

ANALYSIS THE EFFECT OF ORGANIZATIONAL COMMITMENT ISLAMIC WORK ETHICS AND ORGANIZATIONAL CULTURE ON LECTURER PERFORMANCE AT STIE MANDALA

Tamriatin Hidayah¹
Hary Sulaksono²

Higher Education of Economic Mandala, JL. Sumatera No 118-120 Jember 68121, Indonesia^{1,2}

Received : 2021/10/26 Corresponding author:
Revised : 2021/11/15 Name: Tamriatin Hidayah
Accepted : 2021/12/03 E-mail: tamriatin@stie-mandala.ac.id

ABSTRACT

This study aims to see the effect of organizational commitment variables, Islamic work ethics and organizational culture on the performance of lecturers at STIE Mandala. The method of collecting data is through a questionnaire. The sampling method used a saturated sample. The data analysis method used is Multiple Linear Regression. The results obtained from this study are organizational commitment has no significant influence on employee performance, Islamic work ethics and organizational culture have a significant effect on lecturer performance at STIE Mandala. The implications that can be formulated related to the results of this study are that the leadership of higher education institutions should strive to increase the organizational commitment of their employees, create an organizational culture that is able to create a good work culture.

Keywords: Organizational Commitment, Islamic Work Ethics, Organizational Culture, Performance.

INTRODUCTION

Every organization in any form, size and type of activity always has an interest in the best performance produced by a series of systems that exist within the organization. Human Resources is a major factor or a determining factor in getting good performance. The application of proper human resource management has contributed to efforts to build conducive behavior of employees to get the best performance in an organization.

Referring to the nation's mission as stated in the Long Term Development Plan (RPJPN) 2005-2025, which is to create a highly competitive nation, The Ministry of Cultural Education formulates the long-term vision of National Education development for 2005-2025 which is

"Producing intelligent and competitive Indonesian people". Efforts to increase the nation's competitiveness and produce intelligent and competitive people require the participation of the world of education, both primary, secondary and higher education through good management of all available resources, including human resources.

Law of the Republic Indonesia No. 12 of 2012 concerning higher education states that to increase the nation's competitiveness, higher education is needed that has the ability to develop science and technology and produce intellectuals, scientists, and professionals who are cultured, creative, characterized, tough and brave to defend themselves. truth for the benefit of the nation. higher education is an educational unit that organizes higher education. Higher education is meant here includes public and private universities. State universities which are usually referred to as PTN are universities established and/or organized by the government, while Private Universities or PTS are tertiary institutions established and/or organized by the community. PTN and PTS have the same role in activities that aim to participate in the intellectual life of the nation in order to prepare competitive Human Resources and are always required to improve their quality both organizationally and the people in it.

Human Resources in an organization has a very important role. Good performance management is a necessity for organizations. Organizations should think about performance management issues. Organizations must try to improve individual performance, because individual effectiveness will affect group effectiveness and will ultimately affect organizational effectiveness.

Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, vision and mission of the organization. In general it can also be said that performance is an achievement that can be achieved by the organization within a certain period, this is in accordance with the concept of performance which is divided into 3 perspectives, namely: individual performance, group performance and organizational performance.

The performance of a university is determined by the performance of its human resources (HR), especially the academic community, namely lecturers and students. HR is a very important part in the improvement and development of an organization. An institution or organization that has human resources with good performance will be relatively easier to achieve organizational goals. Junee & Mahmood (2011) revealed that performance is an important factor in employee management. Employee performance shows the quality and quantity produced or services provided by someone who does the job (Luthan 2005:165)

Efforts to improve employee performance can be identified from various factors that influence it. According to Ismail (2008), employee performance is influenced by two factors, namely external factors and internal factors. According to Gibson (2008:123) there are 3 factors that influence performance, individual factors, psychological factors and organizational factors.

The success of organizational management, one of which is influenced by the success of management in growing commitment from employees or employees. High commitment needs to be owned by employees, the higher the organizational commitment of employees, the better the performance displayed. Organizational commitment owned by employees is the identity of the sense, involvement and loyalty of employees. The implementation of organizational commitment will appear in an attitude of acceptance, a strong belief in the values and goals of the organization, a strong drive to maintain and become an important part of organizational members in order to achieve organizational goals. Organizational commitment has contributed to improving employee performance, as expressed by (Suharto et al: 2019), (Riris Anggun Cahyani

2020), (Heri Ginanjar 2021), (Jufrizen et al 2018), (Amin Wahyudi 2012), (Mohamad Taufiq Hidayat 2009). Another factor that plays a role in building good performance is the Islamic work ethic.

