

KHIDMAT AND ORGANIZATIONAL CULTURE TANBIH AS DETERMINANTS OF EMPLOYEE LOYALTY: THEIR IMPACT ON EMPLOYEE PERFORMANCE AT YAYASAN SERBA BAKTI PONDOK PESANTREN SURYALAYA

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Abstract

This study examines the role of Khidmat (the concept of service with dedication) and the Tanbih organizational culture in enhancing employee loyalty and organizational commitment, as well as their impact on job satisfaction and performance at Yayasan Serba Bakti Pondok Pesantren Suryalaya. Conducted in 2023, the study utilized a sample of 63 employees with a structured questionnaire to measure Khidmat, Tanbih, loyalty, commitment, satisfaction, and performance. Data analysis was carried out using the structural equation modeling (SEM) method. The results show that Khidmat and Tanbih significantly increase employee loyalty and have a positive impact on performance. This study highlights the importance of strengthening these values to create a committed and productive work environment and provides key insights into human resource management in religious and nonprofit organizations.

Keyword: *Khidmat, Tanbih, organizational commitment, employee loyalty, job satisfaction, employee performance, Yayasan Serba Bakti, Pondok Pesantren Suryalaya*

A. INTRODUCTION

An organization is a platform for individuals with shared goals and objectives to collaborate in achieving them efficiently and effectively. It also fulfills human socialization needs, enabling members to prioritize organizational interests over personal ones. As noted in Sekretariat PPS [1], Yayasan Serba Bakti Pondok Pesantren Suryalaya (YSB PPS), established in 1961, serves as a legal entity recognized by the Ministry of Law and Human Rights through Decree No. AHU-1210.AH.01.04.Tahun 2011. Unlike Pondok Pesantren Suryalaya, which was founded in 1905, YSB PPS was created to support its activities, highlighting its unique mission within the organizational framework.

The primary purpose of YSB PPS is to unite the potentials of the *ikhwan* (brotherhood) and support the development of *dakwah*, education, and social activities under the guidance of the *mursyid* or spiritual leader [2]. The organization's name reflects its mission of service (*khidmat*), integral to the Tarekat Qadiriyyah Naqsyabandiyah (TQN). *Khidmat* symbolizes the employees' commitment and is demonstrated through their long tenure, with approximately 77.65% of employees having served for over three years, as stated by Ranthy [3].

Employee loyalty, defined by their tenure and commitment, is crucial for organizational success. Robbins [4] explains that loyal employees are less likely to resign despite dissatisfaction, as they feel attached to the organization. Similarly, Kurniawati [5] links longer service periods to higher loyalty, as demonstrated by YSB PPS employees, some of whom have served for over 50 years.

Pondok Pesantren Suryalaya, a center for the TQN teachings, has gained international recognition for its religious, social, and educational contributions, as highlighted by Kodir [6]. Its influence is reflected in the extensive network of more than 15 million *ikhwan*. This success is rooted in its organizational culture, characterized by *Tanbih*, a spiritual value that fosters ethical behavior and employee commitment [7].

The integration of *khidmat* and *Tanbih* within YSB PPS's organizational culture significantly influences employee loyalty and performance. This culture aligns professional and spiritual goals, creating a harmonious work environment that enhances commitment. However, as discussed by Teng [10], research on employee behavior in religious organizations remains limited, underscoring the importance of this study.

This research aims to explore how *khidmat* and *Tanbih*, as organizational culture elements, impact employee loyalty and performance at YSB PPS. The findings will contribute to the understanding of spiritual values in organizational management and offer practical insights for religious-based institutions seeking to enhance employee engagement and performance [11].

Research Problem

The research problem formulation in this study can be outlined as follows:

1. How does *Khidmat* affect employee loyalty at Yayasan Serba Bakti Pondok Pesantren Suryalaya?
2. How does organizational culture, specifically *Tanbih*, affect employee loyalty at Yayasan Serba Bakti Pondok Pesantren Suryalaya?
3. How does employee loyalty affect overall employee performance at Yayasan Serba Bakti Pondok Pesantren Suryalaya?
4. How do *Khidmat* and the *Tanbih* organizational culture indirectly affect employee performance through loyalty?

B. THEORETICAL REVIEW

Khidmat and Organizational Commitment

Khidmat, according to the *Kamus Besar Bahasa Indonesia* (KBBI), means respect, reverence, or deep devotion. Badruzzaman and Qomaruzzaman [12] define *Khidmat* as a form of "service" to others for their happiness. In Sufism, *Khidmat* is known as *khidmatul murid ilal mursyid*, which refers to the service of a disciple to a spiritual guide (mursyid). This devotion is carried out with sincerity, obedience, and love for the sake of Allah. In the Tarekat Qadiriyyah wa Naqsyabandiyah (TQN), the value of *Khidmat* is embodied through the implementation of *Tanbih*, a spiritual guide left by Sheikh Abdullah Mubarak bin Nur Muhammad (Abah Sepuh). This *Tanbih* directs the *Ikhwan* (followers of TQN) to follow religious and national principles to achieve well-being, reflected in the concept of *Budi Utama* (Noble Character) and *Jasmani Sempurna* (Perfect Body—*Cageur Bageur*).

