# The Impact of Work Ethics on Performance Using Job Satisfaction and Affective Commitment as Mediating Variables: Evidences from Lecturers in Central Java

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## Abstract

The objective of this study is to examine the impact of work ethics on performance using job satisfaction and affective commitment as mediating variables. The variables used include the dimensions of multidimensional work ethic profile (independent variable), job satisfaction and affective commitment (mediating variables), and performance (dependent variable). The survey research design was applied to meet the objective of this study, with 400 questionnaires had been sent to the lecturers in Central Java. The Structural Equation Model (SEM) was adopted to test some hypotheses developed in this study. The findings, based on the response rate of 76% (304 of the 400) of the questionnaires successfully collected and ready for analysis, are that not all dimensions of multidimensional work ethic profile directly influence the task performance, of the dimensions of multidimensional work ethic profile, only the dimension of hard work directly and significantly influence the task performance, job satisfaction mediates some of the dimensions of multidimensional work ethic profile on the task performance, and affective commitment do not mediate the influence of all dimensions of multidimensional work ethic profile on the task performance.

**Key Words**: work ethic, job satisfaction, affective commitment, task performance, multidimensional work ethic profile.

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## Introduction

Education is a conscious and planned effort conducted to form a teaching and learning process so that students can actively develop the potential they have in order to possess good spiritual power, self-control, personality, intelligence, excellent moral, and skills that are needed to improve the quality of themselves, society, and nation (The Law No.20, 2003). To meet the objectives, lecturers with good work ethic, dedication, commitment, and performance are needed to create competent graduates.

Therefore, to produce competent graduates, a lecturer is required to have two requirements. First, he or she must have strong commitment, sincere dedication, and good performance, because they are attributes as a quality lecturer. Having those attributes, a lecturer is expected to prepare his or her students to face the highly competitive modern industry system. Second, a lecturer must have good work ethic because he is responsible for creating not only quality and competent graduates but also strong characters and ethical ones. Such graduates can only be processed  by a lecturer who possesses good work ethic that will influence his performance as a lecturer.

The studies on the influence of work ethic on employees' performance are needed to contribute to the improvement of organizational performance (Karim, 2012). So far the studies in this area have been focused on corporate or organization level of performance ( see for example, Amine et al. 2012; Bacha, 2010; Khan, 2010; and Obalola et al. 2012), and work unit level of performance (Spangenberg & Theron, 2004). In addition, the studies also report the conflicting results. Attwell (1988), find that work ethic do not significantly influence someone's peformance at work. However, Argyris ans Schon's (1978) in Maglino (1998) and Sabir et al (2012) report that ethic values in a company has impact employees' performance at work. Furthermore, Enz (1988) and Amason (1996) in Maglino (1998) find otherwise.

Specific studies on task performance related to relevance criteria of the task performance have been done by Vakkari and Hakala (2000).  In addition, the other studies have been extended by investigating other dimension such as job satisfaction and affective commitment (Scotter J.R.V, 2000), organization membership behavior behavior (Christensen, R.K.,2009; McGlashan, K.E., 1995; Yu Tseng & Shyung Lee, 2011), discrimination at workplace and ethical climate (Ntayi, J.M., et al., 2009),  wage types (Brase, 2009), career development (Kellett, et al. 2009), work value and ethic (Sparrow, 2010), job satisfaction (Nasir, et al. 2011; Tao Miao, 2011; and Shaikh, et al. 2012), and organization support (Muse & Stamper, 2007).

Other findings on the performance studies also have been reported by scholars (Iqbal, 2012; Muse & Stamper, 2007; Nasir, 2011; Pitts, 2009; and Tao & Miao, 2011; Yoesef, 1998) with a positive effect on job satisfaction. Organizational commitment variable has been extended in some studies to investigate its relation to performance with the positive result (Somers & Birnbaum, 1998; Suliman, 2000; Rashid, et al. 2002; Chen, 2007; Khan, et al. 2010). Further investigation of the conflict results had been done by Sparrow et al. (2010) by adding new construct of work value including work ethic, among others, to their performance study. They find that the effect of the work

value is positive on performance measured by organizational citizenship behavior (OCB) and otherwise on the task performance.

