

The Effect of Leader's Organizational Commitment to Lecturers' Job Satisfaction and Performance (Research on Muhammadiyah Universities Throughout East Java, Indonesia)

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Abstract

This research aims to clarify: (1) Positive and significant effect of leader's organizational commitment to lecturers' job satisfaction (2) Positive and significant effect of job satisfaction to lecturers' performance (3) Positive and significant effect of leader's organizational commitment to lecturers' performance (4) Positive and significant effect of leader's organizational commitment to lecturers' performance through job satisfaction. This research was conducted by taking the population of lecturers of Muhammadiyah Universities throughout East Java, which consists of the Muhammadiyah University of Malang, Muhammadiyah University of Surabaya, Muhammadiyah University of Sidoarjo, Muhammadiyah University of Gresik, Muhammadiyah University of Jember, and Muhammadiyah University of Ponorogo, with population of 1881 people and a sample of 200 people were taken in random. Questionnaire was used to collect data and data analysis applied SEM analysis with AMOS program. The results of the research conclude: (1) There is an effect of the leader's commitment to lecturers' job satisfaction (2) There is an effect of leader's commitment to lecturers' performance (3) There is an effect of job satisfaction to lecturers' performance (4) There is an effect of leader's commitment to lecturers' performance through job satisfaction. Since this research is empirically proven true therefore the managers of Muhammadiyah Universities are expected in organizational commitment, the leaders should pay attention to Islamic value approach besides using western contemporary management approach, in the attempt to build lecturers' job satisfaction and expected to have an impact on improving lecturers' performance.

Keywords: Leader's Organizational Commitment, Lecturers' Job Satisfaction and Performance.

1. Introduction

Studies on the effects of leader's organizational commitment to the performance of a personnel or an organization are always interesting to discuss. Robbins (2000) suggested the attitude or behavior of organization member in general is strongly influenced by the value system embraced within an organization and is also influenced by the behavior of its leaders. Weber (2001) states that the Germans advanced and modern in the world of industry and economy is driven more by culture of Calling that originates in the Protestant ethic, led by Marten Lhuter which further inspires entrepreneurs to build a modern and advanced economic system. The essence of the Protestant doctrine is that the work is not merely an economic activity but more than that it serves as man's spiritual needs and goals. Thus laziness is a dangerous threat to human's spirituality. This Calfinis ethics then have a dominant role in coloring the culture of business and non-business organizations in Germany.

The study on the effect of the leader's commitment to economic progress was conducted by Bobock (in Madjid, 1987) inspired by Weber's study. The study was conducted in East Africa particularly on Muslim immigrants from Indo Pakistan. Bobock studied the role of the Shiite Ismailiah Muslim immigrant, especially Indo Pakistan who plays an important role in economic development, pioneering trade and industry of crafting and dominating financial world. The result of his study concluded that the role of leadership and personality of Aga Khan III, Sir Sultan Muhammad Syah in the series of religious leaders' teaching are believed to be the imam urges the members to modernization. Another study about the influence of Islamic teachings and pioneering of merchants (leadership) to economic and industrial development was also conducted by Clifford Geertz in Indonesia in Abdullah (1979) which concluded that the economic progress achieved by modernist Muslims (Muhammadiyah members) in the city of Kota Gede Yogyakarta and Pekalongan indicated the presence of equation between Islamic ethics and Protestant spirit that animates Islamic merchants who succeed as entrepreneurs. The hand above or giving is better than the underneath one or asking. Furthermore recent studies on the effect of leader's organizational commitment to job satisfaction and the effect to the performance can be seen in a study conducted by Vidhan K. Goyal, Chul W. Park, (2002) which states that if the leader in an organization to perform its functions well as treating members fairly, fulfill all the rights and obligations of members, therefore will increase the level of employee's job satisfaction which in turn will affect performance as reflected by the low turnover rate of employees within a company. Another study was also conducted by Detelin S. Elenkov, (2002) in business organizations in Russia, concluded that transformational leadership influence directly and positively affect the subsequent performance of the members of the organization's performance. Transformational leadership is reflected by the presence of the subordinates to support organizational change towards the better condition, the presence of organizational cohesiveness. Another study also involved the role of leader's organizational commitment was also conducted by Darwish A. Yousef (1988) in the United Emirates of Arab concluded that leader's commitment and job satisfaction greatly affects the performance of employees.

The question is whether the studies conducted above also applies in Indonesia? In this study the authors attempted to organize a research on leader's organizational commitment to lecturers' job satisfaction and performance in Muhammadiyah Universities throughout East Java. As a developing country, efforts to improve performance or job satisfaction of organizational members both in business or non-

business organizations such as the organization of education is a very important thing to study. There is a strong presumption that leader's commitment affects the performance of a personnel in an organization, this is proved with several studies that the authors have pointed out above. Are the results of the study also applies among Muhammadiyah organizations especially higher education institutions? What is meant by leader's organizational commitment is leader's loyalty to accept and implement the principles of management professionally (Gary Yulk, 2001). Furthermore Steers, R.M. Porter (1991) suggested the leader's organizational commitment can be seen from three factors: a strong belief and acceptance of the goals and organizational values, passion to work hard for the organization and the desire to remain a member of the organization.

