

Developing The Potential of Organizational Affective Commitment through The Islamic Work Ethic and Meaningful Work Approach

Megananda Trisna Pratama

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: TrisnaPratama@std.unisula.ac.id

Abstract. *This study aims to explore more deeply the potential of Affective Commitment through testing the variables that are predicted to affect the level of Affective Commitment of the organization. The variables that are predicted to affect the level of Affective Commitment are Islamic Work Ethic; Meaningful Work; and Achievement. The sample used was Muslim workers in the Semarang city area, with a total of 166 respondents involved in filling out the questionnaire data. The data analysis used was quantitative descriptive and Partial Least Square (PLS) analysis. The results of the study revealed that Islamic Work Ethic and Meaningful Work have a significant direct effect on Achievement; Islamic Work Ethic and Meaningful Work have a significant direct effect on Affective Commitment. The Indirect Effects test resulted in the Achievement variable being able to mediate the relationship between Islamic Work Ethic and Affective Commitment, but failed to mediate the relationship between Meaningful Work and Affective Commitment.*

Keywords: *Affective; Commitment; Ethics; Islamic.*

1. Introduction

The desire to continue to develop in order to achieve organizational goals is a vital element that must be the main focus of the organization and its stakeholders. Therefore, it is very important in the process of achieving goals, an organization needs to maximize and provide special handling in managing human resources which are a significant source for the organization's competitive advantage. (Coulter, M and Robbins, 2010). Based on a preliminary survey with several employees in Semarang, it was found that there was a decrease in organizational commitment. The benchmark for the competitive advantage of an organization can be seen from the work attitude that employees give to the organization. Committing to the organization is a work attitude that can influence individuals to bind themselves and be willing to sacrifice for the interests of the organization (Tiara, Meyer 2015).

Studying employee behavior is a substantial thing for organizations, where fostering and retaining employees, especially those with high potential, is not easy in the current business era. Companies need to have a good strategy, especially a strategy in increasing employee

commitment to the organization.(Rejeki, AT, & Wulansari, 2015). The definition of organizational commitment according to (Tiara, Meyer 2015) is a description of the psychological construct, the relationship between members and their organization which has implications for the sustainability of membership status within the organization.

The level of organizational commitment is greatly influenced by the work ethic factors possessed by the members of the organization, which is closely related to the efforts, dedication, cooperation, responsibility, social relations and creativity possessed by the members of the organization.(Sa-U et al., 2008). Habits related to ethics embedded in members of an organization are essential, and this is closely related to the individual's relationship with God or the beliefs they adhere to.(Rahman et al., 2008). Islamic work ethics is a unique variable where Islam has special guidelines for its people in terms of good work ethics applied in transactions.

The spiritual factor in the workplace is also an important determinant of organizational commitment, this is because instinctively an individual does not work solely materially but also aims to satisfy inner thirst in fulfilling certain values.(Prakoso, 2018). The work environment is something that is closely related to spirituality, where the environment forms relationships between employees that are able to grow spiritual bonds in individuals. As for(Milliman et al., 2003)defines Work Spirituality as an expression of the desire to find meaning and purpose in life in the process of bringing to life the values held by a person.

This research is intended to explore more deeply regarding organizational commitment through viewing it from a specific dimension perspective.namely from the perspective of belief or religion. According to(Haerudin & Santoso, 2016)Ethics are often placed outside the life system so that many social problems arise that have extraordinary impacts on political, economic, business and various other aspects, which should require the application of divine morals in life practices. Therefore, Islamic Work Ethics is one form of application of divine morals that should be able to influence the behavior of individuals or workers in an organization.

The existence of inconsistencies in the results of research on the Islamic Work Ethics factor is the main reason for conducting further research, the results of which are...(Ghahremani & Khorramian, 2018; Pratiwi, 2019; Siswanto et al., 2019)revealed that Islamic work ethics have a significant influence on increasing the affective commitment of the organization. On the other hand(Gheitani et al., 2019)in his research found no significance of Islamic work ethics in influencing the level of affective commitment of the organization. There are also limitations in previous studies including the limited use of research variables and the scope of research objects, which can cause other possibilities than the results obtained.

