

Research Article

The Efforts to Improve Lecturer Performance through Professional Commitment and Motivation Based on Spiritual Values

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Abstract

This study examined the effect of professional commitment and spirituality-based motivation on lecturer performance. The survey method was carried out by distributing questionnaires to 50 lecturers of YARSI University. The results showed that spirituality-based motivation had a positive and significant effect on professional commitment, spirituality-based motivation had a positive and significant effect on lecturer performance, and professional commitment had a positive and significant effect. Professional commitment mediates spirituality-based motivation on the performance of lecturers at YARSI University. The implications of this research are to develop professionalism in a sustainable manner by carrying out reflective and communication actions to develop the profession and apply it in the teaching and learning process as a form of good performance or self-performance. This research contributes to improving the performance of lecturers who are relevant to their respective fields so that students can obtain additional knowledge and skills to improve the quality of their education.

Keywords: Professional, Commitment, Motivation, Spirituality, Lecturer, Performance

JEL Classification: D23, J28, O15.

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1. Introduction

One factor that determines the performance of tertiary institutions is the performance of lecturers. The role of lecturers is very central to improving higher education performance. Therefore, to improve educational performance, lecturers who have high professional commitment are needed (Deviastri et al., 2020). Lecturers with high professional commitment will feel part of the organization so that they will serve wholeheartedly and selflessly, which will ultimately improve the lecturers' performance and the achievement of the university's vision. Likewise, lecturers with high motivation, especially motivation based on spiritual values such as working seriously, sincerely, and without considering profit and loss. Lecturers who have high professional commitment, if supported by a strong motivation to work, can improve their performance and will ultimately improve the performance of higher education (Kusnandar, 2019).

Professional commitment has become a source of excellence for a higher education institution. Higher education organizations need to pay close attention to this, as organizations whose operations rely heavily on their human resources to improve the quality of education. Professional commitment is defined as a strong desire to remain a professional in the organization, a desire to direct all efforts on behalf of the organization, and a belief and acceptance of organizational goals (Deviastri et al., 2020). Motivation based on spirituality as an internal factor is one of the psychological factors that exist in each individual that can affect his work performance. Spiritual-based motivation is an encouragement to work that begins with real intentions, work that is worship oriented, and works sincerely (Marhani, 2022). Spirituality-based motivation works well because it expects the pleasure of Allah SWT (Puspitasari, 2020).

Based on the initial reset and observations, the performance of lecturers at YARSI University, especially those related to teaching, has been good. However, it has yet to be as expected from research, publication, and community service. This condition can also be viewed from the perspective of accreditation of study programs and accreditation of institutions that have not met expectations. The question is why the performance of lecturers is still low, not as expected; how to improve the performance of YARSI University lecturers? Lecturer performance can be measured from the perspective of the Tridharma of Higher Education, namely teaching, research, and community service. In addition to the tri dharma of higher education, it is also reviewed from the perspective of academic and non-academic services. Viewed from the perspective of the teaching field at YARSI University, there are no problems. However, from the perspective of research, publication, and community service, services are still relatively low. Based on data from the research and community service department at YARSI University, the number of researchers over the last five years is as follows:

Table 1. Number of lecturer research proposals for five years

Year	Internal Research	External Research	Amount
2012/2013	20	20	40
2013/2014	28	20	48
2014/2015	35	25	60
2015/2016	40	30	70
2016/2017	45	30	75

Source: YARSI Research Institute (2017)

Based on Table 1, the number of internal research at YARSI University has increased, but it is still relatively small compared to the number of existing lecturers. When viewed from the number of external research proposals funded by the Directorate General of Higher Education, it is still relatively small. Moreover, the number still needs to be improved from the proposals funded by the Directorate General of Higher Education. Independent research and other sources have no definite data. Likewise, when viewed from the community service perspective, internal sources from YARSI University and external funds from Higher Education were relatively small. There has been a significant increase in internal funding sources but relatively few external ones. Lecturer performance related to support has been relatively good, although there is no definite data yet. Based on data from the Community Service Section (PKM) of YARSI University, shown in Table 2 as follows:

Table 2. Number of Community Service Proposals for five years

Year	P2M Internal	P2M Eksternal	Amount
2012/2013	0	1	1
2013/2014	2	3	5
2014/2015	10	5	15
2015/2016	25	2	27
2016/2017	45	3	8
Amount	85	14	56

Source: YARSI Research Institute (2017)

Based on Table 2, the number of proposals has indeed increased, but it is still relatively small compared to the number of existing lecturers. Many factors affect lecturer performance. These factors can be grouped into two, namely, internal factors and external factors. Internal factors that affect lecturer performance include professional commitment and motivation, especially motivation based on spiritual values. Based on the description above, the main problem in this research is how to improve the performance of lecturers at YARSI University.