Islamic work ethic can be defined as a set of values or belief systems that are sourced from the Qur'an and The sunnah the Prophet Muhammad SAW regarding work. The Islamic work ethic emphasizes the quality of work as a source of happiness and perfection in life. Hard work is a virtue, people who want to work hard will probably be more advanced in life, and conversely those who don't want to work hard can be a source of failure in life. Some studies that conclude that there is a significant influence between Islamic work ethics and performance include (Amin Wahyudi 2012), (Ali Mustakim 2012), (Safitri Nur Annisa 2016), (Jufrizen et al 2018), (Khodijah Muhamad Ali et al 2019), (Julianto Hutasuhut and Alkausar Saragih 2019), (Rizqi Firdaus Habibi 2020).

Organizational culture is a factor that also influences performance. Organizational culture is the way people do things in an organization. Organizational culture is a unit of norms consisting of beliefs, attitudes, core values, and behavioral patterns of people in the organization. Organizational culture is a basis for the creation of an ideal organizational climate. Organizational culture that is managed as a management tool properly will have an influence and be a driving force for employees to behave, be dedicated and productive. Several studies conclude that organizational culture has a significant effect on employee performance (Safitri Nur Annisa 2016), (Jufrizen 2018), (M Akob 2018).

Based on the description of several variables that affect employee performance which is the ultimate goal of this research, the formulation of the problem can be formulated as follows:

- a. Do organizational commitment , Islamic work ethic and organizational culture partially have a significant effect on the performance of lecturers at STIE Mandala .
- b. Do organizational commitment , Islamic work ethic and organizational culture simultaneously have a significant effect on the performance of lecturers at STIE Mandala

The objectives of this research

- a. To examine and analyze the effect organizational commitment, Islamic work ethics and organizational culture partially on the performance of lecturers at STIE Mandala
- b. To examine and analyze the effect organizational commitment, Islamic work ethics and organizational culture simultaneously on the performance of lecturers at STIE Mandala

RESEARCH METHODOLOGY

This type of research is quantitative research. Quantitative research is research that requires a lot of use of numbers, ranging from data collection, interpretation, and display of the results file (Sugiyono, 2014). In this study, the variables studied were organizational commitment (X1), Islamic work ethic (X2), organizational culture (X3), lecturer performance (Y). Organizational commitment is measured by indicators of affective organizational commitment, normative organizational commitment and ongoing organizational commitment. Islamic work ethic is measured by indicators of Al Shalah (good), Al Itqan or stability and perfection, Al Ihsan doing the best and better, Al Mujahadah optimal hard work and observing the value of favors. Organizational culture is measured by indicators of innovation and risk taking, attention on detail, results orientation, people orientation, team orientation, aggressiveness, stability. Performance variables are measured by quantity, quality, and timeliness. the population in this study were lecturers at STIE Mandala. Samples were taken from all permanent lecturer

population at STIE Mandala. The sampling method used a saturated sample. The data analysis method used is Multiple Linear Regression Analysis with validity, reliability and classical assumption tests carried out previously. To test the proposed hypothesis using t test and F test.

RESULTS ANALYSIS

Characteristics of Respondents

The respondents in this study were 35 permanent lecturers at STIE Mandala. The number of respondents who were male as many as 20 people and female as many as 15 people. From the education level, most of the masters are 27 people and doctorates are 8 people. Then when viewed from the academic positions, the most are lecturers as many as 13 people, head lecturers 8 people and expert assistants as many as 9 people, while there are 5 people who don't have academic positions. The most working period at intervals of 1-10 years are 13 people, 11-20 years are 10 people, 21-30 are 5 people and more than 30 years are 7 people. From the graduation of serdos who have obtained lecturer certification as many as 22 people and 13 people have not obtained lecturer certification.

Description of respondents' answers to research variables:

Description of organizational commitment variable

Table 1. Variables of organizational commitment
Frequency distribution of respondents' answers to organizational commitment

NO	INDICATOR	STS	%	TS	%	N	%	S	%	SS	%	Total
1	X1.1	0	0	0	0	1	2.9	10	28.6	24	68.5	100
2	X1.2	0	0	0	0	5	14.2	16	45.7	14	40.1	100
3	X1.3	0	0	0	0	1	2.9	15	42.8	19	54.3	100
4	X1.4	0	0	0	0	8	22.8	18	51.4	9	25.8	100
5	X1.5	0	0	0	0	11	31.4	20	57.1	4	11.5	100
6	X1.6	0	0	0	0	8	22.9	20	57.1	7	20	100

Based on the data in Table 1 above, it can be explained that related to organizational commitment variables as measured by six indicators, it can be seen that most of the respondents gave answers with a score of 4 which means they agree, but there are also respondents who give neutral answers which are mostly related to indicator 4, 5 and 6, which are indicators of sustainable organizational commitment.