Furthermore, the construct of work ethics as one of the components for work value initially developed by Miller, et al. (2001) using a concept so called multidimensional work ethic profile (MWEP) are improved by his successors in their studies in different cultures and languages with object of study of students and workers (see for example, Chanzanagh & Akbarnejad, 2011; Czupala, et al., 2012, Lim, et al., 2007; Meriac, et al., 2009, 2010, and 2002; Parkhust, et al., 2011; Woehr et al., 2003 and 2007; and Van Ness, et al., 2010). So far very few (if any) studies has been done to relate the improved construct to the performance or task performance studies, with the conflicting results. It is the objective of this study to use the improved construct to analyze the role of the mediations of job satisfactions and affective commitment on the influence of work ethic and task performance. Therefore, it is expected that this study can contribute to an improved model in explaining the impact of work ethic on performance using Job Satisfaction and affective commitment as mediating variables, a model never discussed in the previous studies.

## Theoretical Review And Hypothesis Development

### Work Ethic and Task Performance

Studies on the impact of work ethic on performance find that there is no significant impact of work ethic on work performance (Attwell, 1998; Argyris and Schon's, 1987; Amazon, 1996 in Maglino, 1998; Enz, 1988). In addition, Amine (2012) argue that mechanical activities play a role as mediating variable of the impact of work ethic on task performance. Furthermore, Sparrow, et al. (2010) in their study on the dimensions of work value finds that work ethic significantly impacts on organizational citizenship behavior (OCB), rather than on the task performance. In another study by Meriac. (2012) investigated work ethic and performance in academic setting, using measures of the expanded performance construct including ACT score, College GPA and student OCB. His finding indicates that self-reliance is not related to college GPA. In addition, morality/ethics, leisure, centrality of works and delay of gratification are not related to both college GPA and student OCB. Self-reliance itself is significantly related to the student OCB, but not to the college GPA. Hard work and wasted time are not significantly related to the college GPA but not to the student OCB. It is, therefore, hypothesized in this study that:

H1a: the dimension of centrality of work directly impact on the task performance

H1b: the dimension of delay of gratification directly impact on the task performance.

H1c: the dimension of hard work directly and negatively impacts on the task performance

H1d: the dimension of leisure directly impacts on the task performance

H1e: the dimension of morality/ethic directly impacts on the task performance.

H1f: the dimension of self-reliance directly impacts on the task performance.

H1g:the dimension of wasted time directly impacts on the task performance.

## Work Ethic and Job Satisfaction

Work ethic determines how an employee behaves in his workplace. This is closely related to the employee's relationship with his employer, colleagues, or corporate guests. It plays an important role in educational organizations. In educational organization, attention should be paid to the needs for the improvement of employees' satisfaction in workplace and to the effectiveness of educational program in teaching and learning (Soleimani & Niazazari, 2011). Job satisfaction refers to general attitude of a person toward his job (Robbins, 2001). The person with high satisfaction in his job will have positive attitude toward the next tasks.

Yousef (2001) in his study on Islamic work ethic with Arab Emirate setting find that work ethic impacts on organizational commitment and job satisfaction. In addition, Okpara and Wynn (2007) and Malik, et al. (2011) support the study and add that ethical climate contributes to the significant impact on job satisfaction. Furthermore, a study by Soleimani & Niazazari (2011), examining dimensions of work ethics (dependable, ambitions, considerate, and cooperative), is found that works affect job satisfaction. Haroon, Zaman & Rehman (2012), focusing on job satisfaction in Pakistan setting, also report the same finding. Detailed examination of work ethics dimension impact on the job satisfaction by Hudspeth (2003) showed that hard work, centrality of work, morality/ethic, wasted time and delay of gratification were positively and significantly related to Job Satisfaction, while self reliance is not related to job satisfaction and leisure was negatively related to job satisfaction. Thus, it is hypothesized in this study that:

H2a:the dimension of centrality of work effects job satisfaction

H2b:the dimension of delay of gratification effects job satisfaction

H2c:the dimension of hard work effects job satisfaction

H2d:the dimension of leisure negatively effects job satisfaction

H2e:the dimension of morality/ethic effects job satisfaction

H2f: the dimension of self-reliance effects job satisfaction

H2g:the dimension of washted time effects job satisfaction

## Work Ethic and Affective Commitment

A study on the relation of work ethics and affective commitment of workers in Arab Emirate Union has been done by Yousef (2001) and provides a finding that work ethics have direct impacts on organizational commitment and job satisfaction. Rokhman (2010) also support that finding when doing his study, in Indonesian Micro-scale company setting, focusing on Islamic work ethics and work outcome measured by job satisfaction, organizational commitment, and employee removal. Furthermore, Obalola (2012) using different Nigerian company setting in his study also confirms the same

finding. Using the components of works ethics, Hudspeth (2003), argues further that centrality of work, morality/ethic, wasted time and delay of gratification were positively and significantly related to organizational commitment, but hard work, Self–reliance is not related to organizational commitment and leisure negatively related to organizational commitment.

Given the previous studies, it is therefore hypothesized that:

H3a: the dimension of centrality of work impacts on s the affective commitment

H3b: the dimension of delay of gratification impacts on the affective commitment

H3c: the dimension of  hard work impacts on the affective commitment

H3d: the dimension of leisure negatively impact on the affective commitment.

H3e: the dimension of morality/ethic impacts on the affective commitment

H3f: the dimension of self-reliance impacts on the affective commitmen

H3g: the dimension of wasted time impacts the affective commitment.

## Job Satisfaction and Task Performance

Job satisfaction can be argued as generalization of an employee's attitude toward his job that involves various aspects (Soleimani & Niaz Azri, 2011). Therefore, someone's attitude toward his job reflects pleasing and displeasing job experiences and his future expectations. Furthermore, job satisfaction can be defined as a pleasurable emotional condition derived from appraisal on a task or working experience.

Performance is a certain measure used to indicate achievement gained by a doer in doing organizational tasks. The doer can be either organization or individual, depending upon the level of analysis used (Luthans, 1996). Organization achievement can be gained only with good  performance of its employees. Meanwhile, someone tends to work hard if he can obtain satisfaction from his job. The satisfaction is the key to moral support, discipline, and work achievement of an employee in contributing to corporate objectives. The study  done by Yousef (1998) on job satisfaction, organizational commitment, and performance find that job satisfaction gives positive influence to organizational commitment and performance. Furthermore, Cheung, et al. (1999) argued that job satisfaction has to be considered as the result of individual assessment and determinant of performance. As a result, satisfaction can reflects the level in which someone accepts or refuses actions in achieving a value to maintain or change the actions. A person will act or behave for what he wants. Goals are derived from basic values, interpretations of situations, knowledge, antisipation, and method used. In a study done by Muse & Stamper (2007) involving 1000 workers from various levels in a company, a positive correlation is found between job satisfaction and task performance. It is therefore in the current study the hypothesis can be formulated as follows:

H4:  Job satisfaction impact on the task performance.

**Affective Commitment and Task Performance**

Oganizational commitment is the level of someone's strength in identyfing, being involved and obedient to organization (Demirbag, et al., 2012). Furthermore, Allen & Mayer (1990) and Angle & Lawson (1993) divide organizational commitment into three forms, namely continuance commitment, affective commitment, and normative commitment. The continuance commitment

shows the decision to remain being a member in an organization based on cost consideration the member must pay if the decision is to quit working. While affective commitment is the involvement of emotions in identifying, being involved in organization, normative commitment is the employee's responsible feeling to remain at work in an organization.