Muhammadiyah University is an Islamic values based university, therefore the leader's organizational commitment applied in the university should differ from other value-based university. In formulating his college destination Muhammadiyah University in general has the aim to include: (1) producing Muslim scholars who are noble, proficient, believing in themselves, useful to the nation, and charity towards the realization of the main society, just and prosperous blessed by Allah SWT (2) promoting and developing the science to the development of society and the Republic of Indonesia. (Compilation of Muhammadiyah Convention, 2002). From the formulation of objectives, it is clear that the model of leader's commitment to be developed in managing Muhammadiyah University is beside based on universal values, also colored with Islamic values, such as ash-siddiq (true or honest), al-amanah (trustworthy), at-tabliqh (able to communicate ideas and thoughts as well to the members) and al-fathonah (cleverly and wisely), (Compilation of Muhammadiyah Convention, 2002). The four characteristics leadership of the prophet within Muhammadiyah organization are used as guidelines for managing the institution or charitable efforts of Muhammadiyah. While what that meant by job satisfaction is: a general attitude toward his work. A person with a high level of job satisfaction will demonstrate a positive attitude toward his work, otherwise if low levels of job satisfaction then it will show a negative attitude toward his work. Furthermore Robbins (2003), expressed the attitude of employees towards the work is a reflection of the level of satisfaction he felt from the job.

Theoretical basis for the leader's organizational commitment variable referred in this study is derived from Meyer, Allen, and Smith in Spector (1998) stating: There are three components of organizational commitment that involves both the employees and the leadership, namely: (a) affective commitment, occurs when employees want to be part of the organization because of the emotional attachment. (b) continuance commitment, occurs when employees remain in an organization because they need salary and other benefits, or because they did not find another job. (c) normative commitment, arising from the values in the employee. Employees stayed become members of the organization because of the awareness that the commitment to the organization is supposed to do. As for the other dimensions of the constructs derived from the Compilation of Muhammadiyah Convention (2002), supported by Thohir Luth (2001), which consists of siddiq (true or honest), al-amanah (trustworthy), at-tabliqh (can communicate and his mind is a good idea to members) and al-fathonah (smart).

For research variables of job satisfaction, the used theory is: Job Description Index (JDI) theory proposed by Wood, et al (1988) that there are five aspects of Job Description Index (JDI) to measure job satisfaction in terms of where manager should have the attention to the fifth aspect of JDI from job satisfaction including: the work itself, the quality of supervision, relationships with co-workers, promotions opportunities, and pay. From this JDI combined with Index of Work Satisfaction (IWS), which contains six aspects to measure the level of job satisfaction (in Jernigen III, Beggs, and Kohut 2002). The six aspects are autonomy, interaction, pay, professional status, organizational policies, and task requirements. If both opinions are combined, then there are 11 sub-variables of job satisfaction that include: policy / administration organization, supervision, working conditions, interpersonal relations, salary, job security, job performance, responsibility, opportunity to grow / develop, recognition, the job itself

Furthermore what is intended with performance is a result of the behavior which was considered by some criteria or quality standards of working result. Martoyo (1994) states that working achievement is the level of work performance of employees and potential level of employees in their efforts to develop themselves to the interests of the company or organization. Simamora (1995), the performance is the level to which the employee reaches job requirements. Bernardin and Russel (1993), performance serves as notes or achievement resulting from a particular job function or activity for a period of time. Moenir (1983), individual performance is the result of individual work on the unity of time and a certain size. In this study the authors measured lecturers' performance by using performance measurement issued by the Director General of Higher Education Ministry DIKNAS Indonesia (2002), which consists of education and teaching, research, community service and other supporting activities.

The reasons for conducting research on lecturers of Muhammadiyah Universities throughout East Java are: (1) Muhammadiyah Universities in East Java experience quite remarkable progress both in terms of quantity and in terms of quality. In terms of quantity it can be seen from the fans who go to college is quite a lot, for example, at the Muhammadiyah University of Malang, when 10 years ago to get students is very difficult. Currently Muhammadiyah University of Malang started to dare refusing students because so high number of new students. In terms of quality, the number of lecturers who holds Professor, Doctoral and Master also sufficient, learning systems have used system-based approach to information management. Based on interviews with the author and rector of the Muhammadiyah University of Malang and Surabaya argued that universities in other parts of East Java also experienced the same progress (2) based on the initial study obtained information indicated that the lecturers' performance is quite good although in certain Muhammadiyah University the standard salary is still under the salaries and welfare of civil servants, while regarding the level of job satisfaction to date were most of lecturers are satisfied with work as it is considered as worship, but on the other hand there are also not satisfied with the reasons stated the received salary is less than adequate (3) University of Muhammadiyah is an Islamic value-based college as well as growing to modern and contemporary culture of organization (4) the progress made by the Muhammadiyah Universities in East Java cannot also be separated from the university leader's commitment in implementing the spirit of modern management and the spirit of

