

ORGANIZATIONAL COMMITMENT, EMPLOYEES PERFORMANCE AND ISLAMIC WORK ETHICS: HALAL RESTAURANT PERSPECTIVE

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ABSTRACT

Halal restaurants are a staple for Muslims. Employee performance is an important element in increasing the number of visitors to halal restaurants. This study aims to analyze the effect of Islamic work ethic on employee performance, the effect of Islamic work ethic on organizational commitment; and the effect of organizational commitment on employee performance. This study uses a type of quantitative research. The population in this study is all halal restaurant employees who have halal certification in Indonesia. Sampling using purposive sampling with certain criteria. Data collection techniques using a questionnaire. While the data analysis of this study uses SEM PLS. The results of this study indicate that the Islamic work ethic variable has an influence on employee performance, Islamic work ethic has a positive effect on the dimensions of organizational commitment. In addition, the results of this study indicate that organizational commitment variables affect employee performance. This research has two contributions, namely empirical and policy aspects. The results of this study are additional literature related to empirical evidence of the influence of Islamic work ethics and organizational commitment to halal restaurants. In addition, the results of this study help halal restaurants in sustainable development.

INTRODUCTION

The existence of halal men's restaurantso it is very important and a basic need for Muslims today (Wannasupchue et al., 2019; Al-Ansi et al., 2019). In fact, there is an increasing number of halal restaurants in Japan due to the increasing number of Muslim

tourists (Mulyadi et al., 2023). Furthermore, the halal restaurant industry is also profitable because the services provided are in accordance with Islamic principles and beliefs (Rather et al., 2018). Based on data from the Global Islamic Economic Report 2019-2020, it is stated that Indonesia is in the top 10 countries that have good development of the halal industry, but halal food and beverages are not included in that category (Mursid, et al. 2021). Therefore, the government must pay special attention to the halal restaurant sector as one of the sectors engaged in the development of halal food in Indonesia.

In addition, in the context of non-Muslims, the Muslim community, especially Muslim tourists, are still worried about products and services that violate the law in halal restaurants (Meenchee, Sizhong, Rabiul, & Zhangyue, 2018). So that the involvement of halal restaurants in non-Muslim countries that violate Islamic law affects religious beliefs which ultimately raises consumer doubts (Akhtar, et al. 2020; Siddiqi & Akhtar, 2020).

Employee performance is important element in determining the success of an organization or company (Naufal, 2019). This is an important factor so that employee performance continues to be evaluated in terms of quantity, quality, efficiency, effectiveness and loyalty (Tuan et al., 2021a). Developing studies explain the relationship between employee performance and Islamic work ethics (Udin et al., 2022). Islamic work ethics have a positive influence and contribution to improving employee performance. Employees who have a good Islamic work ethic will be more productive (Ali & Al-Owaihah, 2008). In addition, the existence of an Islamic work ethic that is applied in the company will encourage dedication and better employee performance (Husin & Kernain, 2020; Soleman et al., 2020). Although it is important to analyze and evaluate the relationship of Islamic work ethics to employee performance, in general there are still few empirical examples that examine this issue in the halal restaurant sector so that understanding employee performance is important for creating sustainable strategies in the halal restaurant sector.

The growing literature also explains that organizational commitment influences employee performance (Putra, et al. 2023; Fakhrudin, et al. 2020). However research about organizational commitment in the formation of employee performance has not been much done. Organizational commitment was reported as an important factor influencing employee performance (Asif et al., 2019; Pahlavi & Fatonah, 2020). However, there is still little research exploring organizational commitment related to employee performance.

Based on the identification of existing research gaps, this study will examine and analyze (1) the relationship between Islamic work ethics and employee performance in halal restaurants (2) the relationship between organizational commitment and employee performance in halal restaurants. Theoretically, this research will increase the

understanding of employee performance formation models in the context of halal restaurants. From a practical perspective, this research will assist halal restaurant managers in developing sustainable strategies.

LITERATURE REVIEWS

Employee Performance

Employee performance is defined as real behavior in the form of work performance of an employee in an organization or company (Rialmi and Morsen, 2020). Accordingly, Naufal (2019) said that performance means doing the job to the fullest and getting results from the job. Furthermore, a recent study from Pallawagau, (2021);Purwanto & Sudargini, (2021) states that employee performance is the value and work results obtained by individuals and groups within an organization based on their duties and responsibilities in order to achieve company goals.

