

The Role of Brand Equity, Service Quality, and Organizational Commitment as Mediators of Lecturer Performance: A Study at the University of Muhammadiyah Makassar

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Abstract

This study examines the impact of brand equity, service quality, and organizational commitment on lecturer performance through lecturer work loyalty at the University of Muhammadiyah Makassar. Using a descriptive quantitative research approach, data was collected from 106 respondents through questionnaires. Hypothesis testing was conducted using Path Analysis and Sobel Test methods. The findings indicate that while brand equity has a positive but nonsignificant effect on work loyalty, service quality and organizational commitment significantly influence work loyalty. Furthermore, brand equity, service quality, organizational commitment, and lecturer work loyalty have a positive and significant effect on lecturer performance. However, brand equity does not significantly influence lecturer performance through work loyalty, whereas service quality and organizational commitment do so significantly. The study concludes that improvements in brand equity, service quality, and organizational commitment positively impact increased work loyalty and lecturer performance. Institutions of education can enhance the quality of education they provide by improving lecturer performance and strengthening the relationship between lecturers, students, and the institution. This can be achieved through deeper measurement of brand equity, cross-cultural analysis, the development of integrative models and lecturer development programs, as well as the implementation of marketing strategies.

Keywords: *Brand Equity, Service Quality, Organizational Commitment, Work Loyalty, Lecturer Performance*

A. INTRODUCTION

The orientation of higher education services has undergone a significant shift from originally being non-profit organizations to profit-oriented institutions. This change has arisen due to the increasing demand for quality higher education services. According to PDDikti (2020), there are at least 4,504 higher education institutions spread across Indonesia, comprising 122 public universities (PTN) and 3,136 private universities (PTS), with 209 PTS in South Sulawesi alone. This means that the number of PTS is now 26 times higher than that of PTN. The Indonesian Law No. 14 of 2005

(Changgriawan, 2017) states that lecturers are professional educators and scientists whose main task is to transform, develop, and disseminate knowledge, technology, and art through education, research, and community service.

The Brand Equity Theory explains that brand equity is a primary focus in marketing planning aimed at expanding customer loyalty through effective brand management, which can serve as a key marketing tool (Pandiangan et al., 2021; Dirwan, 2016). This theory emphasizes the importance of the brand in building long-term relationships with customers, ultimately enhancing organizational performance. Improving human resource performance is the most crucial aspect to be addressed (Suwanto, 2019).

Empirical research on brand equity related to loyalty shows that brand equity significantly influences consumer loyalty. Aswin et al. (2012) found that strong brand equity can enhance customer loyalty, which in turn can improve organizational performance. Research by Khosy Rizki Siregar (2017) also indicates that brand equity positively affects customer loyalty, which is key to maintaining market share and increasing profitability. Syukri (2018) and Sari & Suyanto (2021) support these findings, showing that high brand equity is closely related to high loyalty levels.

However, not all studies support this view. Some research indicates that brand equity does not always have a significant impact on customer loyalty in certain contexts. For instance, Farhana (2014) found that in highly competitive markets, brand equity alone is insufficient to guarantee customer loyalty, as other factors such as price and product quality also play important roles. Additionally, Zhang (2015) showed that in industries with rapid technological changes, customer loyalty is more influenced by innovation and product quality than by brand equity.

Supporting Previous Research; Aswin et al. (2012): Found that strong brand equity can enhance customer loyalty and organizational performance. Khosy Rizki Siregar (2017): Demonstrated that brand equity positively affects customer loyalty, which is crucial for maintaining market share and increasing profitability. Syukri (2018) and Sari & Suyanto (2021): Supported the finding that high brand equity is closely related to high loyalty levels.

Contradictory Previous Research; Farhana (2014): Found that in highly competitive markets, brand equity alone is insufficient to guarantee customer loyalty because other factors such as price and product quality also play significant roles. Zhang (2015): Showed that in industries with rapid technological changes, customer loyalty is more influenced by innovation and product quality than by brand equity.

The Servqual model, developed by Zeithaml, is a popular model widely used as a reference in service marketing research. Servqual is used as a reference to measure service quality, which

includes tangible aspects, reliability, responsiveness, assurance, and empathy (Fikri Sirhan & Wiyani Wahyu, 2016).

Conceptually, organizational commitment is characterized by three elements: 1) a strong belief in and acceptance of the organization's goals and values, 2) a willingness to exert considerable effort on behalf of the organization, and 3) a strong desire to maintain membership in the organization (Akbar et al., 2017). Organizational commitment is the strong desire to remain a member of a particular organization, the willingness to work hard according to the organization's wishes, and a certain belief in and acceptance of the organization's values and goals.

