
THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND ISLAMIC WORK ETHIC TOWARD JOB PERFORMANCE OF TEACHING STAFF AT UNIVERSITIES IN SURAKARTA WITH INSTITUTIONAL BASE AS A MODERATOR VARIABLE

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ABSTRACT

The purposes of this study are: (1) examine the impact of organizational commitment to job performance of faculty member in Surakarta; (2) examine the impact of Islamic work ethic to job performance; and (3) examine the mediating role of institutional-base on the impact of Islamic work ethic to job performance. The results show that organizational commitment and Islamic work ethic had significance effect to job performance, but institutional-based had no moderating role in the effect of Islamic work ethic to job performance.

Keywords: organizational commitment, Islamic work ethic, job performance, institutional-based.

INTRODUCTION

Each organisation has interest in the best performance conducted by several systems applied in that organisation. Human resource management is one of key factors to get the best performance, besides handling skills and proficiency, human resource also has responsibility to build employee's conducive behavior to get the best performance. In higher education context, Surakarta region is the area of medium city, which has two state universities and several private universities experiencing tight competition and lack of interest to study in university. This condition implies that it is needed to optimize university performance, using teaching staff as the frontline. In other words, to develop competition atmosphere, commitment, and teaching staffs' work ethic are the key factors of university's successfulness.

Organizational behavior as a basic knowledge of HRM implementation policy has facilitated various empirical investigation from kinds of organizational behaviour factors toward job performance, as what Robbins (2001) said that the expected output from the study of organizational behaviour are productivity, low level of absence, and job satisfaction. Two concepts to be studied as a predictor of performance in this study are organizational commitment and work ethic .

A commitment to the job and the organization where a person work is a subject that is currently gaining increased attention from organizational behavior researchers. Until now, various researches have proven that a commitment to a job has a significant effect on work outcomes, such as desire to move, performance, job satisfaction, behaviour of organizational members, and the level of absence (Cohen, 1999). Technical term used by researchers to describe work commitment construct is organizational commitment, which is developed by Porter et al., (Luthans, 1996). In the development process, commitment is categorized into three, namely continuants commitment, affective commitment, and normative commitment. Aldag & Reschke (1997) state that based on the study of various studies, the researchers conclude that there are two constructs which are tested giving

the biggest contribution to work result, namely organizational commitment and behaviour of organizational citizenship.

The work ethic is much studied subject, since Max Weber introduced protestant work ethic, which is associated with productivity and economic development of European countries based on protestant Christianity (Ali, 1988). Max Weber states that protestant community has special work ethic which is different with non protestant community (Arslan, 2001), it is called protestant work ethic (Protestant work ethic, PWE). Ali (1988) states that several studies of the influence of work ethic toward productivity and performance using PWE instrument are fundamental bias because the culture and value system of Arabian (moslem) are in contrast to European and American.

For example, one of Ali's research shows that IWE scores of Arabian executives are higher than Scandanavian and American executives's scores. If there were no difference in value and culture system, Arabian executives would be more productive than Scandanavia and American people. The fact tells us the opposite. Another example according to Ali (1988) is the relationship between work ethic and individualism, one of Protestant work ethic pillar. The result of Almaney, Baali and Wardi's research in Ali (1988) shows that Arabian individualism is very high, and that's what led to the failure of Arab society cooperation. On the other hand, Western researchers say that western individualism are the pillars that define the peak achievements of western society. In line with Ali (1988) Abu-Saad also states that those bias happen when it is using indicators of work ethic in the context of different culture and beliefs.

As the solution, Ali (1988) has developed a concept called Islamic work ethic (IWE). It is based on value and conviction system believed by Arabian majority using two foundations, *Al Qur'an* and *As Sunnah*. Indonesian people are the biggest Islamic country in the world. On the other side, as far as it concerned, there is no research studying work ethic using IWE concept. This fact becomes driving force of IWE testing in Indonesian moslem society context.

As the development of the model, organization base where teaching staff worked is estimated having the moderating role in the effect of organizational commitment and Islamic work ethic toward performance. It is based on the concept that organization has an interest to incorporate the core values (shared value) as the culture of thought and activity of organization members, so that it becomes person-organization fit condition (Robbins,2001). Based on the consideration above, the purposes of this research are to examine the effect of organizational commitment and Islamic work ethic to performance and the role of organizational base in moderating the influence.