In the context of Human Resource Management (HRM), the concept closest to *Khidmat* is organizational commitment. Organizational commitment refers to an employee's alignment with the organization's goals, their willingness to exert effort for the organization's benefit, and their attachment to maintaining membership. Mowday, Steers, and Porter [15] define it as the strength of an individual's identification with and involvement in an organization. This includes belief in the organization's values, a desire to contribute significantly, and a willingness to remain part of it. Robbins [4] suggests that committed employees are less likely to resign, even if dissatisfied, due to their loyalty and attachment. On the other hand, a lack of commitment is often associated with disengagement and lower attendance, impacting organizational performance negatively.

The alignment of *Khidmat* with organizational commitment highlights how spiritual values, like sincerity and service, influence employee behavior and dedication. These principles emphasize that without genuine commitment, an organization's strategic goals cannot be effectively realized.

Organizational Culture and Tanbih

Organizational culture is a set of values, beliefs, norms, and customs that guide member behavior within an organization. Robbins and Judge [18] describe organizational culture as shaping perceptions, work patterns, and communication among members. At Pesantren Suryalaya, this is embodied in the "Budaya *Tanbih*," a distinctive culture rooted in the teachings of Tarekat Qadiriyyah Naqsyabandiyah, emphasizing spiritual and moral values.

The *Tanbih*, formulated by Abah Sepuh (the founder), serves as a moral and practical guide for personal conduct and community interactions. It provides a framework for organizational behavior, promoting discipline, service (*khidmat*), and sincerity. Schein's theory [19] on the three levels of organizational culture—artifacts, embraced values, and underlying assumptions—is evident in Pesantren Suryalaya's daily practices. The *Tanbih* highlights the following key values:

- a. Service: Members are encouraged to adopt a service-oriented mindset, prioritizing the welfare of others in their actions.
- b. Obedience and Sincerity: Tasks are carried out with adherence to tarekat teachings and with genuine intentions, without expecting material rewards.
- c. Discipline and Simplicity: Discipline in fulfilling obligations and living modestly is central to *Tanbih* principles.

This culture fosters brotherhood, emotional attachment, and spiritual motivation among members. Kotter and Heskett [20] suggest that such a strong organizational culture significantly impacts both individual and organizational performance, as demonstrated by the harmonious and productive environment at Pesantren Suryalaya.

Loyalty and Performance

Employee loyalty is crucial for a company as it reflects the mental attitude of employees and their commitment, whether the organization is in favorable or challenging conditions [23]. Loyalty signifies a positive attitude characterized by obedience, responsibility, dedication, and honesty, as employees devote their energy, time, and thoughts to achieving organizational goals [24, 25]. According to Sudimin [26], loyalty involves employees' willingness to fully utilize their skills and time, uphold confidentiality, and avoid actions that could harm the organization.

Performance, on the other hand, refers to the work results achieved by individuals or groups in an organization based on their authority and responsibilities, carried out in a lawful, ethical, and moral manner [29]. It is the quality and quantity of work achieved, influenced by an employee's ability, motivation, and opportunities to work effectively [30, 31]. Almaududi [32] emphasizes performance as the result of tasks performed based on skills, experience, seriousness, and allocated time, aligning with organizational standards and criteria.

Kurnia & Sitorus [33] highlight that employee performance reflects an individual's capacity to achieve optimal work results while minimizing sacrifices compared to the outcomes obtained. Factors such as productivity, efficiency, timeliness, and teamwork are commonly used to evaluate performance. Mangkunegara further defines performance as the quality and quantity of work produced, emphasizing its importance in achieving the organization's objectives.

Thus, employee loyalty and performance are interlinked, as loyalty fosters dedication and responsibility, which directly contribute to improved individual and organizational outcomes.

C. RESEARCH METHOD

Research Location

This research was conducted at Yayasan Serba Bakti Pondok Pesantren Suryalaya, located in Pagerageung District, Tasikmalaya Regency, West Java Province, Indonesia.

Research Type

This study uses a quantitative research design to examine the relationships between Khidmat, organizational culture (Tanbih), employee loyalty, and performance.