Research by Qomariah (2021) shows that service quality affects loyalty. Robbins, in Syukriadi et al. (2019), states that an individual's loyalty in achieving good performance is crucial (Syawalmi et al., 2018). Meyer et al. (2002) argue that affective commitment, which is the desire to remain part of an organization because of a belief in its values, is closely related to employee loyalty and organizational performance. Allen & Meyer (1990) found that employees with high organizational commitment tend to have better performance and high loyalty to the organization. Robbins, in Syukriadi et al. (2019), also states that an individual's loyalty in achieving good performance is crucial, showing a correlation between organizational commitment and individual performance.

Contradictory Previous Research on Organizational Commitment; Somers (2009): Criticized the traditional model of organizational commitment by stating that in some cases, high commitment does not always correlate with better performance. Somers found that in highly dynamic environments, highly committed employees can sometimes become less adaptive to changes. McElroy et al. (1992): Found that other factors besides organizational commitment can influence employee loyalty and performance, such as job satisfaction and working conditions. They argue that an excessive focus on organizational commitment can overlook other equally important factors. Shore & Martin (1989): Revealed that organizational commitment does not always directly correlate with employee performance. They found that factors such as intrinsic motivation and work-life balance also play significant roles in determining individual performance.

A prevalent phenomenon in private universities is that many lecturers choose to transfer to other universities, not solely for monetary reasons. Factors leading to the desire to leave or transfer include working comfort (both physical and social environments), less popular campus brands, quality of services to lecturers, the university's commitment to lecturers, provision of facilities, and recognition from the university of their role as lecturers. Numerous reasons exist for lecturers to move to other universities, as well as reasons for choosing to stay.

This phenomenon also occurs at the Muhammadiyah University of South Sulawesi. From a brand equity perspective, Muhammadiyah University ranks 113th nationally among private universities in terms of brand equity. However, regionally within South Sulawesi, Muhammadiyah University ranks higher, surpassing other private universities. This achievement significantly contributes to the development of Muhammadiyah University into a more quality-focused institution, which must continuously maintain its brand equity.

The urgency of this research lies in understanding the factors influencing lecturer loyalty and performance in private universities to improve the quality of education. Given the large number of private universities in Indonesia, a deep understanding of brand equity, service quality, and organizational commitment is essential for enhancing the competitiveness of higher education institutions. Private universities need effective strategies to retain and enhance the quality of their lecturers, which will ultimately have a positive impact on the quality of education provided.

The novelty of this research lies in its approach to examining the influence of brand equity, service quality, and organizational commitment on lecturer loyalty and performance in private universities. Several research gaps identified from numerous studies on the influence of brand equity on loyalty and performance are addressed by focusing on the context of lecturers in private universities, specifically at Muhammadiyah University in Makassar, 1) Focus on Private Universities: Most previous research has focused on the business sector or public universities. This research fills the gap by examining how brand equity, service quality, and organizational commitment influence lecturer loyalty and performance in private universities, 2) Work Loyalty as a Mediator: This research specifically investigates the role of work loyalty as a mediator between brand equity, service quality, and organizational commitment on lecturer performance. While some studies show the direct influence of brand equity on performance, few explore the mediating role of work loyalty in this context, 3) Indirect Effects: This research adds value by exploring the indirect effects of these variables. The Sobel test is used to examine the mediation effects, indicating that work loyalty significantly mediates the relationship between service quality and lecturer performance. Previous studies show that service quality, organizational commitment, and work loyalty affect lecturer performance. The difference in this research is the addition of the brand equity variable and its influence on lecturer loyalty and performance, which is a newly studied factor.

This research aims to deeply examine and analyze several aspects: 1) Influence of Brand Equity, Service Quality, and Organizational Commitment on Lecturer Loyalty: To what extent do brand equity, service quality, and organizational commitment influence lecturer loyalty in private universities?, 2) Influence of Brand Equity, Service Quality, Organizational Commitment, and

Work Loyalty on Lecturer Performance: Do brand equity, service quality, organizational commitment, and work loyalty significantly influence lecturer performance in private universities?, 3) Role of Work Loyalty as a Mediator: Does work loyalty act as a mediator in the relationship between brand equity, service quality, and organizational commitment on lecturer performance?, 4) Indirect Effects: Identifying the indirect effects of brand equity, service quality, and organizational commitment on lecturer performance through work loyalty at Muhammadiyah University in Makassar.

B. LITERATURE REVIEW

Brand Equity

The definition of brand equity that is commonly used is the definition of Aaker, David and Keller (Tresna et al., 2021) that the brand equity of a product and service is formed by several factors such as brand image, perceived quality, brand association, brand awareness, brand loyalty and also country of origin. All of which can then add or subtract from the value of a product or service.

Brand equity is a series of assets and liabilities of the brand and its symbols that are expected to add value provided by the company to the products and services they offer. Brand equity also contains an emotional and practical element. Brand equity is built not only through the marketing function (Syahwi & Pantawis, 2020) . There are 4 dimensions of brand equity: 1) Brand Awareness 2) Perceived Quality, 3) Brand Associations ,4) Brand Loyalty (Brand Loyalty) (Pandiangan et al., 2021) . the strength of a brand (brand equity) can be measured based on 7 indicators, namely: Leadership, Stability, market, Internationality , Trend , Support , Protection . Factors Affecting Brand Equity (Naconha, 2021) . Factors that influence brand equity are Brand Elements, Programs and marketing activities , Brand Associations (Syukri, 2018).