BIBLIOGRAPHY, HYPOTHESIS FORMULATION AND RESEARCH MODEL

Organizational Commitment and Performance

Organizational commitment is strength level of a person in identifying, getting involved, and obeying the organization (Aldag & Reschke, 1997). Allen & Meyer (1990) differentiate organizational commitment into three forms, continuants commitment, affective commitment, and normative commitment. Angle & Lawson (1993) explain that continuance commitment shows the decision to maintain membership in organization based on the calculation cost which has to be paid if a member decide to leave the organization. Affective commitment is emotional involved in identifying, getting involved in organization, while normative commitment is employees' feeling to have an obligation joining organization.

Since introduced by Mowday et al. (1978) in Luthans (1996), organizational commitment has been widely studied, both in the position as antecedents variable, mediator and consequences. Some studies using organisational antecedents variable viewed from organizational experience and dispositional factors (Angle & Lawson, 1993), reaction to assignment (Witt, 1993), working period stages (Gregersen, 1993), career stages (Allen & Meyer, 1993), working situation (Somers & Birnbaum, 1998), moving desire (Lum et al., 1998). Organizational commitment as mediator variable connected with Islamic work ethic and attitude going to organizational changes (Yousef, 1998a), politic organizational perception and working result (Vigoda, 2000), job satisfaction and moving desire (Clugston, 2000), and conflict between family-job and employees' moving (Ahuja et al., 2002). Organizational commitment as consequences from organizational justice (Tang & Sarsfield-Baldwin, 1996), the factors related to biography and employees' job (Mayer & Schoorman, 1998), and role conflict across organizational level (Lee & Jamil, 2003).

Performance is a certain measurement to indicate the results of the achievement of one side toward organizational tasks. A party or the doer intended can be organization (organizational performance) and individual (individual performance), depending on the level of analysis conducted. Luthans (1996) states that both past research and recent research supports the influence of organizational commitment toward desired outcomes, such as performance, as well as the negative effect on the desire to move and work absence.

Gregersen (1993) had examined the effect of organizational commitment on organizational citizenship behavior (OCB), which is a manifestation of the extra performance of the organizational role of the employee. The results of Gregersen's research (1993) shows that after a certain period of employment, there is a significant effect of organizational commitment to extra-role performance. Vandenberghe et al. (2004) proves a significant negative effect of affective commitment to the desire to move, a construct that can be aligned with individual performance, while Somers & Birnbaum (1998) also demonstrate the effect of various constructs related work with a commitment toward performance.

Thus, the first hypothesis is formulated as follows:

Hypothesis 1: Organizational Commitment has positive effect on the performance of teaching staff.

Islamic Work Ethic (IWE) and Performance

Yousef (2000) states that the concept of Islamic work ethics guided by the Quran and Sunnah, the words and deeds of Prophet Muhammad SAW. The essence of Islamic teachings concerning the spirit (work ethic) is that hard work caused sins had done can be forgiven. Islam also teaches that there is no better food than what comes out of his/her work. The Qur'an also teaches that honesty and fairness in trade is a prerequisite for equitable distribution of wealth and fairness for the people. The Qur'an also asks human to master skill and technology, and gives a high reward to anyone who really in the fight for life. On the other hand, the Qur'an hate laziness and wasting time on things that are not productive.

As the first person developing instruments to measure Islamic work ethic, Ali (1988) outlines three steps in the process of drafting IWE. The first step is to review the literature related to work ethics in Islam. This process produces sixty two statements, which consist of Islamic work ethic indicators and individualism. The second step is to test the validity of the initial indicators involving six experts who live in the United States. The results of this stage is determining fifty- three of sixty-two questions to be indicators agreed. From those number, forty- six indicators belong to IWE, while

seven indicators belong to the measurement of individualism. The last step is distributing instruments to test the feasibility of instruments empirically.

Ali's test result (1988) is continued by Abu - Saad (1998) through establishing IWE validity construct testing using factor analysis . Moreover , Abu - Saad also examine the relationship of individualism with IWE. The results of this study are : (1) there are three factors of IWE , which Abu - Saad (1998) gives names as personal and organizational obligations, personal investment and dividends , and personal effort and achievement . In addition, this study also shows that the three factors that have formed above has a significant relationship with individualism. Yousef (2000a ; 2000b) uses seventeen IWE indicators developed by Ali (1988) to test its effect on attitudes toward changing and as a mediator of locus of control toward the role of conflict and ambiguity. The results of both studies are IWE has significant effect on the change of attitude and IWE can moderate the effect of locus of control on the role of ambiguity and conflict.