So far some studies have used organizational commitment as antecedent variable of dispositional and organizational experience (Angle & Lawson, 1993), working period phases (Gregersen, 1993), career stages (Allen & Meyer, 1993), working condition (Somers & Birnbaum, 1998), and willing to move (Lum, et al. 1998). Gregersen (1993) has investigated the impact of organizational commitment on organizational citizen behavior (OCB) which is the manifestation of extra performance on organizational role of an employee and find that organizational commitment significantly and positively impacts on employee's performance after certain working period. Furthermore, Vandenberghe (2004) reveals the negative and significant impact of affective commitment on willing to move, a construct similar to individual performance. In addition, Somers & Birnbaum (1998) also show the impact of various working constructs related to organizational commitment on performance.

A study by Khan, et al. (2010) investigating organizational commitment and performance, using the three components of the organizational commitment, find that the three components (affective commitment, continuence commitment, and normative commitment) impact on the employees' performance. The finding is also supported by Chen, et al. (2007) and Luthans (1996). In addition, Chen, et al. (2007) specifically also find that affective commitment mediates the influence of human resources practices on performance. Given the previous studies, it is therefore hypothesized in this current study that:

  H5:  affective commitment impacts on the task performance

**The Role of Job Satisfaction Mediation on the Influence of Work Ethic on Task Performance**

According to Baron & Kenny (1986), it is possible that job satisfaction mediates the impact of work ethics on task performance. The possibility is shown by Cohen (1999) study finding that works ethics dimensions significantly impact on work involvement. Some other studies also reveal that correlation between work ethics and job satisfaction exists (Haroon, et al., 2012; and Soleimani & Niazazari, 2011). Meanwhile, studies by Muse & Stamper (2007) and Yousef (1998) find that job satisfaction impacts on performance.

More current study of Yousef (2002) investigating 316 employees in some organization in Arab Emirate Union reveals that job satisfaction mediates the impact of the stressor's role on organizational commitment. Meanwhile, Iqbal, et al. (2012) study on job characteristic, job satisfaction, and employees' perormance argue that job satisfaction mediates the impact of job characteristics on the performance.

It is therefore hypothesized in this current study that:

H6a: job satisfaction mediates the impact of the dimension of centrality of work on the task performance

H6b: job satisfaction mediates the impact of the dimension of delay of gratification on the task performance

H6c: job satisfaction mediates the impact of the dimension of hard work on the task performance

H6d: job satisfaction mediates the negative impact of the dimension of leisure on the task performance

H6e: job satisfaction mediates the impact of the dimension of morality/ethic on the task performance

H6f: job satisfaction mediates the impact of the dimension of self-reliance on the task performance

H6g: job satisfaction mediates the impact of the dimension of wasted time on the task performance

## The Role of Affective Commitment Mediation on the Influence of Work Ethic on Task Performance

The focus of this study is that affective commitment functions as mediation variable which relates work ethic to task performance. Koh & Boo (2004) investigated the impact of organizational ethic and job satisfaction on organizational commitment. They find that some dimensions of organizational ethic influence the organizational commitment. Other studies on the role of organizational commitment as mediation variable also have been done. The findings, among others, are that that organizational commitment mediates the impact of leadership ethics of supervisors on OCB (Muse & Stamper, 2007), organizational support impacts on task performance (Muse & Stamper, 2007), the impact of Islamic work ethic on attitude toward change (Yousef, 1998 and Gomes, 2009), the impact of organizational politics perception on working output (Vigoda, 2000), satisfaction on willing to move (Clugston, 2000), and conflicts at workplace on employees removal (Ahuja, et al., 2000). The studies are also related to organizational justice (Tang & Baldwin, 1996), factors related to employees' biography and job (Mayer & Schoorman, 1998), and conflict of cross level organizational roles (Lee & Jamil, 2003).