religion (Islam) which teaches about the commitment of the truth, a commitment to honesty, commitment of trustful and desire to be going forward. For example Muhammadiyah University of Malang has been thriving precisely achieved during the rector Abdul Malik Fadjar, where this figure is very advanced in his Islamic thought and capable combining modern management theory with value system of Islamic management and utilizing existing resources to advance the university; as well as Muhammadiyah University of Sidoarjo achieving so rapid progress that can not be separated from the influence of Syaifiq Mughni's leadership, the famous as a progressive Muslim scholars and honest and probably many other leadership roles involved in this process that can not be called one by one (5) in terms of theory development, in this study on organizational culture variables the author tried to put some sub-variables that inspired by Islamic values with the consideration that recently there are many researches done on organizational culture based on religious values have not yet been touched deeply on the things that are fundamental to understand the concept of work, such work is worship, working with sincerity, appreciating time as the application of the basic principles of Islam, true and honest and be fair in the works is the demands of Islamic culture. Besides, to the variable of leader's organizational commitment, there is also included a sub variable based on Islamic values such as sidiq, fathonah, amanah and tabligh. The author hope that incorporating these elements can become new study in understanding the concept of organizational culture and leader's commitment is not only based on Western values, but also based on Islamic values. Because according to Stoddard (1966) the achievement of the past progress of the Islamic civilization up to European continent with marked the establishment of various popular universities (University of Al-Azhar in Cairo, Baghdad University in Baghdad, the University of Al Hambra in Spain) and the birth of science experts in the world of Islam (for example: Ibn Sina in medical science and Ibnu Rusd and Al Farabi in philosophy), driven by their religious fervor that purely derived from the Qur'an and Al-Hadith, that progress is the work of worship and also encouraged by the commitment of the leadership of the caliphs of Islam at the moment it is very supportive of the advancement of science. After that period, Islamic civilization suffered tremendous setback. The power in Europe collapsed, the destruction of the kingdom of Baghdad, the collapse of the Ottoman Turkish empire caused by the fact that Muslims began to abandon the fundamental values of Islam such as: the spirit of sincerity, work is worship, uphold the values of honesty and fairness. In addition the commitment of Islamic leaders at the time to advance civilization and nation state is lowered even they were more absorbed to accumulate wealth, more eager to retain power and ignoring the basic values of Islamic morality derived directly from Qur'an and Sunnah of Prophet Muhammad SAW in the managing government.

Based on the research background, the aim of this study was to describe: (1) Positive and significant effect of leader's organizational commitment to lecturers' job satisfaction (2) Positive and significant effect of job satisfaction to lecturers' performance (3) Positive and significant effect of leader's organizational commitment to lecturers' performance (4) Positive and significant effect of leader's organizational commitment to lecturers' performance through job satisfaction.

2. Research Methodology

Design used in this study is an organizational survey through cross-sectional studies. The population is all lecturers of Muhammadiyah Universities throughout East Java who have been working over 3 years in hopes they already understand the organizational culture and leader's organizational commitment namely 1881 people consisting of lecturers of Muhammadiyah University of Malang 548 people, Muhammadiyah University of Surabaya 334 people, Muhammadiyah University of Sidoarjo 285 people, Muhammadiyah University of Gresik 227 people, Muhammadiyah University of Ponorogo 248 people, and Muhammadiyah University of Jember 239 people.

By using the formula of Fred N. Kerlinger (1998) as follows:

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

Description:

n = sample size

N = size of the population

e = percentage leeway inaccuracy (precision) for making mistakes samples are still tolerated or desired.

With the population size of 1881 and the inaccuracy rate of 7% leeway then the result is 184.81 or 185. Thus the sample size is 185 people. However, according to Ferdinand in Zaini Hasan (2004) minimum requirement of samples in studies using SEM analysis was 100 to 200, then direct sample rounded to 200. Once known, the sample size used to gather data is stratified random sampling technique. Data were collected using a questionnaire and interviews. Data analysis techniques used SEM (Structural Equation Modelling) by using statistical software AMOS.

3. The Results of Study

3.1. Testing Hypothesis H1

Hypothesis H1 of this study stated that leader's organizational commitment has significant effects to job satisfaction. This hypothesis was statistically associated with the test results β_3 which can be formulated with statistical hypothesis:

$H_0 : \beta_3 = 0$ There is no significant effect of leader's organizational commitment to job satisfaction.

$H_a : \gamma_3 \neq 0$ There is significant effect of leader's organizational commitment to job satisfaction

Table 1. Hypothesis Test Results of Leader's Organizational Commitment To Job Satisfaction

Direction Line	Regression Coefficient	Standard Deviation	Standard Coefficient	C.R	p-value
Leader's Organizational Commitment to Job Satisfaction	0,208	0,059	0,328	3,502	0,000

Sources: Primary data processed (2007)

Regression coefficient gamma (γ_3) of 0.208 with CR of 3.502 and p-value of 0.000 (smaller than $\alpha = 0.05$) have shown evidence that the regression coefficients obtained are not different from zero, meaning that there is a positive and significant effect. The effect of leader's organizational commitment is unacceptable at significance level of 0.05. This coefficient can explain that good leader's organizational commitment will have a major impact on increasing job satisfaction. Regression coefficients in standard form (standardize) on this relationship is 0.328. It is thus the hypothesis H7 in this study expressed the leader's organizational commitment significantly which affects job satisfaction is acceptable.