Description of Islamic work ethic variables

Table 2. Variables of Islamic work ethic

NO	INDICATOR	STS	%	TS	%	N	%	S	%	SS	%	Total
1	X2.1	0	0	0	0	3	8.5	13	37.2	19	54.3	100
2	X2.2	0	0	0	0	1	2.9	18	51.4	16	45.7	100
3	X2.3	0	0	0	0	4	11.5	12	34.2	19	54.3	100
4	X2.4	0	0	0	0	2	5.8	15	42.8	18	51.4	100
5	X2.5	0	0	0	0	6	17.2	18	51.4	11	31.4	100
6	X2.6	0	0	0	0	5	14.2	22	63	8	22.8	100

Based on the data in Table 2 above, it can be explained that related to the Islamic work ethic variable as measured by six indicators, it can be seen that most of the respondents gave answers with a score of 4 which means they agree, but there are also respondents who give neutral answers.

Description of organizational culture variables

Table 3 organizational culture

NO	INDICATOR	STS	%	TS	%	N	%	S	%	SS	%	Total
1	X3.1	0	0	0	0	7	20	16	45.7	12	34.3	100
2	X3.2	0	0	0	0	4	11.5	24	68.5	7	20	100
3	X3.3	0	0	0	0	7	20	18	51.4	10	28.6	100
4	X3.4	0	0	0	0	3	8.5	19	54.3	13	37.2	100
5	X3.5	0	0	0	0	3	8.5	17	48.6	15	42.9	100
6	X3.6	0	0	0	0	4	11.5	21	59.9	10	28.6	100
7	X3.7	0	0	0	0	5	14.2	22	63	8	22.8	100

Based on the data in Table 3 above, it can be explained that related to organizational culture variables measured by seven indicators, it can be seen that most of the respondents gave answers with a score of 4 which means they agree, but there are also respondents who give neutral answers.

Description of Lecturer Performance variables

Table 4 lecturer performance

NO	INDICATOR	STS	%	TS	%	N	%	S	%	SS	%	Total
1	Y1.1	0	0	0	0	4	11.4	15	42.8	16	45.8	100
2	Y1.2	0	0	0	0	3	8.5	17	48.6	15	42.9	100
3	Y1.3	0	0	0	0	3	8.5	17	48.6	15	42.9	100
4	Y1.4	0	0	0	0	6	17.1	19	54.3	10	28.6	100
5	Y1.5	0	0	0	0	4	11.4	21	60	10	28.6	100

Based on the data in Table 4 above, it can be explained that related to the Lecturer Performance variable as measured by five indicators, it can be seen that most of the respondents gave answers with a score of 4 which means they agree, but there are also respondents who give neutral answers.

Data analysis results

In this study, the data analysis method used is Multiple Linear Regression Analysis. The series of data processing processes include testing the measurement model, including validity and reliability, then proceeding with classical assumption test, multiple linear regression analysis and hypothesis testing t test and F test.

From the analysis of the validity test, the conclusion obtained is valid because it meets the test criteria, namely the calculated r value > from r table. Based on the reliability test the Cronbach Alpha value is 0.792, this value is above the value 0.60 so it can be said to be reliable. The results of the classical assumption test, for the normality test, it can be seen from the SPSS

printout that the conclusion is normally distributed. For multicollinearity, it can be seen from the tolerance value or from the VIF value.

Tolerance values are all rated > from 0.10 so it can be concluded that there is no multicollinearity. All VIF values are at values < 10 so it can be concluded that there is no multicollinearity. For heteroscedasticity test using a scatter plot, the results of the scatter plot image show that there is no clear pattern where the points spread, indicating that there is no heteroscedasticity.

The results of multiple linear regression, show the following equation:

$$Y = 3,635 - 0.24X_1 + 0.390X_2 + 0.436X_3 + e$$

From the above equation it can be concluded that:

The constant value is 3.635, this shows that if the value of the variable organizational commitment, Islamic work ethic and organizational culture is equal to 0 then the lecturer's performance is 3.635. The coefficient value of the organizational commitment variable is negative which means the direction of the relationship is negative (opposite direction), and this means that every increase of one unit of organizational commitment variable, will make the lecturer's performance decrease by 0.24. In practice, it does not mean that all of them do not have commitment, but there is a tendency or there are some lecturers who need to increase their organizational commitment. The coefficient value of the Islamic work ethic variable is positive 0.390 which means the direction of the relationship is positive (unidirectional), and this means that each increase in one unit of the Islamic work ethic variable, will increase lecturer performance by 0.390 units. Organizational culture (X3). The coefficient value of the organizational culture variable is positive 0.436 which means the relationship is positive (unidirectional) and this means that every one unit increase in the organizational culture variable will increase the lecturer's performance by 0.436 units .