According to Yousef (2001), Rokhman (2010), and Muse & Stamper (2007), there is a relationship between work ethic and organizational commitment. Meanwhile, studies by by Gregersen (1993), Khan, et al. (2010), Chen, et al. (2007), and Somers & Birnbaum (1998) find that there is relationship between  organizational commitment and

task performance. In addition, Yousef (2000a) also investigates the influence of leadership behavior on job satisfaction and performance which are mediated by organizational commitment. This finding reveals that organizational commitment relates to job satisfaction and performance. The finding also shows that organizational commitment mediates the impact of leadership behavior on job satisfaction and performance.

Furthermore, study by Yu Tseng and Shyug Lee (2011) investigating 304 employes of high technology Company in Taiwan show that organizational commitment can improve task performance. The another important finding is that organizational commitment mediates the impact f employees' personality characteristics, organization culture, and leadership types on task performance. Given the previous studies, the hypotheses of this current study are as follows:

H7a: affective commitment mediates the impact of the dimension of centrality of work on the task performance

H7b: affective commitment mediates the impact of the dimension of delay of gratification on the task performance

H7c: affective commitment mediates the impact of the dimension of hard work on the task performance

H7d: affective commitment mediates the negative impact of the dimension of leisure on the task performance

H7e: affective commitment mediates the impact of the dimension of morality/ethic on the task performance

H7f: affective commitment mediates the impact of the dimension of self-reliance on the task performance of college lecturers in Central Java.

H7g: affective commitment mediates the impact of the dimension of wasted time on the task performance

## Research Methodology

The variables used in this study are the dimensions of multidimensional work ethic profile/ MEWP which consist of: (1) centrality of work; (2) delay of gratification; (3) hard work; (4) leisure; (5) morality/ethic; (6) self-reliance; and (7) wasted time as independent variable. Job satisfaction and affective commitment are mediating variables, and task performance functions as dependent variable.

The population of this study is  lecturers in Central Java. Quota sampling techniques was used to collect the data. Given the technique, population was divided into groups with similar certain criteria (Sekaran, 2010). Two criteria were applied in this sampling process: (1) first stage is dividing population into subpopulation based on type of educational institution: university, institute, academy, and polytechnic school; (2) second stage is deciding numbers of lecturers who will be taken proportionally as samples for each subpopulation.

Hypotheses were tested using Structural Equation Modeling with Amos 16.0 software program (Hair, et al., 2006; Ghozali, 2007; William, et al., 2009).

## Findings And Discussion

Table 1 is the result of regression produced using Structural Equation Model. Among the dimensions of work ethic construct: centrality of work, delay of gratification, hard work, leisure, morality/ethic, self-reliance, and washted time, only the dimension of hard work that directly and significantly influence the task performance with critical ratio value of 1.972 and (p) value of $0.049 \leq 0.05$, while other dimensions do not significantly influence the task performance (p-value > 0.05. Therefore, the hypothesis H1c, stating that the dimension of hard work directly influences the task performance, is accepted. This finding is supported by Furnham A. (1990), stressing the importance of hard work to have maximum performance, using the concept of Protestant Work Ethics (PWE). The concept of hard work in PWE is affirmed with the concept of hard work in Catholic Work Ethics (CWE) proposed by Overell (2005) with an explaining that in CWE hard work is considered as a kindness. People who work hard will have high status, and by working hard they can fulfill their rights and obligations. Meanwhile, Ali (1987), using Islamic Work Ethics (IWE), argued that as mentioned in Al-Qur'an, given the skills and capability, the mankind who work hard to fulfill their daily needs will get rewards from Allah. In addition, Yousef (2000b) claims that work hard is considered as a kindness and whoever do so will always be in the top in his life. On the hand, slow work is considered as the cause of failure in life. Shortly, IWE insists that life without hard work is meaningless.