2. Literature Review and Hypothesis

Spiritual Value-Based Motivation

According to Whittaker in [Sadirman \(2016\)](#), motivation is the conditions or circumstances that activate or encourage beings to behave to achieve the goals elicited by that motivation. Motivation is an event to issue a high level of effort towards organizational goals conditioned by the ability of that effort to fulfill an individual need. A person is considered to have high achievement motivation if he has better achievement activities than others in many situations ([Sujarwo, 2011](#)). [Rahmawati \(2016\)](#) discusses the existence. Meanwhile, [Adzansyah et al. \(2023\)](#) discussed the effect of training, work motivation, and emotional intelligence on employee performance. It is said that spiritual intelligence is important in overcoming the psychological problems of life, including in the workplace. [Roof \(2015\)](#) suggests that spirituality is related to an individual's emotions, attitudes, and behavior. Dyson in Kuddy (2017) suggests three factors related to spirituality, namely (1) oneself, which is a person's soul, which is a fundamental factor in exploring spirituality (2) others, which is a relationship between humans, being a member of society (3) God, is a power that deceives an individual. God is understood as the unifying force, the principle of life, or the essence of life. God's nature has a different meaning for each individual with other individuals.

Professional Commitment

Professional commitment is defined as a belief in acceptance of the goals and values of the profession, a willingness to use sincere efforts for the benefit of the profession, and a desire to maintain membership in the profession (Aranya et al. (1981) in [Arifah & Romadhon \(2015\)](#)). [Abidin \(2016\)](#) define three distinct components of professional commitment (they use the equivalent term: work commitment). In this study, these components are called affective professional commitment (APC), continuing professional commitment (CPC), and normative professional commitment (NPC). Organizational commitment is defined as a strong desire to remain a member of a particular organization, a desire to direct all efforts on behalf of the organization, and a belief, acceptance, values, and goals in a particular organization.

Performance

[Robbins \(2010\)](#) suggests that employee performance is a function of the interaction between ability (ability), motivation (motivation), and opportunity (opportunity). In particular, managers' performance can be seen from their functions and roles. However, when viewed from the role of managers, Mintzberg in [Widiana \(2020\)](#) classifies them into three, namely (1) interpersonal roles, which include roles as figures, movers, and liaisons, (2) informational roles, which include roles as monitors, information disseminators, spokespersons, (3) decisions role which includes the role of an entrepreneur, a person who can overcome difficulties, allocator of resources, and as a negotiator. Lecturer performance is an indicator of the level of achievement that can be achieved and reflects the success of the lecturer. Individual performance is determined by the dimensions of the individual's abilities. This ability is formed by education, which produces knowledge, training, skills, and years of service, which produce experience. Lecturer performance is reflected in the Lecturer Performance Load (BKD), which consists of elements: teaching, research and publication, community service, and supporting elements. All of these elements will have an impact on the academic level of a lecturer.

The Effect of Spiritual Value-Based Motivation on Professional Commitment

To increase the professional commitment of lecturers, one of the strategies is to increase motivation based on spirituality. The spiritual-based motivation that can increase professional commitment is carried out by worship-oriented work, earnest work, and sincere work can enhance professional commitment. Thus efforts to increase the professional commitment of potential YARSI University

lecturers to remain with the organization by increasing motivation based on spirituality. Zohar and Rahmawati (2016) discuss the existence. Meanwhile, Adzansyah et al. (2023) discussed the effect of training, work motivation, and emotional intelligence on employee performance. It is said that spiritual intelligence is important in overcoming the psychological problems of life, including in the workplace. Professional commitment is a determinant of improving lecturer performance. Professional commitment is a source of competitive advantage for an organization. In Private Higher Education (PTS), professional commitment is a strategic issue because Private Higher Education (PTS) will experience competitive competition, along with the swift flow of global information, which is part of and a logical consequence of globalization.

