employees who feel materially valued tend to have higher morale, more discipline, and focus on achieving results. Extrinsic motivation plays an important role in improving employee productivity (Ravesangar & Fauzi, 2022). Research conducted by Sismanto & Mubarak, (2024), Al Imtinan & Wulandari, (2025), Putri & Yanti, (2025) and T. P. Purnomo & Wardhani, (2023) proved that extrinsic motivation has a positive and significant effect on performance. H3: Extrinsic motivation has a positive and significant effect on performance.

Based on the development of these hypotheses, the research framework can be formulated as shown in the following figure:

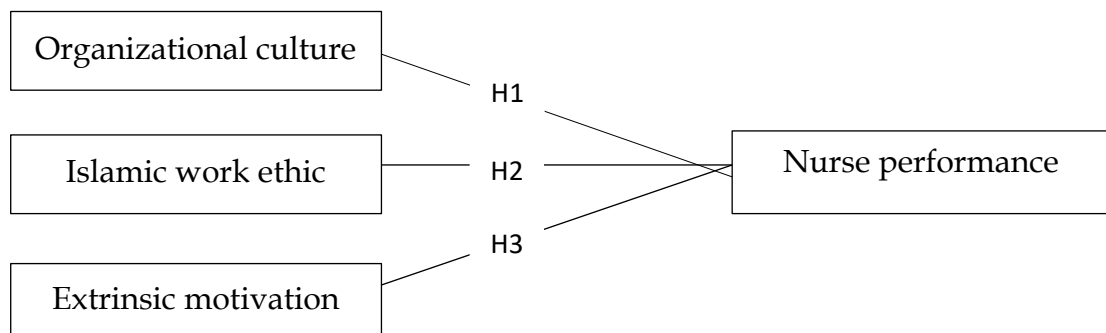


Figure 1. Research Framework

METHODOLOGY

This study uses a quantitative model with a data collection tool in the form of a questionnaire. The population in the study amounted to 165 nurses of the RSU Muhammadiyah Siti Aminah Bumiayu with a response rate of 137 (82.88%) respondents. The sampling technique used was purposive sampling with the criteria of permanent nurses who have a minimum work period of 1 year so that respondents who meet the criteria are 128 respondents. Data collection was carried out through distributing questionnaires arranged on a five-point Likert scale for measurement and distributed to respondents. Data analysis uses multiple regression analysis and data processing is carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). This study aims to analyze the effect of organizational culture, islamic work ethic, and extrinsic motivation on nurse performance at the RSU Muhammadiyah Siti Aminah Bumiayu.

Table 1. Variable Measurement

Variable		Items
Employee Performance (Y)	Y1	I can able to set priorities
	Y2	I managed my time well
	Y3	I can able to carry out my work efficiently
	Y4	I can plan my work
	Y5	I can complete work on time
	Y6	I will work to achieve the set targets
Organizaational Culture (X1)	X1.1	I received an appropriate performance allowance
	X1.2	Performance is taken into career development
	X1.3	Organizations reward performance
	X1.4	I feel involved in the work team to achieve output
	X1.5	I can work as a team
	X1.6	I feel like working as a team will be better
	X1.7	I have a clear job desk, and I do it
	X1.8	I utilize my time to work optimally
	X1.9	I work according with regulations
Islamic Work Ethic (X2)	X2.1	Integrity and honesty are keys to excellence in the workplace
	X2.2	Creativity should be emphasized in the workplace
	X2.3	Work should be assessed by what is halal and what is forbidden
	X2.4	A person should perform the best he/she can
	X2.5	Performing at a high level allows a person to overcome challenges and achieve success
	X2.6	Work should be accompanied by intentions together with the desired outcomes
	X2.7	Laziness at work should be avoided
	X2.8	Humility at work encourages a cooperative climate
	X2.9	Performing at a high level contributes to the good of society
	X2.10	Wasta should be avoided
	X2.11	Transparency should be emphasized in the workplace
	X2.12	Cooperation is a key to successful work
Extrinsic Motivation (X3)	X3.1	My work provides me with opportunities for career advancement
	X3.2	My work provides opportunities for me to move forward
	X3.3	My work opens up opportunities for me to achieve my career goal
	X3.4	My work provides me with brighter future
	X3.5	My job allows me to improve myself
	X3.6	Doing my job makes me a better person

	X3.7	My work clarifies my career path
	X3.8	The work that I am doing enhances my self-worth
	X3.9	The work that I am doing allows me to use my skills and abilities
	X3.10	The rewards provided by the company are worth pursuing
	X3.11	The recognition I received differentiates me from the rest of other employees
	X3.12	The company provides sufficient rewards for outstanding performance
	X3.13	The rewards provided by the company are irresistible
	X3.14	I received recognition from the supervisor for excellent performance

RESEARCH RESULT

This research was conducted at RSU Muhammadiyah Siti Aminah Bumiayu with a population of 165 nurses. The response rate of nurses in this study was 137 (82.88%). The following table shows the characteristics of the study respondents:

Table 2. Characteristics of Respondent

Respondent	Category	Frekuensi	Percentage (%)
Gender	Male	35	25,55
	Female	102	74,45
	Total	137	100,00
Age	20-30 Years	76	55,47
	31-40 Years	54	39,42
	41-50 Years	7	5,11
	>51 Years	0	0,00
	Total	137	100,00
Status	Married	93	67,88
	Not Married	44	32,12
	Total	137	100,00
Education	SMA	6	4,38
	D III	86	62,77
	S1	43	31,39
	S2	2	1,46
	S3	0	0,00
	Total	137	100,00
Working Period	<1 Years	9	6,57
	1-3 Years	43	31,39
	3-5 Years	30	21,90
	5-10 Years	25	18,25
	>10 Years	30	21,90
	Total	137	100,00

Based on table 2, the majority of respondents consisted of women with the classification of female nurses as many as 102 respondents or 74.45%, while male nurses were 35 respondents or 25.55%, indicating unbalanced participation. This is because the general public believes that working as a nurse is exclusively a female occupation. In terms of age, 76 (55.47%) respondents were aged between 20-30 years old, 54 (39.42%) between 31-40 years old, and 7 (5.11%) people between 41-50 years old. None of the respondents were older than 51 years old. There were 93 respondents (67.88%) who were married while the remaining 44 respondents (32.12%) were unmarried. The dominance of married respondents can provide an idea of the existence of family responsibilities that may affect work priorities and behavior.

The majority of respondents have a D III education as many as 86 people or 62.77%, and the others have an S1 education as many as 43 people (31.39%), 2 people (1.46%) for the S2 level, and 6 people (4.38%) for the SMA level. This shows that most respondents have a relatively high level of education, which can affect ability and performance. In terms of working time, 9 respondents (6.57%) less than 1 year, 43 respondents (31.39%) more than 1 year, 30 respondents (21.90%) more than 3 years, 25 respondents (18.25%) more than 5 years, and 30 respondents (21.90%) more than 10 years.

Convergent Validity and Reliability

Convergent validity can identify the correlation between indicators and their constructs. Research is considered valid and reliable if the outer loading value > 0.70 and Average Variance Extracted (AVE) ≥ 0.50 (Hair et al., 2023). Based on table 3, the results of all outer loading values are > 0.70 and the results of all AVE values > 0.50 , therefore, it can be concluded that all indicators are valid and the convergent validity test is fulfilled.

Reliability test is conducted to ensure that the indicators used to measure a construct provide stable and consistent results. To assess reliability, Cronbach's Alpha and Composite Reliability values are used, which have a value of > 0.70 indicating good reliability (Hair et al., 2023). Table 3, shows all Cronbach's Alpha and Composite Reliability values > 0.70 , so the construct has good reliability and the reliability test is fulfilled.

Table 3. Convergent Validity and Realibility

Items	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Organizational Culture (OC)		0.908	0.924	0.575
OC1	0.701			
OC2	0.796			
OC3	0.787			
OC4	0.807			
OC5	0.745			

OC6	0.707			
OC7	0.779			
OC8	0.718			
OC9	0.777			
Islamic Work Ethic (IWE)		0.913	0.932	0.696
IWE7	0.819			
IWE8	0.866			
IWE9	0.814			
IWE10	0.842			
IWE11	0.832			
IWE12	0.833			
Ekstrinsic Motivation (EM)		0.942	0.949	0.607
EM1	0.805			
EM2	0.804			
EM3	0.851			
EM4	0.804			
EM7	0.702			
EM8	0.715			
EM9	0.756			
EM10	0.767			
EM11	0.795			
EM12	0.784			
EM13	0.751			
EM14	0.805			
Employee Performance (EP)		0.882	0.918	0.737
EP1	0.859			
EP2	0.861			
EP3	0.892			
EP4	0.821			

Discriminant Validity

Discriminant validity is a test that aims to compare constructs and their indicators with other constructs. The discriminant validity value can be seen from the Fornell-Larcker criterion value, namely the AVE root value of each variable exceeds the AVE root of its correlation with other variables, so it can be said to be valid (Hair et al., 2023). Based on table 4, it shows that all the AVE root values of each variable exceed the AVE root of its correlation with other variables so that it can be concluded that the discriminant is valid or fulfilled.

Table 4. Fornell-Larcker Criterion

Variable	EM	EP	IWE	OC
EM	0.779			
EP	0.657	0.859		
IWE	0.646	0.613	0.834	
OC	0.776	0.532	0.604	0.758

Determinant Coefficient (R-Square)

To determine whether the independent variables have a substantive impact or not, the R-Square is used. The *R-Square* test is considered good if it can determine the dependent variable and has a value close to 1 (Hair et al., 2023). Table 5 shows the performance R-Square value of 0.493 (49.3%), thus showing organizational culture, islamic work ethic, and extrinsic motivation can contribute to the performance variable by 49.3%, and other variables can contribute to the last 50.7%.