2. Testing Hypothesis H2

Hypothesis H2 of this study stated that leader's organizational commitment has significant effects to lecturers' performance. This hypothesis was statistically associated with the test results γ_4 which can be formulated with statistical hypothesis:

$H_0 : \gamma_3 = 0$ There is no significant effect of leader's organizational commitment to lecturers' performance.

$H_a : \gamma_3 \neq 0$ There is significant effect of leader's organizational commitment to lecturers' performance.

Table 2. Hypothesis Test Results of Leader's Organizational Commitment To Lecturers' Performance

Direction Line	Regression Coefficient	Standard Deviation	Standard Coefficient	C.R	p-value
Leader's Organizational Commitment [?] Lecturers' Performance	0,127	0,053	0,136	2,395	0,017

Sources: Primary data processed (2007)

Regression coefficient gamma (γ_4) of 0.127 with CR of 2.395 and p-value of 0.017 (smaller than 0.05) have shown evidence that the regression coefficients obtained are not different from zero, meaning that there is a positive and significant effect. The effect of leader's organizational commitment is acceptable at significance level of 0.05. This coefficient can explain that good leader's organizational commitment will have a major impact on increasing lecturers' performance. Regression coefficients in standard form (standardize) on this relationship is

0.136. It is thus the hypothesis H8 in this study expressed the leader's organizational commitment significantly affects lecturer's performance is acceptable.

3. Testing Hypothesis H3

Hypothesis H3 of this study stated that job satisfaction has significant effects to lecturers' performance. This hypothesis was statistically associated with the test results γ_1 which can be formulated with statistical hypothesis:

$H_0 : \gamma_1 = 0$ There is no significant effect of job satisfaction to lecturers' performance. $H_a : \gamma_1 \neq 0$ There is significant effect of job satisfaction to lecturers' performance.

Table 3. Hypothesis Test Results of Job Satisfaction To Lecturers' Performance

Direction Line	Regression Coefficient	Standard Deviation	Standard Coefficient	C.R	p-value
Job Satisfaction [?] Lecturers' Performance	0,873	0,138	0,591	6,326	0,000

Sources: Primary data processed

Regression coefficient beta (β_1) of 0.873 with CR of 6.326 and p-value of 0.000 (smaller than $\alpha=0,05$) have shown evidence that the regression coefficients obtained are not different from zero, meaning that there is a positive and significant effect. The effect of job satisfaction to lecturers' performance is acceptable at significance level of 0.01. This coefficient can explain that high job satisfaction will increase lecturers' performance. Regression coefficients in standard form (standardize) on this relationship is 0.591. It is thus the hypothesis H8 in this study expressed that job satisfaction significantly affects lecturer's performance is acceptable.

4. Testing Hypothesis H4

Hypothesis H4 of this study stated that leader's organizational commitment has significant effects to lecturers' performance through job satisfaction. This hypothesis was statistically associated with the test results β_3, β_1 which can be formulated with statistical hypothesis:

- $H_0 : (\beta_3, \beta_1) = 0$ There is no significant effect of leader's organizational commitment to lecturers' performance through job satisfaction
- $H_a : (\beta_3, \beta_1) \neq 0$ There is significant effect of leader's organizational commitment to lecturers' performance through job satisfaction

Based on the results of the hypothesis test that there is a significant influence of both leader's organizational commitment to job satisfaction or job satisfaction to lecturers' performance. Thus H4 in this study which states that the leader's organizational commitment have a significant effect on the lecturers' performance through job satisfaction can be proved.

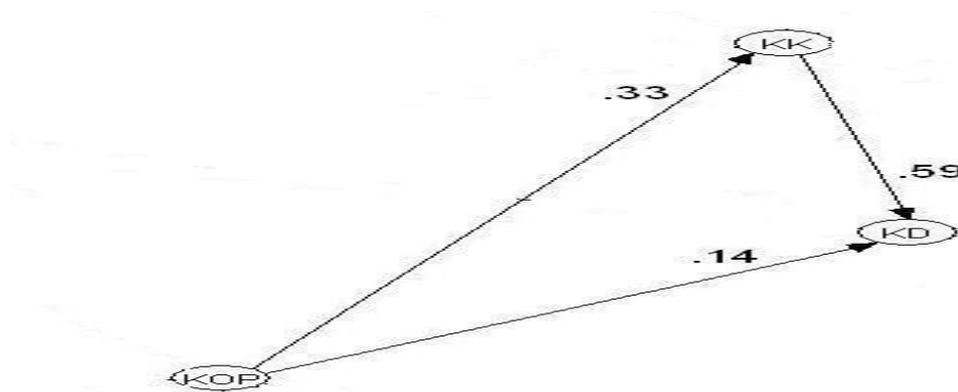


Figure 1. The Effect of Leader’s Organizational Commitment To Lecturers’ Performance Through Job Satisfaction

Direct and indirect effect of leader’s organizational commitment to lecturers’ performance can be explained in the following table.