Developing literature states that employee performance in a company will be influenced by motivation, commitment and human resources (Adam, et al. 2023). In order to measure employee performance variables, Paparang et al., (2021) said that employee performance can be measured using indicators, (1) quality, namely employee evaluation of the quality of work produced (2) quantity, namely the amount of work produced by employees. (3) timeliness, namely maximizing the work produced by making the best use of time. (4) effectiveness, namely maximizing the resources used are the same as the results obtained. (5) cooperation, namely employee collaboration in completing work properly.

Islamic Work Ethics (IWE)

Studi previously explained that Islamic work ethics can encourage optimistic behavior and increase employee creativity and innovation in supporting performance (Hough et al., 2020). The growing literature reports that Islamic work ethics have an influence on employee performance. The application of Islamic work ethics improves business performance and employee performance (Hakim et al., 2018; Mohammad et al., 2018; Raja et al., 2020; Saban et al., 2020). This is because the application of Islamic work ethics in a company will shape individual behavior at work. Therefore, the relationship between Islamic work ethics and employee performance in the perspective of halal restaurants is explained by the following hypothesis.

H1: Islamic work ethics has a positive effect on employee performance

Studies on Islamic work ethics have been carried out by many researchers before. In addition to affecting employee performance, Islamic work ethics can also affect organizational commitment. Studies conducted Marri et al., (2021) found that Islamic work ethics are positively correlated with each dimension of organizational commitment. The

study is corroborated by the findings Caniago & Mustoko, (2020) that there is a positive influence of Islamic work ethics on the dimensions of organizational commitment, namely affective commitment, continuance commitment and normative commitment. Therefore, the hypothesis proposed in this study is as follows:

H2: Islamic work ethics has a positive effect on affective commitment

H3: Islamic work ethics have a positive effect on continuance commitment

H4: Islamic work ethics has a positive effect on normative commitment

Organizational Commitment

According to Mardikaningsih (2023) said that organizational commitment is a strong belief that employees have in order to meet company expectations, maintain membership and psychological commitment. The organizational commitment of employees is determined by the organization's support for employees (Sinambela, 2021; Darmawan and Mardikaningsih, 2021).

Furthermore, organizational commitment will direct employees to make a major contribution to achieving goals within the organization. Employees who have organizational commitment always work wholeheartedly. Employees who do not have organizational commitment tend to want to move to another company because they want to get a better job (Darmawan, 2021). Affective commitment, which means there is an emotional attachment to employees by loving the organization so that they provide the best (Pramesti, et al. 2020). Continuous commitment, namely the willingness to stay in an organization because of the economic value received (Pratiwi, 2019). Meanwhile, normative commitment is the desire to become a member of the organization because of awareness of obligations (Handayani, 2019)

Developing studies show that organizational commitment has an influence on employee performance. Sukmawati, et al. (2022) showed that organizational commitment using three dimensions (affective commitment, continuance commitment and normative commitment) has a positive effect on employee performance. Furthermore, these findings are in line with a study conducted by Dewi, et al. (2022); Apriani, et al. (2023) that affective commitment has an influence on employee performance. Furthermore, research from Kharismasyah & Bagis, (2019); Kundi et al., (2020); Pahlavi & Fatonah, (2020); Tahar & Sofyani, (2020) states that affective commitment encourages individual behavior to improve performance at work. Thus, based on the results of previous research, the hypothesis is described as follows:

H5: Affective commitment has a positive effect on employee performance

H6: Continuing commitment has a positive effect on employee performance

H7: Normative commitment has a positive effect on employee performance

Research Framework

Based on the theoretical explanation above, this research will be a series of analyzes to find out whether Islamic work ethics and organizational commitment have a direct effect on the performance of halal restaurant employees, and whether organizational commitment can mediate the effect of Islamic work ethics on the performance of halal restaurant employees. The model flow of this research is as follows:

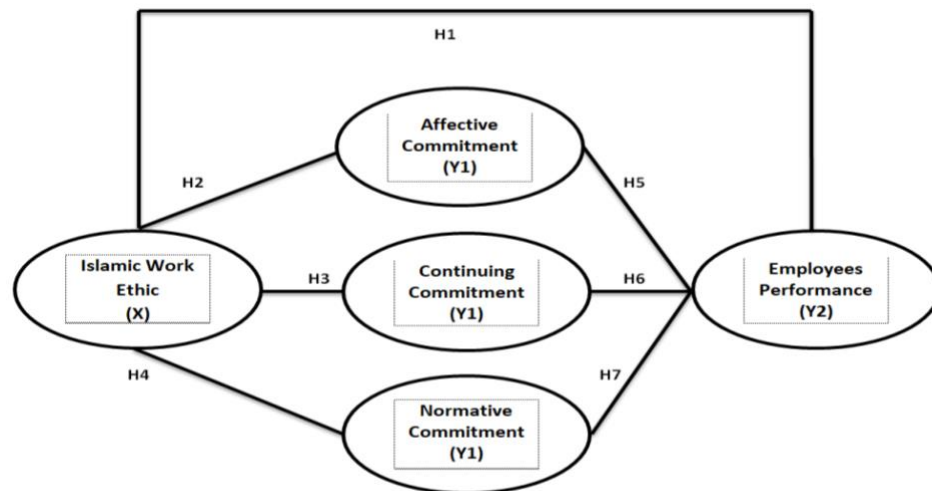


Figure 1. Hypothesis Model

RESEARCH METHODS

This research is a quantitative study using a conclusive research design that aims to test the hypotheses and the relationship of each research variable construct. This study uses intervening variables to explain the complex relationships between variables so that a causal relationship or association can be identified (Rex B. Kline, 2023). The data collection process was carried out using purposive sampling which took into account the difficulty in identifying the sampling frame at halal restaurants based on predetermined criteria. The purposive sampling method was used in this study because the number of employees in halal restaurants in Indonesia is not known with certainty by researchers. Special criteria or characteristics are deliberately arranged by the researcher with the aim that when the sample is taken it can meet the appropriate criteria or characteristics and support a study. These criteria are usually termed inclusion and exclusion criteria. The criteria for respondents in this study were Muslim, at least 18 years old and working in restaurants, restaurants or fast food outlets that have been certified halal by the MUI.

The dependent variable in this study is employee performance. This variable is measured by the 6 adopted statement items from Kuvaas (2006) and Vignaswaran (2008). Employee performance variables are measured by 5 indicators, namely work quality, quantity, timeliness, effectiveness, and independence (Robbins, 2016). Organizational commitment variable is measured by 24 statement items adopted from Allen and Meyer (1991). Organizational commitment variables are measured by 3 indicators, namely affective commitment, continuance commitment and normative commitment (Allen and Meyer, 1991). Furthermore, the independent variable, namely Islamic work ethics, is measured by 17 statement items adopted from AJ Ali & Al-Owaihah (2008). Islamic work ethics variables are measured by effort, dedication, teamwork, responsibility, social relations and creativity (Hayati & Caniago, 2012).

Variable	Indicator
Islamic Work Ethics (X)	1) Lazy is a vice 2) Dedication to work is kindness 3) Work provides benefits 4) Fairness and generosity of work are important 5) Work contributes to the prosperity of society 6) Work well 7) Working media for self-development 8) Life is meaningless without work 9) Lazy to work gives bad 10) Work relations must be well maintained 11) Work determines fate 12) Work creativity is a source of happiness and success 13) Work determines the progress of life 14) Working to train independence 15) Timely work is the key to success 16) Responsible with work 17) The value of work is determined more by its intentions than by its results. Source:AJ Ali & Al-Owaihah (2008); (Hayati & Caniago, 2012).
Organizational Commitment (Y1)	1) Happy to work