H1: Spirituality-based motivation has a positive and significant effect on the professional commitment of lecturers

The Effect of Spiritual Value-Based Motivation on Lecturer Performance

One of the strategies to improve the performance of lecturers is to increase motivation based on spirituality. Improving spirituality-based motivation involves worship orientation, intention, earnestness, and sincerity. Based on the understanding of spirituality-based motivation, factors such as work as worship, real work, and sincere work are indicators of spirituality-based motivational practices that can improve lecturer performance. The Islamic work ethic originates from Sharia and views work as worship. Ali in Fahmi (2020) says that work values in Islamic ethics are sourced more from intentions (accompanying intentions) than results of work (results of work). Meanwhile, Ridwan (2013) says that Islamic work ethics need more in-depth research because it is an ideal every Muslim tries to happen. That Islamic law has an inner dimension and an outer dimension. The external dimension covers not only universal Islamic moral principles but also how one should behave in life, so the concept of ethics in Islam comes from Sharia, including the Koran, as-sunnah (hadist), ijma, and qiyas. Thus efforts to improve the productive performance of YARSI University lecturers by increasing motivation based on spirituality.

H2: Spirituality-based motivation has a positive and significant effect on the performance of lecturers

The Effect of Professional Commitment on Lecturer Performance

The concept of organizational commitment in general. This research uses the term professional commitment, a concept derived from organizational commitment. Research by Rizal et al. (2023) on the effect of organizational commitment on performance. The study results show that organizational commitment significantly improves achievement, meaning that employees who have high organizational commitment will increase their performance. Gibsons et al. (2010) suggested that professional commitment includes three attitudes: identification with organizational goals, feelings of being involved in organizational tasks, and feelings of loyalty to the organization. It is further said that professional commitment can affect employee job satisfaction, the impact of which can affect employee performance. A lecturer who has a high professional commitment to stay in an organization will, in turn, affect his performance. Several researchers have succeeded in demonstrating a relationship between professional commitment and work performance. Someone with high professional commitment will try hard to improve performance. Motivation is an individual encouragement to do something. If an individual does something based on spiritual values, which include: work is oriented to worship, work must be sincere, and work comes first with real intention in trying. If an individual's motivation is strong, he will have a commitment that impacts improving performance.

H3: Professional commitment has a positive and significant effect on the performance of lecturers

Professional Commitment as a Mediating Variable Between Spiritual Value-Based Motivation Against Lecturer Performance

Lecturer performance can be improved; one way is to increase motivation based on spirituality. Improving spirituality-based motivation, in principle, is how to work with worship orientation, intention, or earnestness and sincerity. Based on the understanding of spirituality-based motivation, factors such as work as worship, real work, and sincere work are indicators of spirituality-based motivational practices that can improve lecturer performance. The influence of

spirituality-based motivation on performance can be through professional commitment. It means that a person's motivation must be increased in advance to improve performance. Thus the influence of motivation is based on spiritual values through professional commitment first. This study uses professional commitment, a concept derived from organizational commitment. Research by Rizal et al. (2023) on the effect of organizational commitment on performance. The study results show that organizational commitment significantly improves achievement, meaning that employees who have high organizational commitment will increase their performance. Professional commitment has a positive effect on performance. A person with high professional commitment will concentrate and focus on the organization at work. Thus professional commitment can improve performance.

H4: Professional commitment mediates the influence of motivational values based on spirituality on lecturer performance

3. Data and Method

This type of research is quantitative research using instruments in the form of questionnaires and measurements with an ordinal scale. This study was designed as a survey which is a type of field study. The sampling method was purposive sampling. The purposive sampling method is when the researcher has certain criteria or goals for studying the sample (Santosa & Hidayat, 2014). The criteria are (1) have been a lecturer for at least three years at YARSI University, (2) are willing to provide information. Meanwhile, the reason for using the purposive sampling method in this study was so that the researcher would get the information needed from the respondents.