Table 4. The Effect of Leader’s Organizational Commitment To Lecturers’ Performance Through Job Satisfaction

Independent	Dependent	Direct Effect	Indirect Effect	Total Effect
Leader’s Organizational Commitment	Job Satisfaction	0,328		0,328
Leader’s Organizational Commitment	Lecturers’ Performance	0,136	0,194	0,330
Job Satisfaction	Lecturers’ Performance	0,591	-	0,591

Source : Primary Data processed (2007)

Based on the analysis in the table above, it can be explained that the direct effect on the leader’s organizational commitment to lecturers’ performance is 0.136, much smaller than the indirect effect through job satisfaction with a value of 0.194.

Research Findings

From the hypothesis test results above, therefore it can be summed up in a research findings as presented in Table 5 below.

Table 5. Summary of Hypothesis Test Results

Hypothesis	Statements	Result
H1	Leader's organizational commitment has significant effect to job satisfaction	Positive and significant effect
H2	Leader's organizational commitment has significant effect to lecturers' performance	Positive and significant effect
H3	Job satisfaction has significant effect to lecturers' performance	Positive and significant effect
H4	Leader's organizational commitment has significant effect to lecturers' performance through job satisfaction	Positive and significant effect

4. Discussion of Research Findings

1. There is significant Effect of Leader's Organizational Commitment to Job Satisfaction.

Hypothesis H1 in this study stated that leader's organizational commitment has significant effect to job satisfaction. This hypothesis was statistically associated with the test results β_3 which can be formulated with statistical hypothesis:

$H_0 : \beta_3 = 0$ There is no significant effect of leader's organizational commitment to job satisfaction.

$H_a : \beta_3 \neq 0$ There is significant effect of leader's organizational commitment to job satisfaction.

Regression coefficient gamma (β_3) of 0.208 with CR of 3.502 and p-value of 0.000 (smaller than $\alpha = 0.05$) has shown that the regression coefficients obtained are not different from zero, meaning that there is a positive and significant effect. The effect of leader's organizational commitment is unacceptable at significance level of 0.05. This coefficient can explain that good leader's organizational commitment will have a major impact on increasing job satisfaction. Regression coefficients in standard form on this relationship is 0.328. Therefore the hypothesis H7 in this study expressed that leader's organizational commitment having significant effect to job satisfaction is acceptable.

The results of the research are consistent with the findings made by Yui Tim Wong (2002), Abubakr MT Suliman (2002), Darwish A. Yousef (2000), Lisa M. Moynihan, Wendy R. Boswell, John W. Boudreau. (2000), Abubakr Suliman, Paul Hes (2000), Ugur Yavas & Muzaffer Bodur (1999). Many previous studies only reveal the influence of employees' commitment on job satisfaction or performance in their organization. This study seems to have taken a different variable, namely leader's organizational commitment, assuming the theory put forward by Madjid (2001) that in the case of a developing country Indonesia as a role model leadership in the organization is still very dominant.

The results of the research also indicate that the role model of leader is a very strategic variable in building lecturers' job satisfaction, thus the leaders of Muhammadiyah Universities are required to have a deep commitment to the organization development. including commitment to (1) ash shiddiq that means true or honest. An organization's leaders should have a strong commitment to the values of honesty and truth, let alone in developing countries such as Indonesia, where the leader's behavior has always been a reference of subordinates to behave. There are so many cases of abuse of power at the company resulted in the bankruptcy of a company or organization because it is caused by the low commitment of the leadership of honesty (2) amanah, means that it can be trusted. The intention is to convey or manage everything that was ordered or mandated, in accordance with the work program and Budget Plan Organization (RAPBO) without increase or decrease something. In explaining the concept of amanah, Muhammad Tariq (2005) defines as running something without personal ambition or a vested interest. For example: do not ignore the rights of workers or employees, giving employees a decent wage, mandated running all tasks in a professional manner, as the words of the Prophet, (in Tariq Muhammad, 2005) Behold, God is very pleased to the work of one of you if done professionally. Furthermore amanah can also be interpreted as no opportunistic, means that as a leader he did not take the opportunity to enrich himself (corruption). Amanah also be interpreted as placing the most suitable and appropriate person in a suitable place. As the words of the Prophet when there was a friend asking about when the doomsday come? Then the Prophet replied that doomsday would come if the amanah has been wasted, then the Prophet continued if a case has been given to people who should not (not an expert) so watch the apocalypse. This hadith signaled that if a job is given to those who are not experts then the failure will happen. (3) at tabligh, means conveying. Conveying in the perspective of managing an organization is expressing something right to its members although sometimes face obstacles or invite members always do good and urges members to not cheat (Waya' muru na bil ma'ruf wayanhau na anilmunkar). In term of communication management by Muhammad Tariq (2005) at tabligh is the ability to communicate in a professional manner to its members that is characterized by: a high commitment of the leader in directing work program and budget of the company in a professional way, regularly hold an evaluation meeting to assess the performance of the company and organization as a form of responsibility, committed to resolve the issue with ma'ruf (good) language so it does not cause rebellious members, always listen to suggestions and constructive corrections, to include members in decision-making and does not manipulate information related to organizational development. (4) al fathonah means smart. In explaining the concept of smart, Thohir Luth (2001) suggests the shape, that committed leader is always willing to learn, always a leader committed to resolving the