Studies on the effect of work ethic toward performance, other than those proposed by Weber (Ali , 1988 ; Abu - Saad , 1998), are also made by other researchers , although they are not in the context of actual performance. Cohen (1999) does a test on the model of Randall & Cote, and proves that PWE has significant effect on job involvement . Miller et al . (2001) examines the effect on job satisfaction of work ethic in students and practitioners , and to prove that the work ethic has significant impact toward job satisfaction . Hatcher (2002) find a positive effect of work ethic toward the instructors' skills.

Job involvement, job satisfaction, and expertise are constructs which in line with the concept of performance . Thus , Hypothesis 2 was formulated as follows :

Hypothesis 2: Islamic Work Ethic has positive effects on the performance of teaching staff .

Institutional Base as Moderator

One of the determining factors of organizational culture is the values that stand by the founders of the organization (Robbins , 2001). Founder of the organization can be an individual, or a larger community organizations. For example, a state university is formally established by the values of nationalism , while the mass organizations such as Muhammadiyah university will establish the culture and values in accordance with the organizational struggles. Socialization process of the cultural values of the organization are increasingly in, so for individuals who feels not suitable with the values championed the organization would resign, those who feel suitable will receive and execute the values that have been approved. This process is referred to in the concept of organizational behavior with person- organization fit (Robbins , 2001) .

Based on the concept in advance, organizations base (Islam versus Nationalist) is assumed to be one of the variables that can be used to clarify the influence of Islamic work ethic on the performance of teaching staff. It means that the teaching staff who work at Islamic -based universities have higher Islamic work ethic than the teaching staff working at nationalist -based university. Thus , the hypothesis can be formulated as follows :

Hypothesis 3 : Organisation base moderate the influence of Islamic work ethic towards the performance , it means that the influence of Islamic work ethic on the lecturers' performance coming from Islamic-based institutions is higher than those who comes from nationalist-based institutions.

The review of conceptual and empirical study on the relationship between organizational commitment, Islamic work ethic, job performance, and the institutional base can be summarized in a research model or framework in figure 1

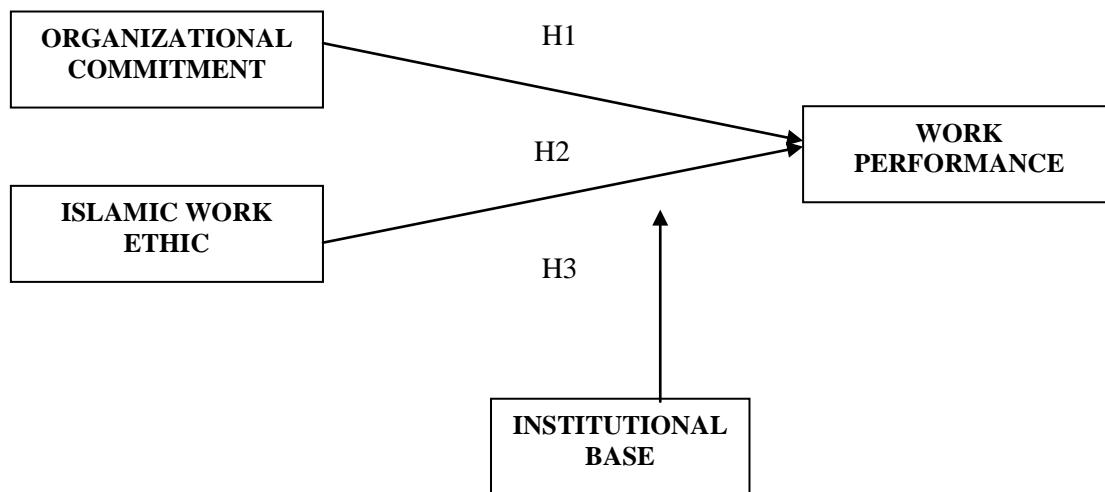


Figure 1
Research Model

RESEARCH METHOD

Population dan Sample

This study was conducted at three universities in Surakarta which have different base institution : Muhammadiyah University Surakarta (UMS) as the Islamic-based universities, the Sebelas Maret University (UNS) and Slamet Riyadi University (UNISRI) Surakarta as national/general -based university. The population in this study are all Muslim Lecturer on the three (3) Higher Education. In Muhammadiyah University Surakarta (UMS) there are 648 people lecturers . In Slamet Riyadi University (UNISRI) Surakarta there are 144 people lecturers and in Sebelas Maret University (UNS) there are 1476 lecturers . The total population in this study is 2268 lecturers.