The population in this study were all lecturers at YARSI University. Lecturers were chosen as respondents because they were considered to have insight, knowledge, and experience. Researchers determined the sample size (sample size) using the Slovin formula. Based on this formula, a sample of 60 respondents was obtained. The selection of samples and distribution of the questionnaires to be sent were carried out as follows: first, determine the number of samples to be studied, namely 60 respondents from the Faculty of Medicine, Faculty of Economics, Faculty of Law, Faculty of Informatics Engineering and Faculty of Psychology, University of YARSI, secondly determine the number of questionnaires to be sent. The questionnaire distributed was 60 copies, assuming the response rate was 100%, considering that the respondent's workplace was still in the same building. The data to be collected is in the form of primary and secondary data. Primary data is obtained directly from respondents through questionnaire answers and observation.

Primary data in this research is about respondents' responses related to the variables studied. Primary data has been tested for validity and reliability. Secondary data is obtained from the literature related to the problem under study. Secondary data taken in this study is data about previous studies related to this research. Based on the theoretical framework and framework mentioned above, the hypothesis is that there is a positive and significant influence between professional commitment and lecturer performance at YARSI University. Based on the theoretical framework and framework, the empirical research model proposed is:

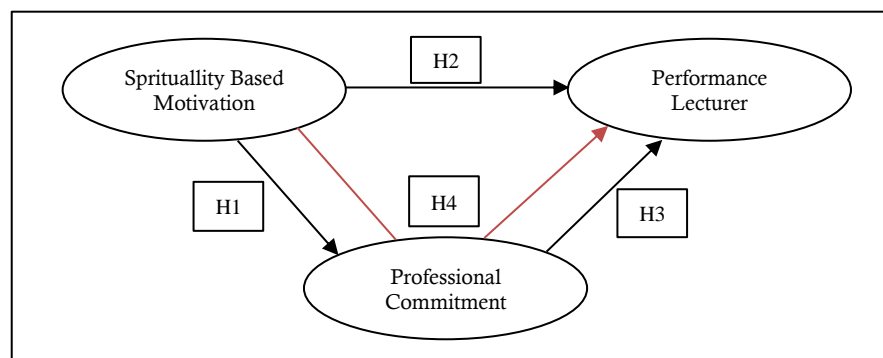


Figure 1. Research Model

4. Results

Description of Statistics Respondent's answer

The measurement scale used in this study uses five measurement scales from one to five, so the resulting respondent's answers will range from 1 to 5. The four criteria will produce a range of 4 criteria that will be used as the basis for interpreting average values: 1.0 – 1.9 = low, 2.0 – 2.0 = moderate, 3.0 – 3.9 = high, and 4.0 – 4.0 = very high. Based on the research output, the description of each variable is shown in the following table:

Table 3. Descriptive Statistical Test Results

No	Variable	Mean	Category
1	Professional Commitment	4.04	Very High
2	Spiritual Based Motivation	3.95	High
3	Lecturer performance	3.91	Good
	Average	3.96	Good

Source: Processed Data

Path Analysis

Path analysis is used to analyze causal relationships between variables to know the direct and indirect effects of a causal variable on an effect variable (Suliyanto, 2011). Path analysis in this study can be described as follows:

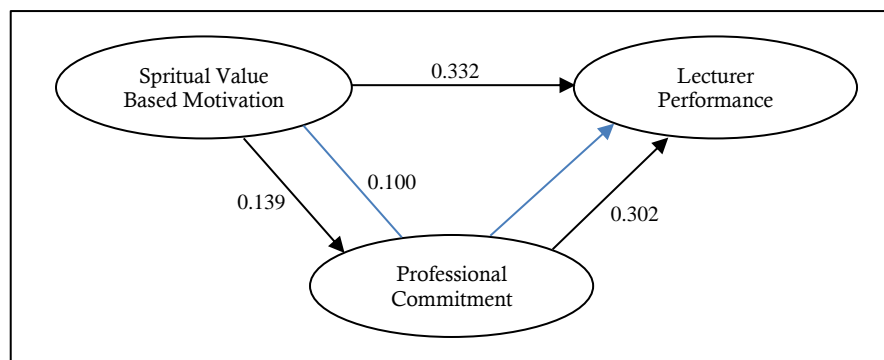


Figure 2. Process of Intervening Variable Test Results

Direct Effect

1. The Influence of Spiritual Value-Based Motivation on Professional Commitment

Based on the results of the study, it was obtained that the path coefficient value of Spirituality Value-Based Motivation towards Professional Commitment directly was 0.139 with a positive coefficient direction, and the value of t count (1.071) < t table (2.002) or Sig. The spirituality Value-Based Motivation variable is 0.289 > alpha (0.05). So the Spirituality Value-Based Motivation variable has no significant effect on Professional Commitment, so Hypothesis 0 can be accepted, and Hypothesis 1 is rejected.