problem within the organization as a wise, honest in giving attention to the needs of followers, there is a strong desire to improve the conditions of the employees and the organization, heed moral glory and justice in the interaction with members, or trying to find a solution to ease the burden of members when there is overwritten trouble or calamity. Toto Tasmara (2004) outlines the organizational commitment of one leader or member organization is termed as *istiqomah*, as at one time the Prophet Muhammad to get an offer from the Quraysh through his uncle Abu Talib not to preach about Islam then he will be rewarded with a beautiful wife, abundant treasures and high position of power, and the Prophet said (Toto Tasmara 2004): "O my uncle, by Allah, if they put the sun in my right hand and the moon in my left hand so I left the religious affairs (*da'wah*), I will not leave it so that Allah gives victory this religion or I destroyed it (*Hatta yudhirallahu aw uhlaka fihi*). From this hadith can be interpreted if a person has been engaged in a work system of an organization then he should commit to build the organization seriously, as indicated with being honest, highly disciplined, creative, did not divulge the company to another party, provided improvement input to the organization if the organization faces a problem or not, be ready to sacrifice for the fulfillment of the organization's objectives are more important, sense of encouragement in a more fundamental mission, using group values in decision-making and describing the options. Sudarnoto (in Nakamura, 2005), suggests several factors that led to the organization's members adhere to the leader because the organization leader has a commitment to (1) moral values (2) having the intellectual prowess that means having a strong commitment to develop themselves in seeking the science both religion science and general one (3) having a high commitment in solving the problem, and (4) committed to offer an order of life that reach a more ideal future. Furthermore, according to Toto Tasmara (2004) that, several studies conducted in Muslim countries such as Saudi Arabia, Quwait, Iran and Qatar when the leader of the organization has a high organizational commitment, there is significant effect to employees' job satisfaction and the impact on the performance of employees, especially in oil companies. This statement is also supported by Cepra (2000) that the managers of a company that has a commitment to moral values are more successful financially when compared to companies that do not have moral commitment.

Besides, the leaders of Muhammadiyah Universities must also have a high commitment to (a) affective commitment, namely if the university leaders consistently want to be part of the organization because of the emotional attachment. (b) continuance commitment, occurs when the leaders of universities remain at current organization because they feel recognized as in term of needed salary and other benefits, which is transcendent as the value of dedication, value of worship, motivation of sincerity, etc. (c) normative commitment, arising from he values within which the leader becomes a member of the leadership survived because of an awareness that commitment to the organization is supposed to do.

2. There is The Effect of Leader's Organizational Commitment to Lecturers' Performance

Hypothesis H2 in this study expressed that the leader's organizational commitment has significant effect to lecturers' performance. This hypothesis was statistically associated with the test results η^2_4 which can be formulated with statistical hypothesis:

$H_0: \beta_4 = 0$ There is no significant effect of leader's organizational commitment to lecturers' performance.

$H_a: \beta_4 \neq 0$ There is significant effect of leader's organizational commitment to lecturers' performance

Regression coefficient gamma (β_4) of 0.127 with CR of 2.395 and p-value of 0.017 (smaller than 0.05) have shown evidence that the regression coefficients obtained are not different from zero, meaning that there is a positive and significant effect. The effect of leader's organizational commitment is acceptable at significance level of 0.05. This coefficient can explain that good leader's organizational commitment will have a major impact on increasing lecturers' performance. Regression coefficients in standard form (standardize) on this relationship is

0.136. It is thus the hypothesis H8 in this study expressed the leader's organizational commitment significantly affects lecturer's performance is acceptable.

The findings of this study can be interpreted that the better commitment of the leaders will be able to trigger an improvement of lecturers' performance. This finding supports the findings of previous research conducted by Mark A. Siders, Gerard George and Rovi Dharwadkar (2001). The Relationship of Internal and External Commitment Foci to Objective Job Performance Measures. The result of the research concludes that there is positive relationship between internal commitment (organization and supervisor) and external commitment (customers) with organizational performance objectives (such as product, brand, and market share). Steffen et al (1996) Satisfaction with Nursing Homes: The Design of Jobs Can Ultimately Influence Employee Family Member's Perception. The research concludes that organizational commitment is correlated with the quality of service; variety of skills correlated with organizational commitment; task identity correlated with organizational commitment; autonomy correlated with organizational commitment. Young et al (1998) Organizational Commitment Among Public Service Employee. The findings conclude that the factors that are positively associated with organizational commitment are: satisfaction with promotion, job characteristics, communication, satisfaction with leadership, job satisfaction, internal and external exchanges, wages. Mathiew & Jones (1991) Further Evidence for the Discriminant Validity of Measures of Organizational Commitment, Job Involvement and Job Satisfaction. The research findings concluded that job satisfaction associated with job involvement, the satisfaction associated with organizational commitment. Organizational commitment associated with job involvement. Schappe (1998) The Influence of Job Satisfaction, Organizational Commitment Fairness Perception by Citizenship Behavior. The conclusion of the research revealed that: There is a relationship between commitment and employees' satisfaction, satisfaction and procedural justice, satisfaction and interpersonal dimensions of procedural justice.