Before testing the hypothesis, it is necessary to know that the hypotheses proposed in this study are:

The first hypothesis is suspected to have a partial influence between organizational commitment on lecturer performance, the second hypothesis is suspected to have a partial influence between Islamic work ethics on lecturer performance, the third hypothesis is suspected to have an influence between organizational culture on lecturer performance. Finally, or the fourth hypothesis, it is suspected that there is a simultaneous influence between organizational commitment, Islamic work ethics and organizational culture on lecturer performance. The results of hypothesis testing are as follows:

Table 5 Coefficients

Model	Standardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
Constant	3,635	3,655			
X1	-,204	,162	-,172	-1,256	,218
X2	,390	,127	,415	3,083	,004
X3	,436	,115	,570	3,775	,001

For organizational commitment, the t-test analysis showed that the level of significance (α) is: 0.218 and this value > 0.05. The results of this test show that the first hypothesis is not proven. This means that organizational commitment has no significant effect on lecturer

performance. The significance level (α) of the Islamic work ethic variable (X2) is $0.004 < 0.05$. This figure shows that the second hypothesis is proven, that Islamic work ethic has a significant effect on lecturer performance. The level of significance (α) of the organizational culture variable (X3) is $0.001 < 0.05$. This means that organizational culture has a significant effect on lecturer performance.

The F test which was conducted to see the simultaneous influence of organizational commitment variables, Islamic work ethics and organizational culture on lecturer performance gave the following results:

Table 6 ANOVA

Model	Some of Squares	df	Mean square	F	Sig
Regression	159.902	3	53.301	16.727	.000
Residual	98.784	31	3.187		
Total	258.686	34			

From the table of results of the F test analysis, the level of significance (α) of the variables of organizational commitment (X1), Islamic work ethic (X2) and organizational culture (X3) is $0.000 < 0.05$. This means that organizational commitment, Islamic work ethic and organizational culture have a significant effect on lecturer performance.

INTERPRETATION

The effect of organizational commitment on lecturer performance

The results of Multiple Regression Analysis indicate the effect of organizational commitment on lecturer performance. The relationship shown by the regression coefficient is negative, meaning that the relationship is not unidirectional. This result is also in accordance with the results of the t-test obtained which is not significant influence of organizational commitment on lecturer performance. The t-test of the first hypothesis shows that the significance level value obtained is 0.218 and this value > 0.05 . The results show that the first hypothesis is rejected and means that there is no significant effect between organizational commitment on lecturer performance. In such conditions it does not mean that all lecturers do not have commitment or low organizational commitment. Existing organizational commitment still needs to be improved with various policies and programs that can increase this organizational commitment. This can also be seen from the distribution of respondents' answers in several indicators related to sustainability commitment, quite a lot of which give neutral and agree answers, this indicates that if there is still a desire to move from this institution if the opportunity exists. This condition also indicates that some of the lecturers carry out their duties to the extent that they are still carrying out the Tri Dharma as the main duties of the lecturers or the interests of lecturer certification. The results of this study are in line with research from Akob (2018), Nurul Qomariah (2012), Prima Utama Wardoyo (2018) which concludes that organizational commitment does not significantly affect lecturer performance, but the results of this study are different from the results of research from Jufrizen (2018), Amin Wahyudi (2012), Mohamad Taufiq Hidayat (2009), Khodijah et al (2019) Riris Anggun Cahyani (2020), Heri Ginanjar (2021) who concluded that organizational commitment has a significant effect on employee performance.

The Effect of Islamic work ethics on lecturer performance

The results of Multiple Regression Analysis indicate the effect of Islamic work ethics on lecturer performance. The relationship shown by the regression coefficient is positive, meaning that the relationship is unidirectional. If the awareness to carry out work according to Islamic work ethics increases, the lecturer's performance will increase. Judging from the distribution of respondents' answers, it can be seen that the answers from the 6 indicators in the questionnaire mostly answered agree and strongly agree, more than 60% even though there were also those who answered neutral, but the number who answered neutral was still less around 10%.