	<ol style="list-style-type: none"> 2) Happy to promote the company 3) Have sensitivity to company problems 4) Feel comfortable at work 5) Feel happy working in this company 6) Feel happy to be part of the company 7) The company where work is very important for life 8) have a strong sense of belonging to this company 9) Fear of leaving the company 10) Worries about moving to work 11) Feeling at a loss resigning from the company 12) Feeling a loss does not contribute to work 13) Work becomes a necessity 14) Have few options to leave the company 15) lack of alternative jobs 16) leaving this job would require great sacrifices; 17) Changing jobs frequently is not good 18) Must be loyal (loyalty) to the company where they work 19) Jumping from one company to another according to unethical 20) Loyalty is important at work 21) Desire to change jobs 22) Loyalty is the key to success at work 23) Career determined loyalty 24) Loyalty shows employee wisdom
<p>Employee Performance (Y1)</p>	<ol style="list-style-type: none"> 1) Always work above the standards set 2) Works better than expected 3) Put all your energy into work 4) Totality at work 5) Work for awareness 6) Good quality work <p>Source:Kuvass (2006); Vignaswaran (2008).</p>

The data analysis used in this study is the Structural Equation Modeling - Partial Least Square (SEM-PLS) method. This study used the PLS SEM method because the number of samples was relatively small and there was a high multicollinearity problem (Hartono & Abdillah, 2011). In addition, PLS SEM can also overcome data distribution problems (Gustafsson & Johnson, 2004). The minimum sample used in SEM is 200 samples, but Garson (2016) states that SEM samples are 5 to 10 times the number of latent variable indicators. The econometric model that explains the relationship between variables is as follows:

$$EP = \beta_0 + \beta_1 IWE + \beta_2 OC + \varepsilon \dots \dots \dots (1)$$

$$OC = \beta_0 + \beta_1 IWE + \varepsilon \dots \dots \dots (2)$$

Equation (1) explains that employees performance (Y1) as the dependent variable is influenced by Islamic work ethics and organizational commitment. Meanwhile, equation (2) explains that organizational commitment (Y2) is influenced by Islamic work ethics. Furthermore, this research did Outer model evaluation consists of individual item reliability, internal consistency, average variance extracted, discriminant validity. internal consistency reliability can be seen from the value of Cronbach's Alpha and Composite Reliability (CR), where the acceptable limit is ≥ 0.7 . The formula for calculating CR (Haryono, 2017):

$$CR = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + (\sum \varepsilon_i)}$$

Another measure of convergent validity is the Average Variance Extracted (AVE) value. The formula for AVE is as follows (Haryono, 2017):

$$AVE = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum \varepsilon_i}$$

Discriminant validity checks can be carried out using the cross loading value which is followed by comparing the AVE value and the AVE square root between constructs. The measure of cross loading is to compare the correlation of indicators with their constructs and constructs from other blocks. To measure discriminant validity using AVE, the root value of AVE must be higher than the correlation between the construct and the other constructs.

RESULT AND ANALYSIS

Respondent Profile

Based on the data collected from 275 respondents collected from various employees of halal restaurants in Indonesia, it is known that the majority of respondents in this study were male, namely 147 people (53%), while the number of female respondents was 128 people (47%). The number of respondents who filled out the questionnaire was dominated by employees aged between 18-25 years, namely 139 people (51%). Meanwhile, from the educational aspect, the majority of respondents in this study had a vocational high school (SMK) education background of 137 people (50%). The following table gives a brief description of the respondent's profile.

Table 1. Demographic Profile

Profile	Total	Percentage (%)
Gender		
Male	147	53%
Female	128	47%
age		
18-25	139	51%
26-35	121	44%
36-45	15	5%
Education		
Bachelor	31	11%
D3/Diploma	11	4%
SENIOR HIGH SCHOOL	96	35%
SMK	137	50%

Source: Processed (2023)

Validity and Reliability

Validity and reliability tests are pre-requisites that must be carried out before conducting PLS SEM testing. The methods that can be used are methods for assessing convergent validity, including average extracted variance (AVE), factor loading, and reliability measures (composite reliability for this study).

Construct	Items	Loadings	Composite Reliability	AVE
Islamic Work Ethics	Dedication to work is kindness	0.774	0.845	0.523
	Work provides benefits	0.804		
	Justice and kedermimportant work clouds	0.787		
	Work well	0.685		
	Work relations must be well maintained	0.642		