Service Quality

The theory put forward in general (Syawalmi et al., 2018) is that members who have quality service to their organization will survive more as part of the organization than members who do not have quality service to the organization. Meyer & Allen in Spector cited by Rahmadaningtyas (2016) organizational service quality can be interpreted as the extent to which a person is an employee experience a sense of oneness with their organization. Organizational service quality according to Employee emotional attachment , identification and involvement in the organization. Kotler in (Puji Lestari, 2018) service is all activities or activities that can be given by someone to another party, which in this case is in the form of a service and does not affect the property rights

of anyone. while service is a pleasant or unpleasant feeling that the recipient of the service feels when receiving the service. Lovelock in Syawalmi et al., (2018) quality is the level of quality expected, and controlling diversity in achieving this quality to meet consumer needs.

Factors that affect service quality Employee work experience greatly influences the level of service quality in organizations and other factors affect the quality of an employee's service, namely personal characteristics and job characteristics (Nadapdap,2017). The benefits of service quality (Icha, 2019), namely: 1) employees who are serious show high service quality in organizations that have a much greater possibility of showing a high level of participation in an organization, 2) have a strong desire to continue working at an organization that is now, and can continue to contribute to the achievement of goals. Fikri Sirhan, Wiyani Wahyu (2016) service quality can be improved by several alternatives, including; 1) minimize the gaps that occur between management and service users, 2) organizations must be able to build a shared commitment to create a vision in improving service processes, 3) provide opportunities for service users to submit complaints. In evaluating service quality, it consists of five dimensions. The five dimensions of service quality characteristics are: reliability, responsiveness, assurance, empathy, and Tangibles (Diputra & Yoga, 2020).

Organizational Commitment

Organizational commitment is a person's commitment to the organization where they work with the aim of creating guarantees to keep the continuity of the organization running smoothly, because the goal of employees is to enjoy the work they have done (Ramanto & Sitio, 2022). One definition of organizational commitment is explained by Russ and McNeily in (Muis et al., 2018) which states that: "Organizational commitment is a person's identification and loyalty to the organization". Meyer etc Allen in Spector cited by (Rahmadaningtyas, 2016) Organizational commitment can be interpreted as the extent to which an employee experiences a sense of oneness with their organization.

Organizational commitment according to Meyer and Allan in Qomariah (2021) is classified into three component models, namely: affective commitment, sustainability commitment and normative commitment. Factors that influence commitment. Factors that influence commitment according to Sopiah, 2008 in (Nadapdap, 2017) there are four indicators that influence employee commitment to the organization, namely: 1) personal factors, such as age, gender, education level, work experience, personality, 2) job characteristics, for example job scope, challenges, conflicts, roles, level of difficulty in work, 3) structural characteristics, 4) work experience.

Steers in Sopiah (2018) three indicators that affect an employee's commitment, namely personal characteristics, job characteristics, work experience. Factors influencing organizational

commitment , namely: personal factors, work characteristics, structural characteristics, work experience , namely: 1) Employees showing high commitment to the organization have a much greater possibility, in demonstrating a high level of participation in an organization , have the desire strong enough to keep working in an organization that is now, and can continue to contribute to the achievement of goals , 3) By being fully involved in the work, because the work is the key mechanism as well as individual channels in contributing to the achievement of the goals of the organization (Icha, 2019). Indicators of organizational commitment, Lincoln and Bashaw in Sopiah (2018) organizational commitment have three indicators, namely: employee willingness, employee loyalty.

Job Loyalty

States that loyalty to work is reflected in the attitude of employees who devote their abilities and expertise, carrying out tasks with responsibility, discipline, and honesty at work (Rasyidi, 2017) . The attitude of employees as part of the most important company is loyal, the higher the loyalty of employees in an organization, the easier it is for the organization to achieve organizational goals that have been implemented previously by the owner of the organization.

Olson in (Mujahidin et al., 2018) Work loyalty is a behavior that is repeated and to create customer loyalty to an item or service produced by the company. Thus, lecturer loyalty is an ethical act and a lecturer's loyalty in doing work and in fostering relationships with fellow lecturers can be seen in the role of lecturers and the awareness of lecturers in work.