Because the results of this study empirically proven and has been supported by other studies that Muhammadiyah university leaders should continuously maintain a commitment to organization and even from time to time shall continue to renew its commitment so that the lecturers as subordinates to engage in the process of increasing the commitment that finally showed their awareness to continue maintaining their performance even continue to increase if necessary.

3. There is Significant Effect of Job Satisfaction to Lecturers' Performance.

Hypothesis H3 of this study stated that job satisfaction has significant effects to lecturers' performance. This hypothesis was statistically associated with the test results β_1 which can be formulated with statistical hypothesis:

$H_0 : \beta_1 = 0$ There is no significant effect of job satisfaction to lecturers' performance. $H_a : \beta_1 \neq 0$ There is significant effect of job satisfaction to lecturers' performance.

Regression coefficient beta (β_1) of 0.873 with CR of 6.326 and p-value of 0.000 (smaller than $\alpha=0,05$) have shown evidence that the regression coefficients obtained are not different from zero, meaning that there is a positive and significant effect. The effect of job satisfaction to lecturers' performance is acceptable at significance level of 0.01. This coefficient can explain that high job satisfaction will increase lecturers' performance. Regression coefficients in standard form (standardize) on this relationship is 0.591. It is thus the hypothesis H9 in this study expressed that job satisfaction significantly affects lecturer's performance is acceptable.

The results can be interpreted as the more satisfied a lecturer working at the Muhammadiyah University, the better the performance.

The findings of this study support research by Rao (1996) that there are some things that can make employees more willing to perform the work, as the impact of job satisfaction he gained, namely: (1) employees will work hard if they felt required by the organization (2) employees will work better if they are clear about what is expected of them and when they occasionally authorized to change those expectations (3) employees will work better if they feel that the organization provides opportunities for their performance to be appreciated and rewarded (4) employees will work if they know that the organization provides opportunities to develop and use their abilities as far as possible, and (5) employees will work better if they believed and treated with respect. Or in other words, employees want to work because they were pleased with their work and in turn will impact on their performance.

Empirical studies related to job satisfaction was also conducted by the WorkAmerican National at The Wyatt Company (Robbins 1996). The study identified 12 dimensions of job satisfaction that affect employees' performance, namely: organization of work, working conditions, communications, job performance and performance review, co-workers, supervision, management of corporate, wages, benefits, career development and training, content and job satisfaction, as well as company image and changes. The findings concluded that subordinates' job satisfaction significantly affect their performance, when they are not satisfied then their performance continues to drop, even may cause them stress or frustration. This finding also supports the findings of Ery Tri Djatmika (2005) that job satisfaction affect the positive behavior of school teachers in Surabaya, Malang and Jember. The findings of Rumapea Patar (2005) that the more satisfied a teacher, the better the performance of teachers in Northern Sulawesi.

4. Leader's Organizational Commitment has Significant Effect to Lecturers' Performance Through Job Satisfaction.

Hypothesis H4 of this study stated that leader's organizational commitment has significant effects to lecturers' performance through job satisfaction.

- $H_0 : (\beta_3, \beta_1) = 0$ There is no significant effect of leader's organizational commitment to lecturers' performance through job satisfaction
- $H_a : (\beta_3, \beta_1) \neq 0$ There is significant effect of leader's organizational commitment to lecturers' performance through job satisfaction

The result of analysis H4 in this study which states that the leader's organizational commitment have significant effect to the lecturers' performance through job satisfaction can be proved.

The findings of this research are in line with the results of research conducted by Whyte (in Newstrom, 1989) which states, the terms of the leadership, the leadership with a high commitment resulted in increased employee satisfaction which in turn have an impact on performance. He made a sort of jargon: "Be loyal to the company, then the company will be loyal to you". With the reciprocal loyalty will result in job satisfaction, which in turn foster positive behaviors that lead to improved employee performance. Biggart & Hamilton (1984) added that in general the organization provides benefits to employees for the sacrifices that have been given to the organization. Conversely, in terms of the company, if the leaders have a strong commitment to the organization will contribute to the organization in terms of employment stability (Steers, 1977). Leader's commitment, whether high or low, will have an impact on: (1) the leader himself, for example, to the development of his career in the organization / company (2) organization, leaders who are committed to the organization will lead to: higher organizational performance, reduced employee absenteeism, increased employee loyalty, etc.. According to Hackett & Guinon (1995) leader who has a high organizational commitment will impact on employee satisfaction and impact on the performance of employees means employees are more satisfied with their jobs, and the rate of absences decreased. Meanwhile, according to Carsten and Spector (1987) is the impact of these employees will remain in the organization. Organ & Konovsky (1989) referred to it as "more likely to display more organization citizenship behavior". Judge & Watanabe (1993) describes the high commitment of the leader resulted the employees will be more satisfied in their lives as a whole. The effect caused according to Mathieu and Zajac (1990) was the employee will remain in the organization, Netemeyer, Burton and Johnson (1995) refer to it as going to "actually leave". According to Begley and Czajka (1993), the impact is reduced stress levels. Mathieu and Ajac (1990) referred to it as "Perform well" and O'Reilly and Chatman (1986) stated that if the leadership of organizational commitment is high then the impact is that employees will be more clever socializing. Kirkman and Debra L Shapiro. (2001). The Impact of Cultural Values on Job Satisfaction and Organizational Commitment in Self-Managing Work Teams Mediating the Role of Employee Resistance; or research of Abubakar MT Suliman (2002). Is it Really Mediating Constructs? The Mediating Role of Organizational Commitment in Work