	Work determines the progress of life	0.707		
	Working to train independence	0.722		
Affective Commitment			0.894	0.515
	Happy to work	0.641		
	Happy to promote the company	0.699		
	Have sensitivity to company problems	0.640		
	Feel comfortable at work	0.697		
	Feel happy working in this company	0.794		
	Feel happy to be part of the company	0.745		
	The company where work is very important for life	0.747		
	Have a strong sense of belonging to this company	0.764		
Continuing Commitment			0.731	0.585
	Fear of leaving the company	0.752		
	Worries about changing jobs	0.674		
	Feeling at a loss resigning from the company	0.612		
	Feeling a loss does not contribute to work	0.721		
	Work becomes a necessity	0.645		
	Have few options to leave the company	0.623		
	Lack of available job alternatives	0.743		
Normative Commitments			0.869	0.527
	Changing jobs frequently is not good	0.706		
	Moving from one company to another is unethical	0.713		
	Loyalty important at work	0.687		
	Desire to change jobs	0.794		

	Loyalty is the key to success at work	0.714		
	Career determined loyalty	0.734		
Employees Performance			0.845	0.523
	Always work above the standards set	0.790		
	Works better than expected	0.738		
	Put all your energy into work	0.687		
	Work for awareness	0.659		
	Good quality work	0.734		

Source: Processed, 2023

Based on the table it is known that the validity and reliability tests of this study were carried out twice to obtain valid and reliable results. In the first test, several constructs were omitted because they were not valid and reliable. In the second test obtained constructs or variables that are valid and reliable. Based on the table above it is known that the AVE value is more than 0.50 so it is said to be valid. While the construct is reliable because the composite reliability value is more than 0.70.

Hypothesis testing

	STDEV	t-Statistics	P-Values	hypothesis
IWE -> EP	0.079	6.135	0.000	H1: Accepted
IWE->AC	0.072	3,426	0.000	H2: Accepted
IWE -> CC	0.098	2,345	0.000	H3: Accepted
IWE -> NC	0.077	0.146	0.000	H4: Accepted
AC -> EP	0.094	0.773	0.000	H5: Accepted
CC -> EP	0.080	0.253	0.734	H6: Rejected
NC -> EP	0.086	5,352	0.000	H7: Accepted

Source: Author Processed, 2023

Analysis

The test results show that the Islamic work ethic has a positive impact on employee performance. This finding shows that the higher the application of Islamic work ethics in a company, the higher employee performance will be. This is because in the concept of Islamic work ethics high dedication to work is very important. Each employee or individual has different abilities and strengths so that when applying the principles of Islamic work ethics it will require employees to be highly dedicated in getting the job done well. The results of this study are supported by the findings of Farid et al., (2019); Gheitani et al., (2019) that Islamic work ethics affect employee performance. This is due to the concept of Islamic work ethics will help shape the character of employees to be better so as to

increase the quantity, quality, efficiency, effectiveness and loyalty (Tuan et al., 2021b). The principle of Islamic work ethics requires employees to work as much as possible. The application of the values of honesty, discipline, kindness, responsibility and so on is a necessity in work. Therefore, the application of Islamic work ethic values will contribute positively to improving the performance and loyalty of employees or employees. However, the findings of this study are not in line with the studies conducted Aflah et al., (2021) and Elahi et al., (2020) that Islamic work ethics have no influence on the formation of the performance of employees or employees.

Furthermore, the Islamic work ethic has a positive and significant effect on organizational commitment. These results indicate that the higher the application of Islamic work ethics will have a positive impact on increasing employee organizational commitment in the company. An individual or employee who applies a good Islamic work ethic will have a high commitment to advancing the company, especially in achieving company goals. Based on the hypothesis testing conducted, it is known that the Islamic work ethics variable has an influence on employee affective commitment. This shows that the higher the application of Islamic work ethics in halal restaurants, the more affective commitment employees will have to work. The findings of this study are in line with a study conducted by Kharismasyah & Bagis, (2019); Kundi et al., (2020); Pahlavi & Fatonah, (2020); Tahar & Sofyani, (2020) that the existence of affective commitment encourages employees to improve work performance. This is because employees who have affective commitment will have good motivation in achieving company goals.

The results of this study indicate that Islamic work ethics have an influence on sustainability commitment. This finding is in line with Indriana's research (2022) that Islamic work ethics affect employee affective commitment. This shows that the values of the Islamic work ethic applied by the company will increase the emotional attachment of employees to work. They will feel comfortable and do their job to the fullest. In addition, the findings of this study are also supported by research conducted by Caniago, et al. (2020) that Islamic work ethics have an effect on affective commitment.