Performance

Performance is something that is very important for the organization, especially the performance of employees who can lead both private companies and government agencies to achieve their goals. Good or bad employee performance can affect good or bad agency performance. Performance can affect the ongoing activities in the organization. The better performance shown by employees can help the development of the organization (Junaidi, 2021). Performance is the value of a set of employee behaviors that contribute, either positively or negatively to the fulfillment of organizational goals. Ivancevich, performance is the result achieved from what an organization wants. Judith A. Hale in (Kasmir, 2019) defines it as "doing meaningful work in effective and efficient ways". The point is to do meaningful work in an effective and efficient way. Meanwhile, according to (Dwi, 2016) "individually, a person's performance is determined by several fields as follows: (1) ability (2) commitment (commitment), (3) feedback (feedback), (4) task complexity (task complexity). (5) conditions that hinder something (situational constraint), (6) challenges, (7)

goals, (8) facilities, self-accuracy, (9) direction, effort (effort), (10) endurance/persistence, (11) specific strategies in dealing with tasks (task specific strategies)”

Research Hypothesis

Effect of Brand equity on work loyalty

Brand equity has a positive effect from recognizing the brand name of the university and even being very loyal to the university. It's the same with organizations or companies that provide these services or products, for the sake of good brand equity they are willing to pay more to get brand equity because it has been proven to be able to increase company profits in the long term (Aswin et al., 2021) . The results of this study are supported by previous researchers Haeruddin et al., (2020) with the same result that service quality has a significant effect on customer, lecturer and student loyalty. Based on the previous research, the first hypothesis proposed is:

H1 : Brand equity has an effect on the work loyalty of lecturers at Muhammadiyah University, Makassar City.

The Effect of Service Quality on Loyalty

Good service quality has an important meaning for the continuity of the organization. Service quality gives a feeling of pleasure or disappointment that arises when comparing the results of work, performance and expectations. The results of previous research (Syamsul Alam et al., 2022) which examined service quality towards banking satisfaction and loyalty at PT. Bank Mandiri, obtained the result that good service quality factors affect customer loyalty at PT. Bank Mandiri and research (Dwi Wahyuni, 2017) also found the same result that maintaining customer loyalty requires good service quality by the organization. The hypothesis put forward is:

H2 : Quality of service affects the work loyalty of lecturers at the University of Muhammadiyah Makassar.

The Effect of Organizational Commitment on Loyalty

Organizational commitment is an individual's ability to carry out obligations, be responsible and limit someone in taking action. Employees who have high commitment are able to increase work loyalty. In addition, organizational commitment is a situation where a person sides with an organization and goals in maintaining the integrity of an organization (Setiawan et al., 2022) . Previous research that examined the importance of organizational commitment, namely (Erlangga & Sos, 2021) and (Ghofuri et al., 2021) with good organizational commitment will affect work loyalty, employee satisfaction and performance. Based on the theory and results of previous research, the third hypothesis is:

H3 : Organizational commitment has an effect on the work loyalty of lecturers at Muhammadiyah University, Makassar City.

The Effect of Brand Equity on Lecturer Performance

Brand equity is the difference in a result obtained by providing added value to products and services as part of a marketing activity. In this regard, brand equity plays an important role in providing value to the company or organization and the people within the organization. Good brand equity has a direct impact on employee and organizational performance (Alisa & Firmansyah, 2020) . Brand equity gives trust to someone, especially consumers or employees within the company's organization. This trust provides added value and guarantees the continuity of the company's operations and increases performance (Rohyani & Badrudin, 2022) Based on the previous research, the fourth hypothesis is:

H4: Brand Equity influences the performance of lecturers at Muhammadiyah University, Makassar City

The Effect of Service Quality on Lecturer Performance

The quality of service affects the performance of lecturers, this can be interpreted that the quality of services provided by tertiary institutions has an impact on the performance of lecturers at these tertiary institutions. This is the same as the results of several similar studies, namely research (Sukriah et al., 2021) , (Putu et al., 2022) service quality has an impact on the performance of employees and staff and lecturers at tertiary institutions. The fifth hypothesis which is:

H5 : Service quality affects the performance of lecturers at Muhammadiyah University, Makassar City.

The Effect of Organizational Commitment on Lecturer Performance

The influence of good organizational commitment affects the improvement of lecturer performance. Some of the results of previous studies (Panjaitan, 2022) , (Elangga & Sos, 2021) discuss similar research, providing similar research results regarding the importance of organizational commitment in improving the performance of employees, staff, teachers and lecturers. The sixth hypothesis is:

H6: Organizational commitment influences the performance of lecturers at Muhammadiyah University, Makassar City.

The Effect of Brand Equity on Lecturer Performance Through Work Loyalty

Brand equity is one of the factors that can improve the performance of employees, employees, teachers and lecturers. In addition, one's work loyalty also has an impact on improving one's performance. That is, if brand equity increases and work loyalty increases, it will have an impact directly or indirectly on improving the performance of lecturers in tertiary institutions. Previous research that supports these results is research (Haeruddin et al., 2020) and (Ni Putu Eka Rosi Febby Diana, 2022) directly or indirectly brand equity and work loyalty affect employee or employee performance.

H7 : Brand equity influences lecturer performance through the work loyalty of lecturers at Muhammadiyah University, Makassar City.