In order to increase the value of the test results, the Achievement factor which is a dimension of intrinsic motivation is used to explore more deeply the development of the organization's Affective Commitment potential. This is because according to(Liang et al., 2018)Motivation is one of the main factors that can influence the direction of human behavior. This is supported

by research.(Rachmawati et al., 2016)who proved in his study that the need for achievement factor is able to positively influence organizational Affective Commitment.

Based on this description, this study tries to formulate research using the following variables: *Affective Commitment* (Organizational Commitment); *Achievement* (Intrinsic Motivation); *Islamic Work Ethic*; and *Meaningful Work* (Spirituality in the Workplace).

2. Research Methods

The type of research used in this study is Explanatory research, which functions to examine existing hypotheses. Through hypothesis testing, the desired output is able to prove the hypothesis, strengthen or weaken the theory used as a basis. This study emphasizes the relationship between research variables by testing several hypotheses between Islamic work ethic and Meaningful Work on Affective Commitment Organization and the Achievement variable as an intervening variable.

3. Results and Discussion

3.1. Sample Description

The data of this study were collected by distributing questionnaires to workers working in the Semarang City area by considering the average distribution of data collection through the division of clusters or regions covering West Semarang; Central Semarang; South Semarang; East Semarang; and North Semarang. The details of the number of samples obtained in this study are shown in the following table:

Table 3.1 Research Data by Region (cluster)

NO	REGION (CLUSTER)	AMOUNT OF DATA	PERCENTAGE
1	West Semarang	26	16%
2	Semarang Center	33	20%
3	South Semarang	28	17%
4	East Semarang	49	30%
5	North Semarang	30	18%
TOTAL DATA		166	100%

Source: processed primary data, 2021

Based on table 3.1, the number of data obtained from the results of distributing the questionnaires amounted to 166 questionnaire data, which is sufficient to be used as a basis for the validity of this research.

3.2. Descriptive Statistical Analysis

The data obtained from the study were in the form of demographic data of respondents and questionnaire statement responses to the measurement indicators of the variables used. There were four variables used in this study including Affective Commitment, Achievement,

Islamic Work Ethic, and Meaningful Work. The results of statistical test data processing are as follows:

3.2.1. Respondent Demographic Analysis

Identification of Muslim worker respondents in Semarang City is seen from several characteristic points, the first of which is seen from the gender of the respondents.

Table 3.2 Respondent Gender Data

NO	GENDER	AMOUNT OF DATA	PERCENTAGE
1	Man	78	47%
2	Woman	88	53%
TOTAL DATA		166	100%

Source: processed primary data, 2021

Based on table 3.2, it can be concluded that female respondents are slightly more than male respondents. The data states that 53% of the research data is dominated by females, followed by 47% of male respondents. Through this data, it can be said that the average data obtained according to gender is quite balanced between male and female.

Respondent age classification data is also used to determine the age range of respondents involved in this study, which is useful for seeing the views of the individual's time or generation elements.

Table 3.3 Respondent Age Data

NO	AGE	AMOUNT OF DATA	PERCENTAGE
1	18-29	109	66%
2	30-39	34	20%
3	40-49	18	11%
4	50≤	5	3%
TOTAL DATA		166	100%

Source: processed primary data, 2021

Referring to table 3.3, the data obtained is dominated by respondents with an age range of 18-29 years, amounting to 66% of the total data and the smallest data obtained is from respondents aged over 50 years, amounting to 3%. The age data of respondents obtained in this study has a fairly wide coverage, covering the age range of 18-29 years; 30-39 years; 40-49 years and more.50 years, although the average data obtained for each age range is not very even.

Closely related to the individual's bond to the organization, this study also took demographic data related to the respondents' Length of Service or Length of Employment. This data is needed to assist in the analysis of questionnaire data, especially in expanding the scale of view related to the individual's emotional bond to their organization.

Table 3.4 Respondents' Length of Service Data

NO	YEARS OF SERVICE	AMOUNT OF DATA	PERCENTAGE
1	≤2 years	82	49%
2	3-6 years	45	27%
3	7-9 years	18	11%
4	10 years ≤	21	13%
TOTAL DATA		166	100%

Source: processed primary data, 2021

It can be seen in table 3.4 related to the length of service of the research respondents that 49% of the data obtained is a representation of respondents who have a working period of less than 2 years. As for the research data, the smallest data related to the length of service of respondents with 11% is filled by the range of 7-9 years of service period of 18 people.