2. The Effect of Professional Commitment on Lecturer Performance

Based on the research results, it was obtained that the path coefficient value of Professional Commitment to Lecturer Performance directly was 0.302 with a positive coefficient direction, and t count (2.569) > t table (2.002) or Sig. The Professional Commitment variable is 0.013 < alpha (0.05). So the Professional Commitment variable significantly affects Lecturer Performance, so Hypothesis 0 is rejected, and Hypothesis 2 is accepted.

3. The Effect of Professional Commitment on Lecturer Performance

Based on the research results, it was obtained that the path coefficient value of Professional Commitment to Lecturer Performance directly was 0.302 with a positive coefficient direction, and t count (2.569) > t table (2.002) or Sig. The Professional Commitment variable is 0.013 < alpha (0.05). So the Professional Commitment variable significantly affects Lecturer

Performance, so Hypothesis 0 is rejected, and Hypothesis 2 is accepted.

Indirect Effect

The Effect of Spiritual Value-Based Motivation on Lecturer Performance Through Professional Commitment

$$SVBM \rightarrow PC \rightarrow LP = (0.332) \rightarrow (0.302) = 0.100 \quad (1)$$

From the multiplication of the path coefficient value of Spirituality Value-Based Motivation on Lecturer Performance with the path coefficient value of Professional Commitment to Lecturer Performance, an indirect effect of 0.100 is obtained. This value proves that professional commitment mediates the relationship of spirituality-based motivation to lecturer performance; it is just that the coefficient value obtained is smaller when compared to the direct effect of Spiritual Value-Based Motivation on Lecturer Performance, which is equal to 0.332. The mediating effect (indirect effect) shown by the multiplication result has a significant effect or not will be tested using the Sobel test by comparing the magnitude of the t count and t table as follows: Finding the standard error of the indirect effect coefficient:

$$\begin{aligned} Sab &= \sqrt{(0.267)^2(0.090)^2 + (0.096)^2(0.104)^2 + (0.090)^2(0.104)^2} \\ &= \sqrt{0.071289 \times 0.0081 + 0.009216 \times 0.010816 + 0.0081 \times 0.010816} \\ &= \sqrt{0.000578 + 0.0000997 + 0.000088} \\ &= \sqrt{0.0007657} = 0.0276 \end{aligned} \quad (2)$$

Based on the calculation of the standard error above, it can be seen that the calculated t value is:

$$t \text{ count} = \frac{ab}{Sab} = \frac{0.100}{0.0276} = 3.623 \quad (3)$$

Because the calculated t value = 3,623 > the t table value with the Sig. 5%, namely 2.002, it can be concluded that professional commitment mediates the influence of spirituality-based motivation on performance.

Answers to Open Statements

In addition to closed statements, the researcher also gave open questions. Based on data from open questions, it can be seen in the following table:

Table 4. Description of Qualitative Answers Variables Professional Commitment, Value-Based Motivation, Spiritual Values , and Lecturer Performance

Variable	Averages and Interpretations	Research Findings-Respondents' Perceptions
Professional Commitment	4.00 (High)	<ul style="list-style-type: none"> • Every job/position • Loyalty to superiors • Loyalty to institutions • Will not move to another place • Develop science and technology • Work according to the rules
Spiritual Value-Based Motivation	3.97 (High)	<ul style="list-style-type: none"> • Looking for money to support the family • Improve career • According to Passion • Financial need • Worship, • Sincere work, • Work earnestly

Lecturer performance	3.93 (High)	<ul style="list-style-type: none"> • Develop knowledge • The field of teaching is good • Research and publications are still lacking • Field of good service • Good supporting fields • Not optimal
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5. Discussion