The Effect of Service Quality on Lecturer Performance Through Work Loyalty

Quality of service and work loyalty are two factors that support the improvement of a person's performance in carrying out his work in an organization. Service quality can directly or indirectly affect a person's performance through work loyalty (Sugroho & Nursaid, 2022) . Research (Dwi Wahyuni, 2017) and (Ahyani, 2022) good service quality and work loyalty directly and indirectly affect performance.

H8: Service quality influences lecturer performance through the work loyalty of lecturers at Muhammadiyah University, Makassar City.

The Effect of Organizational Commitment on Lecturer Performance Through Work Loyalty

Organizational commitment directly affects lecturer performance and coupled with good lecturer work loyalty will have a total effect on lecturer performance. Previous studies (Fithriani, 2018) and (Setiawan et al., 2022) organizational commitment both directly and indirectly using work loyalty as an intermediary variable affecting lecturer performance.

H9: Organizational commitment influences lecturer performance through the work loyalty of lecturers at Muhammadiyah University, Makassar City.

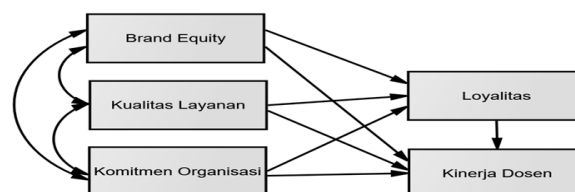


Figure 1. Research Model

C. METHOD

The research design used in this study uses a survey research design. Survey methods are used to obtain data from certain natural places, but researchers carry out treatments in data collection, for example by distributing questionnaires, tests, structured interviews and so on (Sugiyono, 2017). This type of survey research was chosen because it was adapted to the research objectives, namely to examine the effect of perceived brand equity, service quality and organizational commitment on the loyalty and performance of Muhammadiyah University lecturers in South Sulawesi Province. Research with a quantitative descriptive approach is a method used to answer research problems related to data in the form of numbers and statistical programs (Wahid Murni, 2017).

The population is a generalization area which consists of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2017). Sampling technique using the slovinc method. namely the formula used to calculate the minimum sample size of a limited population survey. The questionnaire method or questionnaire is a list containing a series of questions regarding a problem or area to be studied. To obtain data, questionnaires were distributed to respondents (people who answered the questions asked for research purposes), especially in survey research. The data obtained from the questionnaire is the score of each variable studied. The writer's technique uses a Likert scale by applying five categories of answers, namely Strongly Disagree (STS), Disagree (TS), Neutral (N), Agree (S), Strongly Agree (SS). The research instrument test design uses validity and reliability tests. Test the hypothesis using Path Analysis. Path analysis "path analysis".

D. RESULTS AND DISCUSSION

Table 1. Characteristics of Respondents by Gender

Gender	frequency	percent	Valid Percent	Cumulative Percent
Man	62	58	58	58
Valid Woman	44	42	42	100
Total	106	100	100	

Source: SPSS output:2022

Respondents' answers based on age consisted of 20-30 years of age as much as 9 percent, 31 to 40 years as many as 38 people or 36 percent, 41 to 50 years as many as 20 or 18 percent, ages 51 to 60 as many as 30 people or 28 percent, aged 61 to 70 years as much as 8 or 7 percent.

Table 2. Characteristics of Respondents Based on Respondent's Age

Age	frequency	percent	Valid Percent	Cumulative Percent
20-30	10	9	9	9
31-40	38	36	36	45
41-50	20	18	18	53
51-60	30	28	28	91
61-70	8	8	8	100
Total	106	100	100	

Source : Output SPSS:2022

Based on the table above, it can be explained that the final education of the respondents was as many as 63 people with a Master's degree or 59 percent and 43 or 41 percent with a Doctoral degree. Based on these data, the respondent's final education which dominated was master's education as much as 59 percent.

Table 3. Characteristics of Respondents Based on Final Education

	frequency	percent	Valid Percent	Cumulative Percent
S2	63	59	59	59
Valid S3	43	41	41	100.0
Total	106	100	100.0	

Source: SPSS output:2020

Research Instrument Test

The research instrument test consists of a validity test and a reliability test which is a step that needs to be taken to measure the extent to which a study can be accounted for. validity is a measure that shows that the variable being measured is really the variable that the researcher wants to examine. While reliability can be interpreted as the reliability or accuracy of measurement. The reliability test was carried out to see the consistency of the results of a study when it was carried out repeatedly. The higher the level of reliability, the more reliable the research is. From the SPSS test, it was found that all the research variables tested were declared valid.