Education level is also important supporting data to obtain, this is related to the individual's mindset which can be greatly influenced by the education that has been taught. It will be an important capital to be able to develop a deeper analysis through data background of Respondent education related to respondents' attitudes and decisions regarding the core questions of the questionnaire.

Table 3.5 Respondent Education Data

NO	EDUCATION	AMOUNT OF DATA	PERCENTAGE
1	High School/Vocational School	45	27%
2	Diploma	7	4%
3	S1	112	67%
4	S2	2	1%
5	S3	0	0%
TOTAL DATA		166	100%

Source: processed primary data, 2021

The highest data on the respondent's education classification was filled by the S1 level with 67% or a total of 112 data collected, where on this occasion the S2 data was the lowest data that could be obtained while none of the S3 data was obtained.

3.2.2. Descriptive Analysis of Variables

After obtaining data related to respondents' assessments of the statements in the questionnaire, a descriptive analysis of the variables used to deepen the analysis related to the measurement indicators per variable is needed. The variables analyzed include the variables Affective Commitment (Y1), Achievement (Z1), Islamic Work Ethic (X1), and Meaningful Work.

Affective Commitment Variable

Table 3.6 Descriptive Data Affective Commitment

No.	Variable Items	Mean	Median	Min	Max	Standard Deviation
1	AC1	4,078	4	1	5	0.878
2	AC2	3,867	4	1	5	0.902
3	AC3	4,151	4	1	5	0.909
4	AC4	3,964	4	1	5	0.911
5	AC5	3,253	4	1	5	1,279
Affective Commitment		3,863				

Source: processed primary data, 2021

Based on Table 3.6 from 166 data collected as samples, it can be seen that the respondent's answer score is related to the indicators of Affective Commitment, namely with an average value of 3.86 which is included in the good value, this proves that workers in the city of Semarang have a fairly good level of affective commitment to their organization. For the highest average value of 4.151 is occupied by the AC3 statement item which contains a statement regarding the feelings of workers who feel they are 'part of the family' of their organization. Through this statement item, it can be concluded that workers in the city of Semarang have a fairly good relationship with the organization and fellow workers. On the other hand, the lowest value is occupied by the AC5 statement item with an average of 3.253, which contains a statement regarding workers' feelings about the problems being faced by the organization. In this item according to the data, workers tend to ignore organizational problems for themselves so that few workers feel that organizational problems are also personal problems for workers.

Achievement Variable

Table 3.7 Descriptive Achievement Data

No.	Variable Items	Mean	Median	Min	Max	Standard Deviation
1	ACH1	4,259	4	1	5	0.814
2	ACH2	4,524	5	3	5	0.598
3	ACH3	4,681	5	3	5	0.549
Achievement		4,488				

Source: processed primary data, 2021

Table 3.7 regarding descriptive data of Achievement describes the description of 166 data collected as samples, it can be seen that the score value of the respondents' answers related to the indicators of Achievement is with an average value of 4.488. This shows that workers in the city of Semarang have a sufficient level of need for achievement for their work. The highest average value of 4.681 is occupied by the ACH3 statement item which contains a statement regarding worker satisfaction with completing tasks on time. Through this statement item, it can be concluded that workers in the city of Semarang have good motivation for completing tasks on time. On the other hand, the lowest value is occupied by the ACH1 statement item with an average of 4.259, which contains a statement related to

motivation to work hard at work. In this item, according to the data, workers tend to be less motivated to work hard at work. This is a special note, because this indicator is an important factor in determining a worker's productivity.