Since involving some population subgroups , the sampling technique used is proportional random sampling (Malhotra, 1999). In this study, 150 questionnaires were distributed , 85 questionnaires in UNS , 45 questionnaires in UMS and 20 questionnaires in UNISRI . It turned out 130 returned questionnaires with details of UNS 70 questionnaires, 40 questionnaires from UMS and 20 questionnaires from UNISRI. From the returned questionnaires, 10 questionnaires were considered damage , so the number of questionnaires that could be analyzed were only 120 questionnaires of research data.

Definition of Operational Variables and Measurement

Islamic Work Etic (IWE) according to Joseph (2000) is a work ethic based on the ethical values of Islamic philosophy . To measure the Islamic Work Ethic, it is used instruments from Ali (1988). These instruments consist of a 17 items of questionnaires with Likert scale of 1 to 6 .

Organizational Commitment according to Robbins (2001) is an individual orientation to the organization that includes loyalty, identification, and engagement. To measure Orgnaisasional commitment , it is used instruments developed by Allen and Meyer (1990). These instruments consist of a 24 items questionnaires using a Likert scale of 1 to 6.

Job performance is defined operationally as the real work achievement (Actual Criteria) with objective measurement (Hard Criteria) concerning aspects of education and teaching, research and scientific work, community services and mentoring-committee activities. Those aspects are the implementation of *Tri Dharma* university. The instruments consist of 18 items of open questions that are filled directly by respondents. Then, respondents' answers are made intervals scale, each interval is given a score. The subjective measurement is a measure in the form of ratings made by the supervisor or immediate supervisor, in this case using instruments developed by Handoyo (2001) consist of 22 items questionnaires which is then carried out the scoring for the answers . The results of respondents' scores on the two instruments are added , then put the raw data in the analysis .

Institution base is defined as a special feature that shows identity and the existence of universities which directly or indirectly affects the behavior and way of thinking of the teaching staff. Operationalization and parameter variables are divided into two bases, namely Islamic-based university which is given the score of 1 and a national/general -based university is given the score of 0. Then, institutions base becomes Moderating Variable .

Eligibility Test Results of Instruments

The validity testing of the research instruments was done by using item - total correlation, as what was done by Ali (1988) to test the validity of Islamic Work Ethic Questionnaire, with a cut- off point correlation coefficient of 0.3 . Validity testing was done using Cronbach Alpha, it is based on the opinion of Nunanli (Sekaran , 2000) , who states that Cronbach Alpha coefficients above 0.7 is well categorized. Table 1 shows the summary results of the feasibility test instrument . The invalid indicators are removed from the analysis.

Analysis Technique

To examine the effect of organizational commitment toward job performance uses simple regression test, while for testing the mediating role of institutions base on the influence of Islamic work ethic toward job performance uses hierarchical regression Cohen & Cohen (Harsono , 2002) .

Table 1
Summary of Research Instruments Eligibility Test Results

Variable	Number of Indicators	Invalid Indicators	Reliability	Specification
Organizational commitment	24 item (Meyer & Allen, 1990)	Number 3 dan 19 (two indicators)	0,8851	
Islamic Work Ethic	17 item (Yousef, 1998)	Number 6 (one indicators)	0,7646	
Work Performance (Self-reported)	18 item (Handoyo, 2001)	Number 3 and 10 (two indicators)	0,7782	rolled into one
Work Performance (Supervisor reported)	22 item (from various sources)	Number 2 and 6 (two indicators)	0.8821	Variabel

Sources : Primary data were processed

RESEARCH RESULTS AND DISCUSSION

Descriptive analysis Result

Descriptive statistical analysis results as shown in Table 2 for each variable of the 120 respondents who processed the data shows that the total score of Work Performance in general is quite high because the minimum score is 126 , the maximum score is 186 and the mode score is 157. Those scores are greater than the average score, that is 151.9. For the score of Organizational Commitment in general is high because the minimum score is 100 , the maximum score is 134 and the mode score is 120 . Those scores are greater than the average score, that is 114.6. For the score of Islamic Work Ethic in general is rather high because the minimum score is 64 , maximum score is 97 and the mode score is 87. Those scores are greater than the average score is 85.28 .