Table 4. Validity Test

No.	Variable	N	Total Items	Test results
1	Brand Equity (X1)	106	4	Valid
2	Quality of Service (X2)	106	7	Valid
3	Organizational Commitment (X3)	106	4	Valid
4	Work Loyalty (Y1)	106	6	Valid
5	Lecturer Performance (Z)	106	8	Valid

Source: Primary data processed: 2022

In the reliability test (number of items or questionnaire items) there are 30 items with a Cronbach's Alpha value of 0.949. Because the Cronbach's Alpha value is 0.949 greater than 0.60, as the basis for decision making in the reliability test above, it can be concluded that the 30 or all items in the questionnaire are declared reliable, see table 4.

Table 5. Reliability Statistics Test

Cronbach's Alpha	N of Items
,949	30

Source : Output SPSS:2022

Path Analysis. Some of the requirements that must be met in the use of path analysis include (1) interval-scale metric data, (2) there are independent exogenous variables for multiple regression models and intermediate variables for mediation models and mediation combined models and also complex regression models, (3) size adequate sample, preferably above 100 and ideally 400 to 1000, (4) the pattern of relationship between variables is only one way there should be no reciprocal relationship, (5) a causal relationship is based on existing theory with the previous assumption stating that indeed there is a causal relationship in the variables being studied (Maulid, 2021).

This study uses independent exogenous variables consisting of Brand Equity, Service Quality, Organizational Commitment Variables and endogenous dependent variables intermediary work loyalty and lecturer performance as dependent endogenous variables with a total of 106 data. Based on the provisions of the path analysis requirements, 106 data have been meet the requirements in the use of path analysis. The results of research using IBM SPSS 24 can be described as follows:

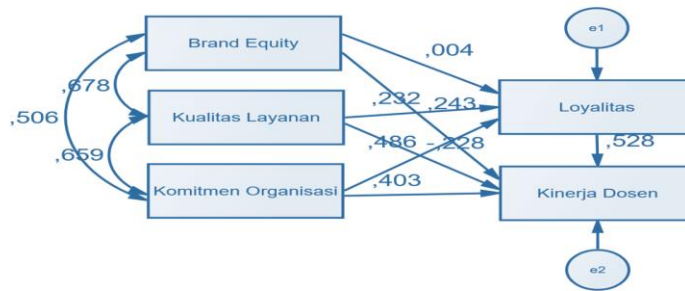


Figure 2. Path Diagram

Based on the picture above, the results of the path analysis test show the effect of each exogenous variable on the indogen variable which can be seen in the AMOS SPSS output in the standardized regression weights table

Table 6. Standardized Regression Weights

Correlation Between Variables	Estimates
Brand Equity Against Loyalty	0.003
Service Quality Against Loyalty	0.231
Organizational Commitment To Loyalty	0.486
Brand Equity Against Performance	0.227
Service Quality on Performance	- 0.215
Organizational Commitment to Performance	0.384
Loyalty to Performance	0.525

Source: AMOS SPSS Output: 2022

Based on the table above, the direct effect of brand equity on work loyalty is 0.003, the direct effect of service quality on work loyalty is 0.241, the direct effect of organizational commitment on work loyalty is 0.486, the direct effect of brand equity on lecturer performance is 0.727, the direct effect of brand equity on lecturer performance is the direct effect of service quality on lecturer performance is -0.215, the direct effect of organizational commitment on lecturer performance is 0.384, the direct effect of work loyalty on lecturer performance is 0.525.

Table 7. Regression Weight

Correlation Between Variables	Estimates	SE	CR	P
Brand Equity Against Loyalty	0.005	0.138	0.033	0.974
Service Quality Against Loyalty	0.155	0.076	2.023	0.043
Organizational Commitment To Loyalty	0.681	0.137	4,986	0.000
Brand Equity Against Performance	0.399	0.135	2,946	0.003
Service Quality on Performance	- 0.182	0.076	-2,378	0.017
Organizational Commitment to Performance	0.683	0.149	4,577	0.000
Loyalty to Performance	0.666	0.096	6,951	0.000

Source: AMOS SPSS output:2022

Table 8. Results of the Direct Effect Hypothesis Statistical Test

Correlation Between Variables	Estimates	P	Information
Brand Equity Against Loyalty	0.003	0.974	Positive and not significant
Service Quality Against Loyalty	0.231	0.043	Positive and significant
Organizational Commitment To Loyalty	0.486	0.000	Positive and significant
Brand Equity Against Performance	0.227	0.003	Positive and significant
Service Quality on Performance	- 0.215	0.017	Negative and significant
Organizational Commitment to Performance	0.384	0.000	Positive and significant
Loyalty to Performance	0.525	0.000	Positive and significant

Source: Primary data processed: 2022

Direct Indirect Influence (Mediation Test With Sobel Test).

The Sobel test is a test to test whether the relationship is through a mediating variable as a mediator in the relationship. To test how the role of mediation indirectly affects the indogenous dependent variable in this study using the Sobel Test by utilizing an online calculator (www.danielsoper.com). Testing requirements when the Sobel Test Statistics grater than T Table 1.96 then the role of the mediation has an indirect effect.