Islamic Work Ethic Variable

Table 3.8 Descriptive Data of Islamic Work Ethic

No.	Variable Items	Mean	Median	Min	Max	Standard Deviation
1	IWE1	4,590	5	1	5	0.822
2	IWE2	4,554	5	3	5	0.654
3	IWE3	4,681	5	2	5	0.621
4	IWE4	4,536	5	2	5	0.700
5	IWE5	4,470	5	2	5	0.717
6	IWE6	4,560	5	2	5	0.663
7	IWE7	4,416	5	1	5	0.777
8	IWE8	4,096	4	1	5	1,001
9	IWE9	3,831	4	1	5	1,004
10	IWE10	4,373	5	1	5	0.748
11	IWE11	4,084	4	1	5	0.914
12	IWE12	4,313	4	2	5	0.767
13	IWE13	4,331	4	2	5	0.671
14	IWE14	4,530	5	2	5	0.627
15	IWE15	4,361	5	2	5	0.721
16	IWE16	4,556	5	2	5	0.615
17	IWE17	4,386	4	2	5	0.691
Islamic Work Ethics		4,392				

Source: processed primary data, 2021

Descriptive data of Islamic Work Ethic in table 3.8 is used as the basis for analyzing 166 data collected as samples, it can be seen that the score value of respondents' answers related to the indicators of Islamic Work Ethic is with an average value of 4.392. This shows that workers in the city of Semarang have a fairly good level of appreciation of Islamic work ethics for their work. The highest average value of 4.681 is occupied by the IWE3 statement item which contains a statement about the worker's feelings of happiness for the usefulness of their work for themselves and others. On the other hand, the lowest value is occupied by the IWE9 statement item with an average of 3.831, which contains a statement related to time management to be able to contribute more in socializing. In this item, according to the data, workers tend to have less social spirit when viewed from the perspective of managing time in order to socialize.

Meaningful Work Variable

Table 3.9 Meaningful Work Descriptive Data

No.	Variable Items	Mean	Median	Min	Max	Standard Deviation
	MW1	4,078	4	1	5	0.892
	MW2	4,145	4	2	5	0.738
	MW3	4,181	4	1	5	0.801

MW4	4,217	4	2	5	0.807
MW5	3,735	4	1	5	1,007
MW6	4,133	4	2	5	0.868
MW7	4,084	4	1	5	0.846
Meaningful Work	4,082				

Source: processed primary data, 2021

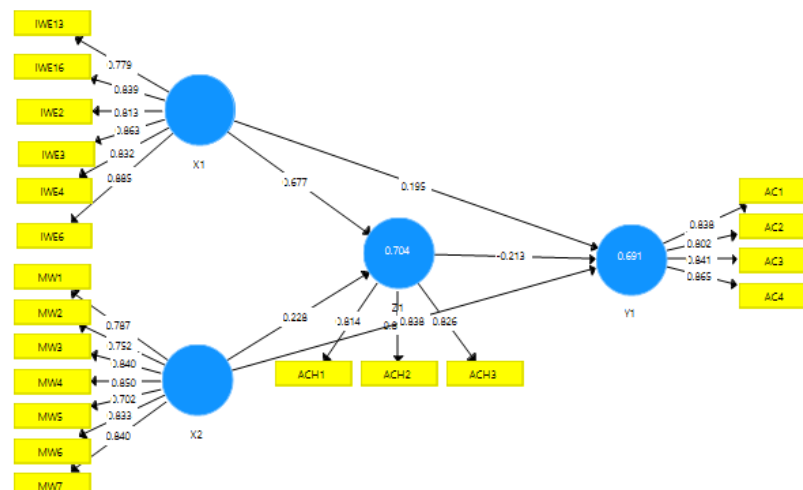
The descriptive analysis of the Meaningful Work variable refers to Table 3.9, which contains statistical data from 166 data collected as samples. The Meaningful Work variable has an average answer of 4.082, which is a good category. This shows that workers in the city of Semarang have a fairly good sense of the importance and reasons for working. The highest average value of 4.217 is occupied by the MW4 statement item which contains a statement regarding the reason for working on something important in the worker's personality. Through this statement item, it can be concluded that workers in the city of Semarang have a clear reason to work, because it is based on something that is indeed valuable in life. On the other hand, the lowest value is occupied by the MW5 statement item with an average of 3.735 which contains a statement related to the reason for working for pleasure, so that it reaches the point where a worker is happy to continue working. In this item, according to the data, workers tend to have less pleasure in continuing to do the work they are currently doing.