Furthermore, of the dimensions of work ethic construct, only delay of gratification with critical ratio value of 5.529 and p-value of $0.000 \leq 0.05$, and washted time with critical ratio value of 2.318 and p-value of $0.020 \leq 0.05$ significantly influence the job satisfaction. As a result, it can be inferred that the hypothesis H2b, stating that the dimension of delay of gratification influences the job satisfaction, is accepted. This finding is also supported by Meriac, et al. (2012), which argues that a person with high level in delay of gratification perhaps considers long term value in showing positive image of his organization and expects benefit in the future. This indicates that that person is satisfied with his job no matter he get the benefit now or later. Meanwhile, the hypothesis H2g, which states that the dimension of washted time influences the job satisfaction, is also accepted. This finding is supported by by Miller, et al., (2001). This finding is also in line with the Okpara and Wynn (2007) and Malik, et al., (2011), explaining that ethical climate influences job satisfaction. In addition, Soleimani (2011) also shows that there is an influence of work ethic on job satisfaction. Furthermore, Haroon et al (2012) and Yousef (2000), using the IWE concept, also support the finding.

**Table 1. Regression Weights**

|  |  |  | Estimate | S.E. | C.R. | P |
|---|---|---|---|---|---|---|
| Job Satisfaction | <-- | centrality of work | .107 | .087 | 1.227 | .220 |
| Job Satisfaction | <-- | delay of gratification | .391 | .071 | 5.529 | .000 |
| Job Satisfaction | <-- | hard work | .109 | .072 | 1.517 | .129 |
| Job Satisfaction | <-- | leisure | -.123 | .069 | -1.765 | .078 |
| Job Satisfaction | <-- | morality/ethic | .024 | .122 | .192 | .847 |
| Job Satisfaction | <-- | self-reliance | .029 | .057 | .507 | .612 |
| Job Satisfaction | <-- | wasted time | .290 | .125 | 2.318 | .020 |
| Affective Commitment | <-- | centrality of work | .557 | .172 | 3.235 | .001 |
| Affective Commitment | <-- | delay of gratification | .094 | .116 | .813 | .416 |
| Affective Commitment | <-- | hard work | .225 | .139 | 1.620 | .105 |
| Affective Commitment | <-- | leisure | -.430 | .137 | -3.143 | .002 |
| Affective Commitment | <-- | morality/ethic | 1.253 | .334 | 3.750 | .000 |
| Affective Commitment | <-- | self-reliance | .280 | .131 | 2.142 | .032 |
| Affective Commitment | <-- | wasted time | .165 | .233 | .706 | .480 |
| Task Performance | <-- | centrality of work | .033 | .109 | .300 | .764 |
| Task Performance | <-- | delay of gratification | .077 | .081 | .951 | .342 |
| Task Performance | <-- | hard work | .167 | .085 | 1.972 | .049 |
| Task Performance | <-- | leisure | -.092 | .086 | -1.071 | .284 |
| Task Performance | <-- | morality/ethic | .072 | .182 | .392 | .695 |
| Task Performance | <-- | self-reliance | .031 | .073 | .423 | .672 |
| Task Performance | <-- | wasted time | .035 | .146 | .240 | .810 |
| Task Performance | <-- | Job Satisfaction | .220 | .077 | 2.850 | .004 |
| Task Performance | <-- | Affective Commitment | .062 | .061 | 1.017 | .309 |

From the table 1, it is indicated that 4 (four) dimensions of the work ethic construct significantly influence the affective commitment: centrality of work with critical ratio value of 3.325 and (p) value of 0.001, leisure with critical ratio value of -1.343 and (p) value of 0.002, morality/ethic with critical ratio value of 3.750 and (p) value of 0.000, and self-reliance with critical ratio value of 2.142 and (p) value of 0.032. Based on the regression result, the hypothesis of H3a, which states the dimension of centrality of work influences the affective commitment, is accepted. This finding is consistent with Van Ness et al. (2010), which explains that centrality of work shows a person's commitment where he works. It is also in line with Meriac, et al. (2012) claiming that centrality of work reflects the appreciation for an employees' work. Someone who has high respect to this dimension prefers to be involved in a behavior that is not obliged like OCB. This will make the person more grateful and show better commitment to his

job.