Table 91 Statistical Test of Indirect Effect

Correlation Between Variables	Estimates	SE
Brand Equity to Loyalty X1	0.005	0.138
Quality of Service to Loyalty X2	0.155	0.076
Organizational Commitment to Loyalty	0.681	0.137
Brand Equity on Performance	0.399	0.135
Service Quality on Performance	- 0.182	0.076
Organizational Commitment to Performance	0.683	0.149
Loyalty to Performance	0.666	0.096

Source: Data processed: 2022

Indirect Effect of Brand Equity on Lecturer Performance Through Work Loyalty

The independent variable Exegonues Brand Equity with an estimated value of 0.005 and an error value of 0.138 while the value of the intervening variable is based on an estimated value of 0.666 and a standard error of 0.096. After being tested with the sobel test, the sobel test value was 0.036, one tailed probability was 0.486 and two tailed probability was 0.97. From these results it was found that the Sobel test statistic was 0.036 which was greater than 1.96. These results mean that the exegenous variable Brand Equity through Job Loyalty does not directly have a significant effect on lecturer performance variables, so it can be concluded that Job Loyalty does not act as a mediator (intermediary).

Indirect Effect of Service Quality Variables on Lecturer Performance) Through Work Loyalty

It is known that the Independent Exogenous Variable of Service Quality has an estimated value of 0.115 and an error value of 0.076 while the value of the intervening variable is based on an estimated value of 0.666 and a standard error of 0.096. After being tested with the Sobel test, the Sobel test value was 1.96, the one-tailed probability was 0.025 and the two-tailed probability was 0.05. From these results it was found that the Sobel test statistic was 1.96 greater than or equal to 1.96. These results imply that the exogenous variable Service Quality through Job Loyalty indirectly has a significant effect on lecturer performance variables, so it can be concluded that work loyalty plays a role as a mediator (intermediary).

Indirect Effect of Organizational Commitment Variable on Lecturer Performance Through Work Loyalty

It is known that the Independent Exogenous Variable Organizational Commitment with an estimated value of 0.681 and an error value of 0.138 while the value of the intervening variable work loyalty is based on an estimated value of 0.666 and a standard error of 0.096. After being tested with the Sobel test, the Sobel test value was 4.021, one-tailed probability was 0.138 and two-tailed probability was 0.096. From these results it was found that the statistical Sobel test was 4.021 which was greater than 1.96. These results imply that the exogenous variable Organizational Commitment through Work Loyalty indirectly has a significant effect on lecturer performance variables, so it can be concluded that Work Loyalty acts as a mediator

Results focus on the outcome of the research performed. Results express the outcome of study. Statistical analysis represents the significance. Visual representation of the data using figures, tables and graphs. Results must elaborate clearly the exploration of the findings based on the collected information and scientific tools and also the exact findings of the research.

Discussion

The Direct Effect of Brand Equity on Work Loyalty

Brand equity is an intangible asset that reflects the value of a brand. Aaker (1991) defines brand equity as a set of assets and liabilities linked to a brand, name, and symbol that add to or subtract from the value provided by a product or service to a company or its customers. Brand equity is often measured based on several dimensions, such as brand awareness, brand loyalty, perceived quality, brand associations, and other brand assets.

Work loyalty refers to an employee's commitment to the organization they work for, characterized by dedication, trust, and emotional attachment. According to Meyer and Allen (1991),

work loyalty can be seen through three main components: affective commitment (a strong emotional attachment to the organization), continuance commitment (awareness of the costs associated with leaving the organization), and normative commitment (a feeling of obligation to remain with the organization).

The social identity theory (Tajfel & Turner, 1986) posits that individuals tend to identify themselves with certain social groups. In an organizational context, employees working in organizations with strong brand equity are likely to feel proud to be part of the organization. This pride can enhance employees' loyalty and commitment to their work and the organization.

Porter (1985) asserts that competitive advantage can be achieved through strong brand equity, which not only affects customers' perceptions but also employees'. Employees working in companies with strong brands feel more motivated and loyal because they believe they are working for a valued and recognized company in the market.

Research by Syukri (2018) and Haeruddin et al. (2020) found that brand equity has a significant effect on customer loyalty. They discovered that an increase in brand equity can significantly enhance customer loyalty. This suggests that customers with a positive perception of a brand are more likely to remain loyal and repeatedly purchase products from that brand.

However, this study found that brand equity has a positive but not significant effect on lecturers' work loyalty at Muhammadiyah universities. The hypothesis test results showed a standardized estimated value of 0.003 and a P-value of 0.974, which is greater than 0.05. This means that although brand equity can provide positive perceptions, its effect on lecturers' work loyalty is not strong enough to be significant.

The difference in findings between this study and previous research can be explained by differences in subjects and research contexts. Previous studies focused on consumer loyalty, which may be more sensitive to brand equity compared to employee work loyalty. In the context of lecturers' work loyalty, other factors such as work environment, organizational policies, and career development may have a greater influence.