Research Subjects

The subjects of this research are the permanent employees of Yayasan Serba Bakti Pondok Pesantren Suryalaya, totaling 170 individuals. The population in this study consists of 170 permanent employees at the organization. Based on Slovin's formula, a sample of 63 employees is used, which is statistically representative for this study. The sample was selected using a simple random sampling technique to ensure that every employee has an equal opportunity to be chosen.

Data Analysis

In this study, two types of data analysis are used, namely Descriptive Statistics and Partial Least Squares (PLS) SEM.

Results and Discussion

1. Outer Model Testing

The purpose of testing the outer model is to assess the validity and reliability of the model. This analysis is focused on evaluating the following aspects:

a. Factor Loading

Factor loading is the initial stage in testing the validity of a model. The requirement for factor loading is that it should be greater than 0.6 for an indicator to be considered valid. If the loading is below 0.6, the indicator must be removed from the model [34].

To visualize the results of the outer model analysis in this research, refer to the figure below:

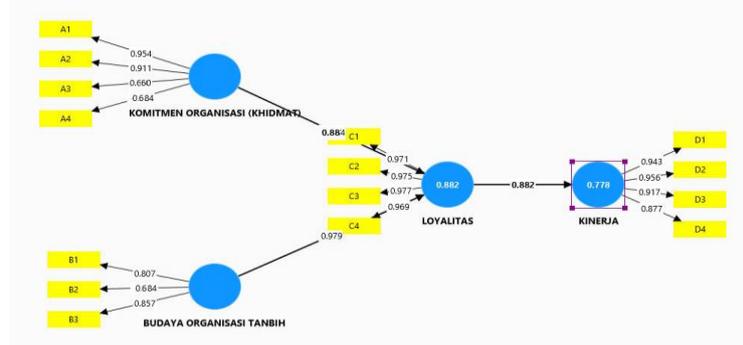


Figure 1: Outer Model Algorithm Results, Source: Data Analysis, 2023

As seen in the figure above, it can be observed that all indicators for organizational commitment (khidmat), Tanbih organizational culture, loyalty, and performance have factor loadings greater than 0.6, indicating that the research model is considered valid.

b. **Average variance extracted (AVE)**

The Average Variance Extracted (AVE) is a value used in testing convergent validity, as it is derived from the outcomes of convergent validity analysis. In this study, the expected AVE value is > 0.5 . As seen from the latent variable constructs, all constructs have AVE values greater than 0.5. For further clarity, the AVE results can be seen in Table below:

Table 1. AVE Output

Construct	AVE
Khidmat (X1)	0.620
Organizational Commitment Tanbih (X2)	0.862
Loyalty (Y1)	0.981
Employee Performance (Y2)	0.942

Source: Data Analysis, 2023

Since there are no issues with convergent validity, the next step is to test for problems related to discriminant validity.

c. **Discriminant Validity**

Discriminant validity can be tested by looking at the cross-loading table. This output is used to test discriminant validity at the indicator level with the criterion that the correlation between an indicator and its latent variable should be greater than the correlation between the indicator and other latent variables (outside its block). For further clarification, the table below shows the results:

Table 2
Cross Loading

Indicator	Khidmat	Organizational Commitment Tanbih	Loyalty	Employee Performance	Status
A1 Amaliyah	0,959	0,860	0,954	0,952	Valid
A2 Afektif	0,939	0,737	0,911	0,838	Valid
A3 Continuance	0,621	0,344	0,600	0,446	Valid
A4 Normatif	0,456	0,353	0,384	0,381	Valid
B1 Dedication	0,407	0,503	0,443	0,462	Valid
B2 Sincerity	0,384	0,470	0,265	0,320	Valid
B3 Discipline and Simplicity	0,457	0,506	0,445	0,430	Valid
C1 Obedience	0,606	0,854	0,891	0,871	Valid
C2 Responsibility	0,593	0,855	0,886	0,875	Valid
C3 Dedication	0,627	0,859	0,943	0,917	Valid
C4 Honesty	0,618	0,864	0,924	0,919	Valid
D1 Quality	0,607	0,743	0,790	0,822	Valid
D2 Quantity	0,613	0,756	0,824	0,862	Valid
D3 Timeliness	0,614	0,717	0,747	0,825	Valid

D4 Efektifity	0,569	0,777	0,686	0,743	Valid
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Source: Data Analysis, 2023

d. Composite Reliability

To ensure that there are no issues related to measurement, the final step in evaluating the outer model is to test the unidimensionality of the model. The unidimensionality test is performed using composite reliability and Cronbach's alpha. For both indicators, the cutoff value is set at 0.7. Composite Reliability (CR): This is used to assess the internal consistency of the construct. A value above 0.7 indicates that the indicators for a particular latent variable reliably measure that variable. Cronbach's Alpha (α): This is another measure of internal consistency, indicating how closely related a set of items are as a group. Like composite reliability, a value above 0.7 suggests that the indicators for the variable are unidimensional. Both of these tests ensure that the indicators are consistent in measuring the same underlying construct. If the values for CR and Cronbach's Alpha exceed 0.7, the model is considered to have good unidimensionality and reliability.