3.3. Measurement Model Analysis (Outer Model)

Partial Least Square (PLS) Results

The analysis in this study is the Partial Least Square (PLS) analysis. This analysis is used to determine the influence between the variables Affective Commitment, Achievement, Islamic Work Ethic, and Meaningful Work. The following is a table of Partial Least Square (PLS) results:

Figure 3.1 Partial Least Square (PLS) Path Analysis Value Figure



Source: processed primary data, 2021

Validity and Reliability Test

Validity testing in this study uses convergent validity testing, where the outer loading value (loading factor) and the average variance extracted (AVE) value are used to obtain a conclusion. An indicator is declared valid if it has a loading factor > 0.5 against the intended construct. And the reliability test aims to measure the extent to which the measurement results of the research variables can be trusted/relied on, as well as to determine the level of consistency of a questionnaire used by researchers (Ghozali & Hengky, 2015). Reliability test can be known from the Cronbach's Alpha and Composite Reliability scores. Both scores are required to be more than 0.6 to be considered reliable. The following are the results of convergent validity and reliability in the research conducted.

Table 3.10 Reliability and Convergent Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.914	0.915	0.933	0.699
X2	0.907	0.911	0.926	0.644
Y1	0.857	0.859	0.903	0.701
Z1	0.784	0.795	0.874	0.698

Source: processed primary data, 2021

Based on table 3.10 above, it is known that the AVE value is > 0.5 , so that all question items on the variables Affective Commitment (Y1), Achievement (Z1), Islamic Work Ethic (X1) and Meaningful Work (X2) are valid. Cronbach's Alpha and Composite Reliability show that all variables are reliable or meet the requirements with a critical value of > 0.6 .

Structural Model Analysis (Inner Model)

The structural model was evaluated using R-Square for the dependent construct, Stone-Geisser Q-Square test for predictive relevance and t-test and significance of the structural path parameter coefficients (Ghozali & Hengky, 2015). In addition to looking at the R-Square value, the PLS model is also evaluated by looking at the Q-Square Predictive Relevance measuring how well the observation values are generated by the model and also its parameter estimates.

Table 3.11 R-Square Measurement Results

Variable	R Square	R Square Adjusted
Y1	0.691	0.685
Z1	0.704	0.700

Source: processed primary data, 2021

In table 3.11, the Q-Square Predictive Relevance value is greater than 0 indicating that the model has a predictive relevance value, while the Q-Square Predictive Relevance value is less than 0 indicating that the model has less predictive relevance.

$$Q^2 = 1 - (1 - (R^2)^2)$$

$$Q^2 = 1 - (1 - (0.695)^2)$$

Based on the results of the Q-square value calculation, it can be seen that the Q-square value of Affective Commitment (Y1) is 0.691. This shows that the variables Islamic Work Ethic (X1) and Meaningful Work (X2) have a good level of prediction of Affective Commitment (Y1).

$$Q^2 = 1 - (1 - (R^2)^2)$$

$$Q^2 = 1 - (1 - (0.737)^2)$$

Based on the results of the Q-square value calculation, it can be seen that the Q-square Achievement (Z1) value is 0.704. This shows that the Islamic Work Ethic (X1) and Meaningful Work (X2) variables have a good level of prediction of Achievement (Z1).

Hypothesis Testing

In this study, it can be seen from the Bootstrapping analysis processed using PLS. From the results of the Bootstrapping analysis, the T-statistics value of each relationship or path can be known. The hypothesis can be accepted if the path coefficients T-statistics value > 1.96 and significant if P-Values < 0.05.