Furthermore, the hypothesis of H3d, which states the dimension of leisure negatively influences the affective commitment is also accepted. This finding is supported by a some previous studies and theories. For instance, the concept of PWE by Weber (1958), which states that laziness is a negative behavior. In the concept of IWE, Ali (1987, 2005, 2008) also clarifies that Islamic concept opposes the behaviors of being lazy and wasting time.

The result of table 1 also show that the hypothesis H3e, which states the dimension of morality/ethic influences the affective commitment, is **accepted**. This finding is supported by Koh & Boo (2004) who conclude that there is an influence of organizational ethic on organizational commitment. This is in line with Koh & Boo, Elizur (1996) and Elizur & Koslowsky (2001).  In addition, Chin Ho, et al. (2012) states that there is an influence of work values on organizational commitment. Chughtai, A. A. & Zafar, S. (2006) also supports this finding by indicating an influence caused by individual characteristics on the organizational commitment of lecturers in Pakistan University.

The hypothesis H3f,  stating that the dimension of self-reliance influences the affective commitment, is accepted. This finding is consistent with Meriac, et al. (2012), finding that someone who has high level of self-reliance forms a strong belief that he should not be dependable to others. Someone with high self-reliance bring himself to finish his task independently. Consequently, he does not want to receive some helps from others in doing his task. With this feeling, he will be more satisfied with what he has done and  more committed to it. According to Van Ness et al. (2010), self-reliance is very important for those who are still unsettled in career because by showing good self-reliance they might be observed closer than those who are already professional. Therefore, it is essential for them to be self-reliant in working. Van Ness, et al. (2010) explains that someone should be self-reliant in adjusting himself to a new environment and accepting new ideas.

The job satisfaction construct significantly influences the task performance construct with critical ratio value of 2.850 and (p) value of 0.004. Given this finding, it can be inferred that the hypothesis H4, stating that job satisfaction signficantly influences the task performance, is accepted. This result is supported by some other studies (; Crossman & Zaki, B. A, . 2003; Iqbal, et al., 2012; Muse, L. A. & Stamper, 2007; Nasir, et al., 2011, Scotter, 2000; Shaikh, et al., 2012; Tao Miao, 2011).

Affective commitment does not significantly influence the task performance because the critical ratio value is 1.017 and (p) value is 0.309. Based on this finding, the hypothesis H5,which states that affective commitment influences the task performance, is rejected. This finding is in line with the studies by Scotter, JRV (2000) and Muse, L.A. & Stamper, C. L. (2007), which state that there is no influence of affective commitment on the task performance. However, that result is different from the one by Khan, et al. (2010),which conclude that there is an influence of affective commitment on task performance.

On the role of mediation, it can be reported that impact of independent variables (work ethic dimensions) on mediation variables (job satisfaction and affective commitment), and the impact of mediation variables on dependent variable (task performance) are all significant. It means that the mediation variables really mediate the influence of the independent variables on the dependent variables. However, if one of the variables is not significant, then the mediation variable does not mediate the influence of independent variables on the dependent variables (Baron & Kenny, 1986; Kenny, et al., 1998). Based on the hypothesis test results, the role of job satisfaction and affective commitment in the influence of work ethic construct dimensions on the task performance construct can be explained in the following.