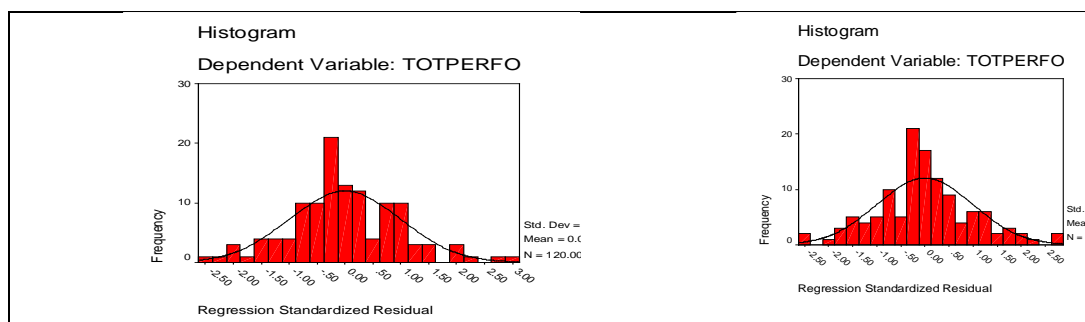
Table 2
Descriptive Statistics Results

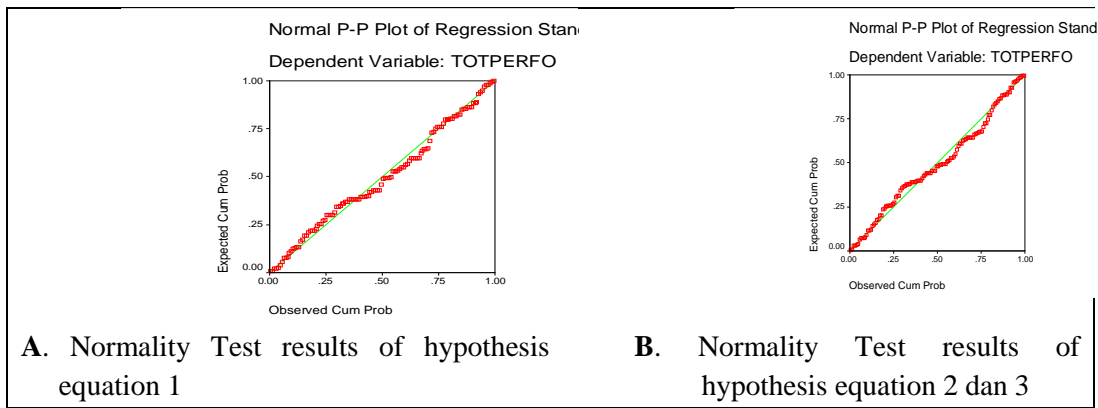
No	Variabel	Min	Maks	Mean	Med	Mod	SD
1	Total Work Performance	126.00	186.00	151.9	151.5	157.0	2.06
2	Organizational Commitment	100.00	134.00	114.6	115.0	120.0	7.99
3	Islamic Work Ethic	64.00	97.00	85.28	86.00	87.00	7.86

Sources : Primary data were processed

Eligibility Test of Model

Gujarati (2003) requires four classical assumption test for doubled regression testing, ie, normality testing, multicollinearity, autocorrelation, and heteroscedasticity, whereas simple regression test is required for data normality . Figure 2 shows the results of normality test data, while Table 3 shows a summary of the results of the classical assumption . Figure 2 (A) shows the results of the equation testing which form hypothesis 1, while Figure 2 (B) shows the results of the equation testing which form hypothesis 2. Based on the display of histograms and normal plots graphic, it can be seen that most of the distribution data are in the area of the normal curve line. Thus, the assumption of normality for the whole research model are fulfilled (Ghozali , 2001) .





Sources : Primary data were processed

Figure 2
Normality Test Results

The test results for three classical assumptions for hierarchical regression equation are shown in Figure 3. Based on Figure 3, it can be seen that the results of the test variance inflation factor (VIF) of 1.008, below the cutoff point of 10, or 0.10 tolerance. Thus, multicollinearity does not happen. Durbin - Watson coefficient test 1.705 compared with an upper bound (du) tolerance $0.01 k - 2$, $N = 120 = 1.582$, DW Test result is higher than the value of du , it means that there is no autocorrelation. Result scatter plot in Figure 3 also shows that the data is randomly spread, does not follow a specific pattern. Thus, it is proved that heteroscedasticity does not happen. The classical assumption test results conclude that the hypothesis testing of regression analysis deserve to be continued.