Table 3.12 T Statistics and P-Values

No	Hypothesis	Influence	T Statistics	P Values	Results
1	H1	X1 => Z1	8,690	0,000	Accepted
2	H2	X2 => Z1	3.308	0.001	Accepted
3	H3	X1 => Y1	2,186	0.029	Accepted
4	H4	X2 => Y1	15,514	0,000	Accepted
5	H5	Z1 => Y1	0.102	0.036	Accepted

Source: processed primary data, 2021

Based on the results of the T-Static and P-Value tests from table 3.12, it can be explained as follows:

1. The results of the test of the influence of the Islamic work ethic variable (X1) with Achievement (Z1) produced a T-Statistic value 8,690 > 1.96 and P-Values 0.000 < 0.05, it can be concluded that the Islamic work ethic variable (X1) has a significant influence on Achievement (Z1).
2. The results of the test of the influence of the Meaningful Work (X2) variable with Achievement (Z1) produced a T-Statistic value 3.308 > 1.96 and P-Values 0.001 < 0.05, it can be concluded that the Meaningful Work variable (X2) has a significant effect on Achievement (Z1).
3. The results of the test of the influence of the Islamic work ethic variable (X1) with Affective Commitment (Y1) produced a T-Statistic value 2,186 < 1.96 and P-Values 0.029

>0.05 , it can be concluded that the Islamic work ethic variable (X1) has a significant influence on Affective Commitment (Y1).

4. The results of the test of the influence of the Meaningful Work (X2) variable with Affective Commitment (Y1) produced a T-Statistic value $15,514 > 1.96$ and $P\text{-Values } 0,000 < 0.05$, it can be concluded that the Meaningful Work variable (X2) has a significant effect on Affective Commitment (Y1).

5. The results of the test of the influence of the Achievement variable (Z1) with Affective Commitment (Y1) produced a T-Statistic value $0.102 > 1.96$ and $P\text{-Values } 0.036 < 0.05$, it can be concluded that the Achievement variable (Z1) has a significant effect on Affective Commitment (Y1).

Indirect Effects

Table 3.13 Indirect Effects Test Results

No	Indirect Effects Variables	T Statistics	P Values
1	X1 -> Z1 -> Y1	1,996	0.046
2	X2 -> Z1 -> Y1	1,729	0.084

Source: processed primary data, 2021

Based on the results of the explanation in table 3.13, the following conclusions can be drawn:

1. The results of the test of the influence of the Islamic work ethic variable (X1) with Affective Commitment (Y1) through the Achievement variable (Z1) produced a T-Statistic value $1.996 < 1.96$ and $P\text{-Values } 0.046 < 0.05$, it can be concluded that the Islamic work ethic variable (X1) has an indirect influence on Affective Commitment (Y1).

The results of the test of the influence of the Meaningful Work variable (X2) with Affective Commitment (Y1) through the Achievement variable (Z1) produced a T-Statistic value of $1.729 > 1.96$ and $P\text{-Values } 0.084 > 0.05$, it can be concluded that the Meaningful Work variable (X2) does not have an indirect influence on Affective Commitment (Y1).

The Influence of Islamic Work Ethic on Achievement

The results of the analysis show that there is a significant direct influence between Islamic Work Ethic and Achievement. It is proven in this study that a worker who implements Islamic work ethics in his work is able to stimulate the level of need for achievement from the individual. The results of this study are in line with the findings (Gheitani et al., 2019; Hayati & Caniago, 2012) which states the same thing, namely that Islamic work ethic has a significant positive relationship with Achievement. Therefore, it can be said that if you want to improve the quality and competitiveness of a worker, the application of Islamic Work Ethic or good Islamic work ethics will greatly assist in the achievement of workers who are hungry for achievement.

The Influence of Meaningful Work on Achievement

The results of the analysis show that there is a significant direct influence between Meaningful Work and Achievement. It is proven in this study that a worker who is able to give high meaning to his work can stimulate the level of need for achievement from the individual. The results of this study are in line with the findings (Rosalia Bina Pranata Putri, 2016) and (Garg, 2017) which states the same thing, namely Meaningful Work has a significant positive relationship with Achievement. Therefore, it can be said that if you want to improve the quality and competitiveness of a worker, it is necessary to treat workers that leads to training that can make workers appreciate the work they have more.

The Influence of Islamic Work Ethic on Affective Commitment

The results of the analysis show that there is no direct influence between Islamic Work Ethic and Affective Commitment. This study can prove that a worker who practices work ethic values is able to stimulate the level of individual attachment to the organization.

This study contradicts the findings (Gheitani et al., 2019) which states the same thing, namely that there is no significance of Islamic work ethics in influencing the level of affective commitment of the organization. However, the results of this study are in line with (Pratiwi, 2019) which says that workers who have a high Islamic work ethic will increase their loyalty to the organization through high commitment.