Job satisfaction mediates the influence of the dimension of delay of gratification and wasted time on task performance, but job satisfaction does not mediate the influence of the dimension of centrality of work, hard work, leisure, morality/ethic, and self-reliance on the task performance. This is shown by the test result (see table 1) that the dimension of delay of gratification significantly influences job satisfaction with (p) value 0.000, and the dimension wasted time significantly influences job satisfaction with (p) value 0.020, while job satisfaction significanlty influence the task performance with (p) value 0.004. Given the result, it can be inferred that the hypothesis H6b, which states job satisfaction mediates the influence of the dimension of delay of gratification on task performance, and the hypothesis H6g, which states job satisfaction mediates the influence of the dimension of wasted time on the task performance, are accepted. This finding is consistent with the following studies (Haroon, et al., 2012; Miller, et al, 2001; Soleimani & Niazazari, 2011; and Yousef, 2001), which claim that there is an influence of work ethic on job satisfaction, and studies arguing that there is an influence of job satisfaction on performance (Yousef, 1998 and Muse & Stamper, 2007). The role of job satisfaction as mediation is supported by Yousef (2002) and Iqbal, et al. (2012).

Affective commitment does not mediate the influence of work ethic dimensions because the the variable does not influence the task performance with the (p) value of 0.309. Therefore, the hypotheses H7a, H7b, H7c, H7d, H7e, H7f, and H7g are rejected. This finding is in line with a study by Muse & Stamper (2007), concluding that the influence of organizational support on task performance is not mediated by affective commitment, rather than by by job satisfation. In addition, study of Scotter, J.R.V. (2000) reveals the influence of promotion eligibility, re-enlistment, and turnover on the task performance is not mediated by affective commitment, rather than by job satisfaction. However, these results differ from the a study by Anwar, et al. (2012), showing that affective commitment mediates the influence of supervisor's ethical leadership on citizenship behavior.

# Conclusion

Given the findings discussed, it can be concluded that:

1. Not all work ethic dimensions in the concept of Multidimensional Work Ethic Profile (MWEP): consisting of consist of centrality of work, delay of gratification, hard work, leisure, morality/ethic, self-reliance, and wasted time  directly influence the task performance.

2. Among the work ethic dimensions in the concept of Multidimensional Work Ethic Profile (MWEP), only the dimension of hard work which directly and significantly influences the task performance.

3. The variable of job satisfaction mediates the influence of some dimensions of work ethic on task performance, while the variable of affective commitment does not mediate the influence of all work ethic dimensions on task performance.

4. There is a conformity between the concept of Multidimensional Work Ethic Profile (MWEP) and the concept of religious work ethic, either Catholic Work Ethic, Protestant Work Ethic, or Islamic Work Ethic.

5. Various rules and laws related have been used to improve the work ethic, job satisfaction, affective commitment, and task performance of lecturers in Central Java.

The implication of the findings are that The government, the Ministry of Education and Culture needs to improve the supervision of the application of rules and laws related to lecturers because it has been proven effectively to improve work ethic, job satisfaction, affective commitment, and task performance of the lecturers. In addition, the Ministry should always make an evaluation of various  rules and laws on lecturers performance and its implementation and make  revision based on the current development so that the lecturers can improve their work ethic and performance to produce output of the three pillars of higher education: teaching (quality graduates), research output (knowledge and technology), and social community service. Another implication of this study is that institutions where lecturers work need to apply a development and training program in such way that they can increase their competence and, in turn, their job satisfaction and performance.

Some inherent limitations of this study are that its sample size is limited to lecturers in Central Java, one of the provinces in Indonesia so that generalization is related the lectures in the area, thought the implication of this study also apply to others due to the similarity of culture and regulations. The variables for works ethics used in this study are limited to some component. This definition may be argued by other as not being inclusive due to fact that the variable can be extended to include another dimensions.

It is suggested that concept of religious work ethics (RWE) can be combined with multidimensional work ethics profile (MWEP) in the further studies because they have similarity so that a improved comprehensive model of work ethics can produced. In addition, for future study, dimensions of MWEP can be related to various behavior variables to have improved results.

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