Table 5. R-Square

Employee Performance	
R Square	0.493
R Square Adjusted	0.481

Hypothesis Test (Bootstrapping)

Hypothesis testing is carried out to test the significance of the path statistical coefficient or hypothesis obtained through the Bootstrapping method. The hypothesis is considered relevant if the P-Value <0.05 (Hair et al., 2023). A positive directional relationship has a positive original sample value (O) and a negative directional relationship has a negative original sample value (O).

Table 6. Hypothesis Testing Results

	Original Sample (O)	P Values	Description
Organizational Culture (X1) -> Employee Performance (Y)	0.469	0.000	Supported
Islamic Work Ethic (X2) -> Employee Performance (Y)	0.328	0.000	Supported
Extrinsic Motivation (X3) -> Employee Performance (Y)	-0.030	0.814	Not Supported

DISCUSSION

Effect organizational culture on nurse performance

The results of this study indicate that organizational culture has a positive and significant effect on nurse performance. This indicates that corporate culture is very important for performance. Typically, an

organization is designed to achieve goals using all of its human resources. However, an organization's performance is strongly influenced by its environment, including its culture. This finding is in line with Abraham Maslow's research which states that a person in a culture is mostly satisfied in his security needs (Helmke et al., 2020). The results of this study are in line with Nurmala & Jasin, (2021) that by implementing a good organizational culture, there will be a comfortable work environment that can increase employee productivity.

The culture of an organization greatly influences the behavior of its members because the culture has a value system that can be used to direct human behavior in the organization to achieve the expected goals or results. In other words, if the organizational culture is good, members of the organization will be good and qualified (Fahmi, 2021). This suggests that corporate culture must be effectively implemented to maintain company values and make the workplace more comfortable for better performance. In addition, this study is in line with the findings of Virgiawan et al., (2021) Shahidi et al., (2024), Nurmala & Jasin, (2021), and Fahmi, (2021) which state that organizational culture affects performance positively and significantly.

Effect islamic work ethic on nurse performance

The results of this study indicate that islamic work ethic has a positive and significant effect on nurse performance. This means that one of the important elements that affect performance is islamic work ethic. By implementing a good islamic work ethic, employees will act professionally in their workplace, which results in a sense of sincerity and high morale. This research is in line with Abraham Maslow's theory that a person will be motivated by his need to develop and actualize his full potential capacity (Helmke et al., 2020). This finding is in line with Fadhlurrohman & Mas'ud, (2021) that a worker with a high islamic work ethic will have a sense of sincerity and high work enthusiasm at work through work professionalism, so that his performance will increase.

Working with islamic work ethic is important, especially for nurses. This is because nurses labor with more than just worldly ideas, their profession is also regarded as worship, and they work truly to maximize their abilities (Widzayanto et al., 2023). Employees who apply islamic work ethic will have a sense of professionalism and high morale, which results in improved performance (I. Purnomo et al., 2023). This research is also in line with Lestari et al., (2023), Aflah et al., (2021), and Widyarini & Muafi, (2021) which state that islamic work ethic has a positive and significant effect on performance.

Effect exstrinsic motivation on nurse performance

The results of this study indicate that extrinsic motivation has a negative and insignificant effect on nurse performance. Extrinsic motivation is not the main factor determining performance in nurses at the RSU Muhammadiyah Siti Aminah Bumiayu. This can occur due to the

limited career development paths available, where the highest position is only as head of the nursing division without attractive incentives. When career development prospects are unclear or stagnant in certain positions, nurses tend not to be encouraged to improve performance for the sake of these incentives. In addition, hospital policies that require nurses to serve for a certain period of time if their education is funded make education incentives perceived as a burden or work bond that limits career freedom. As a result, this is no longer an effective performance driver, but rather creates a sense of compulsion that weakens motivation. Previous research by Islami & Adnyana, (2024), Regina, (2023), and Putra et al., (2022) found that extrinsic motivation has a negative and insignificant effect on performance.

CONCLUSIONS AND RECOMMENDATIONS

The results showed that organizational culture has a positive and significant effect on nurse performance, and islamic work ethic has a positive and significant effect on performance. However, extrinsic motivation has a negative and insignificant effect on nurse performance. The limitation of this study lies in the use of limited variables, namely organizational culture, islamic work ethic, and extrinsic motivation as variables that affect nurse performance. In addition, the coefficient of determination of 0.493 (49.3%) indicates that these variables are only able to explain 49.3% of nurse performance variables, while other elements not included in this study affect other parts.

ADVANCED RESEARCH

Based on the above limitations, the researcher provides several theoretical and practical suggestions. First, hospitals are advised to pay attention to aspects of organizational culture and islamic work ethic considering the results of this study show that these two components play an important role in improving nurse performance. Second, future research can explore additional factors, such as self- efficacy which has been proven to improve nurse performance Landu & Crowley, (2023), Widzayanto et al., (2023), Pratomo, (2022) and Darmawan et al., (2023) as well as intrinsic motivation because it can improve performance (Janah et al., 2024; Ibrahim & Abiddin, 2024; Othman & Alkahtani, 2021; & Widzayanto et al., 2023).

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