The Effect of Spiritual Value-Based Motivation on Professional Commitment

The study results show that motivation based on spiritual values influences professional commitment. The motivation of lecturers based on spiritual values increases, so the commitment of lecturers will also increase. In other words, to increase the professional commitment of lecturers at YARSI University, one way is to increase spirituality-based motivation. Improving spirituality-based motivation, in principle, is how to work with worship orientation, intention or earnestness, and sincerity, while increasing professional commitment is how to increase loyalty or loyalty to the profession as a lecturer. The spiritual-based motivation that can increase professional commitment is carried out by worship-oriented work, earnest work, and sincere work. Can enhance professional commitment. Thus efforts to increase the professional commitment of potential YARSI University lecturers to remain with the organization by increasing motivation based on spirituality. The results of this study follow a study conducted by Latif (2022), which said that spiritual values impact all aspects of daily life, including increasing individual professional commitment.

The Effect of Spirituality-Based Motivation on Lecturer Performance

Based on the study's results, motivation based on spiritual values directly affects lecturer performance. Motivation based on lecturers' spiritual values increases, so lecturers' performance will also increase. In other words, to improve the performance of lecturers, one of the strategies is to increase motivation based on spirituality. Improving spirituality-based motivation, in principle, is how to work with worship orientation, intention or earnestness, and sincerity, while increasing professional commitment is how to increase loyalty or allegiance to the profession as a lecturer. To improve the performance of lecturers at YARSI University, the strategy is to increase motivation based on spirituality. Improving spirituality-based motivation, in principle, is how to work with worship orientation, intention, or earnestness and sincerity. Based on the understanding of spirituality-based motivation, factors such as work as worship, real work, and sincere work are indicators of spirituality-based motivational practices that can improve lecturer performance. Thus efforts to improve the productive performance of YARSI University lecturers by increasing motivation based on the spirituality of YARSI University. The results of this study are in accordance with Basuki's research (2015) which says that the level of spirituality influences individual achievement.

The Effect of Professional Commitment on Lecturer Performance

Referring to the study's results, professional commitment directly affects the performance of lecturers. The lecturer's professional commitment increases, and the lecturer's performance will also increase. In other words, to improve lecturer performance, one of the strategies is to increase professional commitment. Gibsons et al. (2010) suggested that professional commitment includes three attitudes: identification with organizational goals, feelings of being involved in organizational tasks, and feelings of loyalty to the organization. It is further said that professional commitment can affect employee job satisfaction, whose impact can affect employee performance. A lecturer with a high professional commitment to remain in an organization will, in turn, affect his performance. The results of this study follow researcher Abidin (2016) stated that professional commitment is positively correlated with job performance. Someone with high professional commitment will try hard to improve performance. The results of this study are under the study of Fauzia (2019), which says that professional commitment influences job satisfaction and employee performance.

The Effect of Spiritual Value-Based Motivation on Lecturer Performance Through Professional Commitment

Testing the effect of mediation is done by calculating the Sobel formula. Based on the calculation results of the Sobel formula, the calculated Z value is 3.62, which is greater than the Z table with a significance of 5%, namely 2.002. Thus, professional commitment mediates the influence of motivation based on spiritual values on lecturer performance.

6. Conclusion

Based on the results and discussion, it can be concluded as follows: that motivation based on spiritual values has a positive and significant effect on the professional commitment of lecturers at YARSI University, that motivation based on values of spirituality has a positive and significant effect on lecturer performance at YARSI University, that professional commitment has a positive effect and significantly to the performance of lecturers at YARSI University. The study's results also show that professional commitment mediates the effect of motivation based on spiritual values on the performance of lecturers at YARSI University. The implications of this research are to develop professionalism sustainably by carrying out reflective and communication actions to develop the profession and apply it in the teaching and learning process as a form of good performance or self-performance.

Recommendation

The research involves limited independent variables, namely internal lecturer factors. It is better for further research to add external lecturer factors, such as organizational culture or leadership factors, so that more factors can shape lecturer performance for universities to improve the quality of lecturer selection procedures by taking into account the level of achievement motivation of prospective lecturers and the competence of prospective lecturers as well as improving spiritual development programs for lecturers so that lecturers can become professional educators who can apply Islamic teachings.

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