Climate - Performance Relationship. The research concludes: (1) organizational commitment and 2 factors (normative commitment and continuance commitment) play different roles in mediating the relationship between work climate (organizational culture) and perceived employee performance, as assessed by the workers themselves and their immediate supervisors. Supported with the research of Darwish A. Yousef (2000) which concluded that the attitudes and behavior of employees towards organizational change increases with the increase of the affective and continuance commitment directly and negatively affect cognitive attitudes. Affective commitment mediates the relationship between job satisfaction and working conditions, salary, supervision and job security with cognitive, affective and behavior towards the changes. Continuance commitment (low perceived) mediates the relationship between job satisfaction on salary, promotion, supervision, etc. to cognitive change. Job satisfaction on salary, promotion, supervision, etc. has direct and positive effect on performance.

In internationally scope, the high organizational commitment will affect the performance has been tested, for example: in India, Agarwal (1993) concluded that the impact of the leadership of a high organizational commitment, members or employees have low intention to leave the organization. Similarly, the Japanese (and Mannari Marsh, 1977). While in Israel Koslowssky, Caspy & Lazar (1988) and in New Zealand, Inkson (1977) concluded the impact of organizational commitment as a member of the leadership behavior of the organization is higher (higher organization citizenship behavior), and supported with the research of Angle and Perry (1981); Becker, Billings, Eveleth, Gilbert (1996); Porter, Crampon, & Smith (1976) and Wallace (1995).

From the discussion above the researcher tried to suggest special findings that distinguish this study with other researchers as follows:

- In descriptive analysis there was found the difference of lecturers' performance when viewed from the aspect of gender, where female lecturers' performance is much better when compared with male lecturers' performance.
- The presence of different perceptions dealing with leader's organizational commitment when viewed from the aspect of the lecturers' academic positions. Where lecturer with position of academic head of associate lector has better perception than professors who have academic positions professors, lector and assistant. Likewise the perception of lecturer with academic assistant is better than lecturers who has academic professors and lector position. This is possible because they who has assistant academic position are new lecturers who do not know the exact behavior of the leadership of Muhammadiyah University in comparison with that lecturers with the position of academic lecturer, associate head lector, and professor.
- In this study, it is found out a new constructs dimension in reflecting organizational culture which is composed of: motivation to work, sincerity, discipline and appreciate the time, egalitarian spirit and practice their religion in order to complement the earlier findings that include communication, training and development, reward, decision making, decision risk, planning, collaboration, and management practices
- In this study also found a new construct dimension in reflecting leader's organizational commitment variables consisting of: ash-siddiq (true or honest), al-amanah (trustworthy),

at-tabliqh (able to communicate his ideas and thoughts) and al-fathonah (intelligent) to complement the earlier findings in the form of effective commitment, sustainability commitment and normative commitment.

- In this study also found a new variable or construct, namely leader's organizational commitment, which recently many other studies use more organizational commitment variables of members or employees.
- With the new findings, we try to look for the effect of independent variables on the next moderator variables, and moderator variables on the dependent variable either directly or indirectly in fact still have the effect. Therefore the presence of Islamic values in this study supported the findings.

Conclusion

The results of the research conclude: (1) There is a direct effect of leader's organizational commitment to job satisfaction (2) There is an effect of job satisfaction to lecturers' performance (3) There is a direct effect of leader's organizational commitment to lecturers' performance in terms of indirect effect (4) There is indirect effect of leader's organizational commitment variables to lecturers' performance through lecturers' job satisfaction. From the results of this study, it is suggested (1) In establishing organizational commitment university leaders should pay attention to: ash-siddiq (true or honest), al-amanah (trustworthy), at-tabliqh (to communicate ideas and thoughts) and al fathonah (smart), affective commitment, sustainability commitment and normative commitment (2) In establishing lecturers' job satisfaction, university leaders should pay attention to the policy / organizational administration, supervision, working conditions, interpersonal relations, salary, job security, job performance, responsibility, opportunity to grow / developing, recognition, the job itself (3) In establishing lecturers' performance therefore university leaders should be able to encourage the creation of conditions conducive to the establishment of educational activities and teaching, research and community service and supportive activities, such as providing a range of support facilities, as adequate library, computer and internet facilities, research journals etc. in order to support these activities.

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