These results are also in accordance with the results of the t-test obtained, namely the significant influence of Islamic work ethics on lecturer performance. In the t-test analysis of the second hypothesis (H2), it shows that the significance level value is 0.004. The significance level value obtained is smaller (<) dari nilai $\alpha = 0.05$. The conclusion that can be drawn is the second hypothesis (H2) is accepted, this means that Islamic work ethic has a significant effect on Lecturer Performance. The results of this study are in line with previous research conducted by Amin Wahyudi (2012), Ali mustakim (2018), Muhamad Taufiq Hidayat (2009), Yulianto & Al Kausar (2019), Rizqi Firdaus Habibi (2020) which concluded that Islamic work ethics have an effect on Employee performance. A different study was conducted by Akob (2018) which concluded that Islamic Work Ethics had no effect on employee performance.

The effect of organizational culture on lecturer performance

The results of multiple regression analysis indicate the effect of organizational culture on lecturer performance. The relationship shown by the regression coefficient is positive, meaning that the relationship is unidirectional if the existing organizational culture is good and conducive, then the existing work culture can be concluded in good condition too, lecturers will be enthusiastic at work and lecturer performance will increase. Judging from the distribution of respondents' answers, it can be seen that the answers from the 7 indicators in the questionnaire mostly answered agree and strongly agree, more than 60% even though there were also those who answered neutral, but the number who answered neutral was still less around 10%. These results are also in accordance with the results of the t-test obtained, namely the significant influence of organizational culture on lecturer performance. <) dari nilai $\alpha = 0.05$. The conclusion that can be drawn is the third hypothesis (H3) is accepted, this means that organizational culture has a significant effect on lecturer performance. The results of this study are in line with previous research conducted by Jufrizen (2020), Safitri Nur Annisa (2016), which stated that organizational culture has an influence on employee performance.

The effect of organizational commitment, Islamic work ethic and organizational culture together on lecturer performance

The F-test analysis of the fourth hypothesis (H4) gives the result that the significance level value is 0.000. The value obtained is smaller (<) dari nilai $\alpha = 0.05$. The conclusion that can be drawn is the fourth hypothesis (H4) is accepted, this means that organizational commitment, Islamic work ethic and organizational culture affect the performance of lecturers.

This conclusion implies that at the existing level of organizational commitment, the implemented Islamic work ethic and the existing organizational culture together are able to improve lecturer performance.

Limitations Of The Research

Limitations in this study include the distribution of questionnaires through google forms, so that researchers cannot fully control the answers given by respondents, because respondents may not be honest in filling out questionnaires. In addition, the number of samples is too small will also affect the results of the analysis.

CONCLUSION

Based on the results of the analysis, several conclusions can be drawn from the research conducted, namely the results obtained from this study are organizational commitment has no significant influence on employee performance, Islamic work ethics and organizational culture have a significant effect on lecturer performance at STIE Mandala. The implications that can be formulated related to the results of this study are that the leadership of higher education institutions should strive to increase the organizational commitment of their employees, create an organizational culture that is able to create a good work culture.

IMPLICATIONS

Based on the results of the analytical tests that have been carried out, it can be determined the policy implications that can be taken, namely: Organizational commitment is not significant to the performance of lecturers, this does not mean that existing lecturers do not have commitment, but their commitment still needs to be improved. The pride of being a lecturer at STIE Mandala should be strived to be in line with the sense of ownership and responsibility towards the Institution and encourage them to stay at the Institution. Several things can be done to increase employee organizational commitment: Justice and Support, Shared values, Trust, Organizational Comprehension and Employee involvement.

Organizational commitment can be increased by providing and increasing a sense of fairness, and employee self-satisfaction. In addition, the values adopted by the organization are continuously communicated to employees including lecturers, for example togetherness, openness, quality. Organizations need to always socialize existing values so that employees believe, believe and motivate to stay afloat. It can also be done by informing everything about the organization such as organizational events, organizational strategies, overall organizational plans. Employee involvement in decision making will also make employees feel valued, create a sense of ownership and responsibility for the sustainability of the organization.

From the results of the tests carried out, it shows that Islamic work ethics have a significant effect on lecturer performance, this indicates that in their work the main employees are lecturers who have applied Islamic work ethics, this is because one of them is that all employees are Muslim. This attitude needs to be maintained and even needs to be improved because the principles of good work and can improve performance are in line with Islamic work ethics.

From the results of the tests carried out, the results showed that organizational culture had a significant effect on lecturer performance. From the distribution of respondents' answers, many answered agree and strongly agree, this indicates that the existing organizational culture is good and has been able to create a good work culture. In the future, it is necessary to find a way to continuously communicate the organizational culture adopted to employees, both lecturers as educative staff and administrative staff. For example, it is shared in a wa group whose members are all employees, both administrative employees and lecturers, posted on a banner placed in a place that is easily readable. Socialized or communicated through regular meetings, to remind or notify when there are changes.

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