Table 3
Composite Reliability

Konstruk	Composite Reliability
Khidmat (X1)	0.977
Organizational Commitment Tanbih (X2)	0.956
Loyalty (Y1)	0.885
Employee Performance (Y2)	0.852

Source: Data Analysis, 2023

The table above shows that all constructs have composite reliability values above 0.7. Therefore, no issues with unidimensionality are found, indicating that the model demonstrates good internal consistency and reliability. This confirms that the indicators for each latent variable are consistently measuring the intended construct.

2. Inner Model Testing

a. Coefficient Of Determination R² (R-Square)

Goodness of fit in PLS can be determined by the Q² value. The Q² value has the same meaning as the coefficient of determination (R-Square) in regression analysis..

Table 4
R Square Model

Konstruk	R Squared	R Squared Adjusted
Loyalty(Y1)	0,882	0,878
Employee Performance(Y2)	0,778	0,774

Source: Data Analysis, 2023

Based on the R-Square table, Q² can be calculated as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1)(1 - R_2) \\
 &= 1 - (1 - 0.882)(1 - 0.778) \\
 &= 0.660 \\
 &= 66\%
 \end{aligned}$$

This means that the model can explain 66% of the data, with 88% explained by loyalty and 78% explained by performance, while the remaining percentage is influenced by other factors.

b. Hypothesis Testing

To conduct hypothesis testing in PLS SEM, significance is compared using a p-value threshold of < 0.05. If the p-value is less than 0.05, the hypothesis is considered statistically significant. This process involves assessing the path coefficients and t-statistics to determine the strength and direction of the relationships between variables.

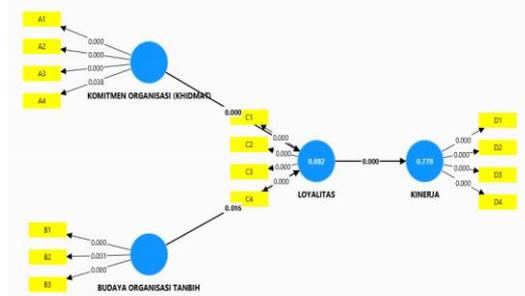


Figure 2 Bootstrapping Results, Source: Data Analysis 2023

Based on the figure above, the probability t-statistic for the influence of organizational commitment (Khidmat) on loyalty is $0.000 < \text{sig } 0.05$, which indicates a significant effect of organizational commitment (Khidmat) on the loyalty of the permanent employees of Yayasan Serba Bakti Suryalaya. The probability for the influence of Tanbih Organizational Culture on loyalty is $0.016 < \text{sig } 0.05$, indicating a significant effect of Tanbih Organizational Culture on loyalty. The probability for the influence of loyalty on performance is $0.000 < \text{sig } 0.05$, indicating a significant effect of loyalty on the performance of the permanent employees of Yayasan Serba Bakti Pondok Pesantren Suryalaya.

D. CONCLUSION

Based on the results discussed, it can be concluded from the calculations using SmartPLS 4.0 Software that:

1. Khidmat (Organizational Commitment) Significantly Affects Employee Loyalty at Yayasan Serba Bakti Pondok Pesantren Suryalaya. The analysis shows that organizational commitment, whether it involves emotional attachment, moral obligation, or continuity factors, has a substantial and significant influence on the loyalty of employees.
2. Organizational Culture, Specifically Tanbih Culture, Significantly Affects Employee Loyalty at Yayasan Serba Bakti Pondok Pesantren Suryalaya. The study demonstrates that Tanbih values, such as devotion, sincerity, obedience, discipline, and simplicity, play a key role in fostering employee loyalty to the organization.
3. Employee Loyalty Significantly Affects Employee Performance at Yayasan Serba Bakti Pondok Pesantren Suryalaya. The findings reveal that employees who are loyal to the organization tend to exhibit higher levels of performance, including better quality, quantity, timeliness, and effectiveness in their tasks.
4. Khidmat and Tanbih Organizational Culture Have a Significant Indirect Effect on Employee Performance Through Loyalty. Both organizational commitment (Khidmat) and Tanbih culture influence employee performance not only directly but also indirectly by enhancing loyalty, which, in turn, improves overall performance.

These conclusions highlight the importance of fostering strong organizational commitment and a supportive organizational culture in driving employee loyalty and, consequently, improving performance at Yayasan Serba Bakti Pondok Pesantren Suryalaya.

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