Therefore, it can be said that if you want to increase the Affective Commitment value of workers, the application of Islamic Work Ethic is considered capable of influencing the level of Affective Commitment. The characteristics of the respondents obtained also support the results of this study, which may be that in this era the majority of young people are more sensitive to religiosity. In this context, sensitivity to religiosity in the application of life becomes a positive thing where it can be seen that through a good understanding and application of Islamic work ethics, the organization will have a very good impact because later the level of Affective Commitment of workers to the organization will also be better.

The Influence of Meaningful Work on Affective Commitment

The results of the analysis show that there is a direct influence between Meaningful Work and Affective Commitment. It is proven in this study that a worker who is able to give high meaning to his work is able to stimulate the level of individual attachment to the organization. The results of this study are in line with the findings (Fanggidae, 2018) and (Garg, 2017) which states the same thing, namely the significance of Meaningful Work in influencing the level of organizational affective commitment. Therefore, it can be said that if you want to increase the value of Affective Commitment from workers, then workers need to have a sense of gratitude and high appreciation for the work they have.

The Influence of Achievement on Affective Commitment

The results of the analysis show that there is a direct influence between Achievement and Affective Commitment. It is proven in this study that a worker who is able to have the ambition to achieve in his work is able to stimulate the level of individual attachment to the organization. The results of this study are in line with the findings (Rachmawati et al., 2016) and (Sariningtyas & Sulistiyani, 2016) which states that there is significance of Achievement in influencing the level of affective commitment of the organization. Therefore, it can be formulated to increase the value of Affective Commitment of workers, then the right treatment is needed to create an ecosystem which can stimulate the need for achievement in the context of healthy competition.

The Influence of Islamic Work Ethic on Affective Commitment is Mediated by Achievement

Based on the results of the Indirect Effects test, it can be seen that the influence of the Islamic Work Ethic variable on Affective Commitment through the Achievement variable shows a p value of $0.046 < 0.05$, so it can be concluded that there is an indirect influence between the Islamic Work Ethic variable on Affective Commitment through the Achievement variable. Therefore, it is proven that if in the ecosystem of a work environment there is a good competitive ecosystem for the desire to achieve, this also fosters affective commitment from workers to the organization.

The influence of Meaningful Work on Affective Commitment is mediated by Achievement

Based on the results of the Indirect Effects test, it can be seen that the influence of the Meaningful Work variable on Affective Commitment through the Achievement variable shows a p value of $0.030 < 0.05$, so it can be concluded that there is no significant indirect influence between the Meaningful Work variable on Affective Commitment through the Achievement variable. Therefore, it can be said that the Achievement variable is not able to mediate the relationship between Meaningful Work and Affective Commitment, so it is necessary to look for other variables that are predicted to be able to mediate the relationship between Meaningful Work and Affective Commitment.

4. Conclusion

The results of the analysis and discussion obtained from this study can be concluded that there are many variables that may affect the level of Affective Commitment, three of which were tested in this study and of course this is a new foothold for an organization to manage its Human Resources better so that it can help achieve organizational goals. The results of the test of the relationship between variables produced the following conclusions: 1) The variables Islamic Work Ethic and Meaningful Work are proven to have a significant influence on Achievement, therefore Hypothesis 1 and Hypothesis 2 of this study can be accepted. This proves that Islamic Work Ethic and Meaningful Work are factors that can influence the level of desire to excel at work. 2) The variables Islamic Work Ethic and Meaningful Work are

proven to have an influence on Affective Commitment, which in this study caused Hypothesis 3 and Hypothesis 4 to be accepted. Through these results, the researcher draws a conclusion that a worker who is "positive" in the sense of having a level of understanding and application of Islamic work ethics and being able to appreciate his work has a good level of affective commitment. 3) The Achievement variable is able to mediate the relationship between the Islamic Work Ethic and Affective Commitment variables, but fails to mediate the relationship between Meaningful Work and Affective Commitment. Therefore, it is necessary to find other mediating variables that are predicted to be able to mediate the indirect relationship between variables.

5. References

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