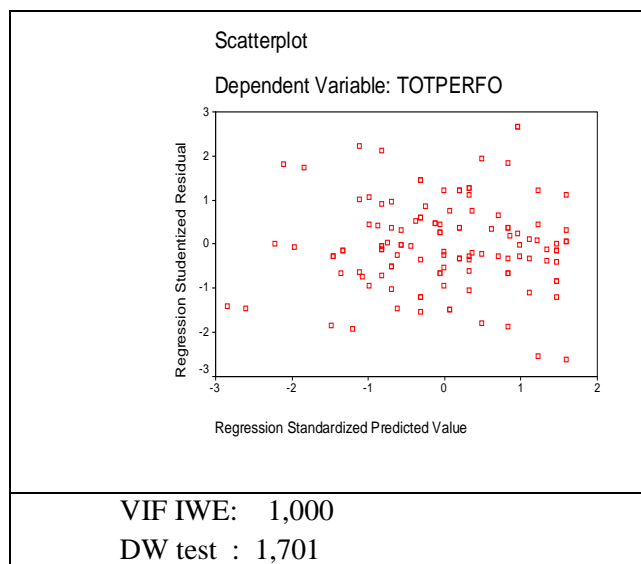


Figure 3
Classical Assumption of Test Results

HYPOTHESIS TESTING RESULTS

Table 3 shows a summary of the test results with simple regression (hypothesis 1) and hierarchical regression (hypotheses 2 and 3). Table 3 column 1 shows that organizational commitment

has a significant effect ($p = 0.003$) of the work performance, as well as the influence of Islamic Work ethic toward work performance is also significant ($p = 0.003$), but in column 3 shows that the institutional base does not strengthen the influence of Islamic work ethics towards work performance ($p = 0,12$) . This condition is supported by the falling value of F calculated from 8.979 to 4.566 , a drop of -4.413 . The analysis results conclude that hypothesis 1 is supported , hypothesis 2 is supported , and hypothesis 3 is not supported .

Table 3
Summary of Hypothesis Testing Results

Hypothesis	Variable	R2	$\Delta R2$	F	ΔF	β	t	Sig.
1	Organizational Commitment	0,071		9,026			3,004	0,003
2	Islamic Wok Ethic	0,071		8,979		0,266	2,996	0,003
3	Islamic Wok Ethic X Institutional Base	0,072	0,002	4,566	-4,413	-0,041	-0,061	0,12

DISCUSSION

Supporting the influence of organizational commitment toward job performance on the teaching staff in state and private universities in Surakarta shows to maintain good work performance of the teaching staff, organizational programs that can improve organizational commitment is important to continue to be implemented by the college management. Based on the empirical study, a variety of treatments that affect organizational commitment, such as organizational justice (Tang & Sarsfield - Baldwin , 1996) , the factors associated with biographical and employees' job (Mayer & Schoorman , 1998) , and role conflict across organizational levels (Lee & Jamil , 2003) .

Likewise, supporting the influence of Islamic work ethics on job performance, either as individual or institutional, teaching staffs' work ethic should be improved and maintained. Organizing developmental programs of mentality - spiritual in person or in group is one solution to achieve this condition, while in organizational system, several programs which are on based emotional intelligence (Goleman , 2000) and spiritual intelligence (Zohar & Marshall , 2000) are two alternatives which can be done .

Insignificant role of mediation has several possibilities. The first possibility is too flexible organizational cultural values are applied, both in the Islamic-based college, and national -based college, so that the level of personal interest to practice work ethic in line with Islamic faith is stronger than the values required by the organization , or vice versa. Second , the concept of work ethic , both in the western, in the form of Protestant work ethic, and the Islamic east , can be a common concept . It is necessary to hold further testing.

CONCLUSION , SUGGESTIONS AND RECOMMENDATIONS OF NEXT RESEARCH

The results of this study conclude that organizational commitment and Islamic work ethic give significant effect on the performance of teaching staff working in Surakarta. Institutional base that was expected to contribute giving influence Islamic work ethic to the job performance was not proven.

Several limitations are recognized in the results of this study are: first , the sample size of respondents is less imbalance between Islamic-based and nationally-based institutions . Second, in this study organizational commitment is treated as one variable a whole, while the results of other studies (Clugston, 2000; Mayer & Schoorman, 1998) shows that organizational commitment can be categorized into three, namely continuants, affective, and normative commitments.

Some suggestions for the next research are: (1) need replication studies involving control variable or moderator that can provide a deeper explanation of the phenomenon in the context of eastern work ethic; (2) the next research needs to develop a more comprehensive model, involving more organizational outcomes; (3) it is also necessary to compare the Protestant work ethic with Islamic work ethic in the context of the eastern world , as told by Ali (1988) and Yousef (2000a) that the Protestant work ethic has not been able to predict culture phenomenon of eastern context.

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