Furthermore, Islamic work ethics have a positive influence on sustainability commitment. The results of this study are in line with the findings by Falah, et al. (2015) that Islamic work ethics have an effect on organizational commitment including the dimension of sustainability commitment. The results of this study indicate that the values of the Islamic work ethic implemented by the company will increase employee loyalty so that they choose to survive and have a career in the company. In addition, the Islamic work ethic is able to create employees who have a character that loves the company. This is in line with the assumption of Kayani (2021) that Islamic work ethic values will increase consistent employee involvement in the aspects of time, effort and material.

Islamic work ethics influence normative commitment. The results of this study are supported by Kibria's findings (2020) that Islamic work ethics have an influence on organizational commitment, especially on the dimension of normative commitment. This means that the higher the application of Islamic work ethics, the higher the employee's organizational commitment. In the context of normative commitment, employees will have a high awareness of moral responsibility towards the company. Thus, employees will carry out their responsibilities properly and correctly.

Then, based on the results of this study it is known that affective commitment has an influence on employee performance. These findings are in line with a study conducted by Setiawan, et al. (2023) that affective commitment affects employee performance. This indicates that when an employee has an emotional attachment to the company, they give good performance at work. These findings are supported by Syahputra (2023); Mulyanto et al., (2021); Narwadan (2021); Kurniawan & Rahmadani (2020) that affective commitment has an influence on employee performance.

Unlike affective commitment, the results of this study also show that continuance commitment has no effect on employee performance. This indicates that the employee's commitment to staying at a halal restaurant has no effect on employee performance. This finding is in line with a study conducted by Arifin (2019) that continual commitment has no effect on employee performance. However, the results of this study are not in line with a study conducted by Kuswanti et al., (2021) that continual commitment has an influence on employee performance. Because in the concept of continuing commitment, employees will have a strong consideration for leaving the company, they have a continuing commitment to survive because they have a need to work for the company. As research conducted by Pratiwi (2019); Dewi (2019) that continuous commitment is important in improving employee performance.

Furthermore, the results of this study indicate that normative commitment has a positive influence on employee performance. In this way, the higher the normative commitment that employees have at a halal restaurant, the higher the employee's performance. This study is in line with Pratiwi's findings (2019) that normative commitment has an important contribution in improving employee performance. This is because employees have a desire to survive and advance the company because they feel the company is meritorious in their lives so they have an obligation to survive and advance the company. In addition, the feeling that the company is meritorious in meeting the needs of employees puts pressure on every employee to work optimally so that it has an impact on improving the performance of employees or employees.

CONCLUSION

Halal restaurant is one of the businesses that continues to increase because it is a Muslim need. One important aspect in increasing halal restaurant visitors is employee performance. Based on the results of this study it can be concluded that Islamic work ethics has a positive effect on employee performance. So that the application of Islamic work ethics will improve the quality of employee performance in a company. This study also shows that Islamic work ethics has an influence on the three dimensions of organizational commitment, namely affective commitment, continuance commitment and normative commitment. Thus, the application of Islamic work ethics will increase employees' emotional attachment to the company,

In addition, affective commitment and normative commitment have a positive influence on employee performance. Meanwhile, continuance commitment has no effect on employee performance. This is because sustainability commitment is influenced by organizational support for employees at work. The contribution of this research can be viewed from two aspects, namely empirical and policy. First, on the empirical side, this research is an addition to the literature regarding empirical evidence about the influence of Islamic work ethics and organizational commitment on employee performance in the perspective of halal restaurants. Second, aspects of Islamic work ethics and organizational commitment are important requirements for halal restaurants in improving employee performance. The results of this study are an important consideration in making sustainable policies. In addition, the implications of this research are very important for the community, namely this research provides an understanding to the public, especially visitors to halal restaurants, about the importance of implementing Islamic work ethics in increasing visitor loyalty and satisfaction.

The limitation of this research is that this research was only conducted within the scope of halal restaurants so it cannot be generalized to other companies or agencies. In addition, this study does not include several other control variables that affect the performance of employees or employees. Thus, it is hoped that further research can expand the object of research and add other variables that affect employee performance besides the variables of Islamic work ethics and organizational commitment.

CONFESSION

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