The implication of these findings is that while brand equity is important for strengthening market position and building consumer relationships, organizations need to consider additional factors to enhance employee work loyalty. A more comprehensive approach, including human resource development, improving employee welfare, and creating a positive work environment, may be more effective in increasing work loyalty.

The Effect of Service Quality on Work Loyalty

Based on the results of hypothesis testing, it shows that the independent variable of service quality has a positive and significant effect on work loyalty, with hypothesis testing showing a standardized estimated value of 0.231 and a P-value of 0.043 greater than 0.05. This can be interpreted that service quality has a positive effect on loyalty and the effect is real (significant), meaning that the variation in the change in the service quality variable is very large for the variation in the change in the work loyalty variable. Additionally, the positive and significant influence of service quality indicates that the increase in service quality will have a linear effect on increasing lecturers' work loyalty.

The quality of service provided by the institution is reflected in the attitude or behavior of a person within the institution, which can be seen as loyalty and also in the achievement of the organization's vision, mission, and goals. Each individual has a high level of service quality towards the institution, which can be observed through their trust and strong acceptance of the organization's goals and values, a strong will to work for the organization, and a strong desire to remain a member of the organization. Meyer & Allen in Spector, quoted by Rahmadaningtyas (2016), explain that organizational service quality can be interpreted as the extent to which an employee feels a sense of oneness with their organization. Furthermore, organizational service quality also represents an individual's willingness to stay with the organization, which has three main characteristics: affective commitment, continuance commitment, and normative commitment.

The SERVQUAL model is one of the most influential theories in measuring service quality. Parasuraman, Zeithaml, and Berry (1988) developed this model, which includes five main dimensions: reliability, responsiveness, assurance, empathy, and tangible aspects. According to this model, good service quality is one that can meet or exceed customer expectations in all five dimensions.

The Organizational Commitment Theory by Meyer and Allen (1991) states that organizational commitment consists of three main components: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects an employee's emotional attachment to the organization, continuance commitment relates to the awareness of the costs associated with leaving the organization, and normative commitment pertains to the feeling of obligation to remain within the organization.

Research by Rahmadaningtyas (2016) explains that organizational service quality affects employee work loyalty. In her study, she found that employees who perceive high service quality from their organization show higher levels of loyalty. Service quality in this context is measured

through dimensions including reliability, responsiveness, assurance, empathy, and tangible aspects, in line with the SERVQUAL model.

Research by Syukri (2018) shows that service quality has a significant effect on customer loyalty. This research found that an increase in service quality can significantly enhance customer loyalty, meaning that customers who have a positive perception of service quality are more likely to remain loyal and repeatedly use the service.

Research by Haeruddin et al. (2020) also supports the finding that service quality has a significant effect on customer loyalty. This study indicates that high service quality not only increases customer satisfaction but also boosts their loyalty to the brand or service provided.

Research by Alshurideh et al. (2019), "The Impact of Service Quality on Customer Loyalty: A Study of Four Service Sectors in Jordan," shows that good service quality significantly enhances customer loyalty across various service sectors. These findings emphasize the importance of service quality in retaining customers and increasing their loyalty.

Research by Fatima & Razzaque (2015) in their study "Service Quality and Satisfaction in the Healthcare Sector: A Study of Hospitals in Saudi Arabia" found that good service quality in the healthcare sector increases patient satisfaction and loyalty. This study used the SERVQUAL model to measure service quality and found that all dimensions of service quality had a significant impact on patient loyalty.

The research findings above are in line with the results of Syukri (2018), showing that service quality has a partially significant effect on customer loyalty. This means that if the quality of service increases, it will have a linear effect on increasing customer loyalty. This aligns with the theory proposed by Umam in Syawalmi et al. (2018), stating that a member who experiences quality service provided by their institution will remain part of the organization longer than those who do not receive such quality service.

From the above descriptions, it can be concluded that good service quality provided by an institution to each individual who is part of the institution impacts their loyalty to stay and show real results. Similarly, in the context of lecturers in higher education institutions, good service quality from the institution can increase the lecturers' work loyalty.

In this context, organizations need to pay attention to the service quality dimensions outlined in the SERVQUAL model, including reliability, responsiveness, assurance, empathy, and tangible aspects. Improving service quality in these dimensions can have a significantly positive impact on employee work loyalty, ultimately supporting the achievement of the organization's vision, mission, and goals.

The Effect of Organizational Commitment on Work Loyalty

Based on the results of hypothesis testing, it shows that the independent variable exogenous organizational commitment has a positive and significant effect on work loyalty with the results of hypothesis testing showing a standardized estimated value of 0.486 and P equal to 0.000, less than 0.01. This can be interpreted that organizational commitment has a positive effect on loyalty and the effect is real (significant), meaning that variations in changes in organizational commitment variables are very large for variations in changes in work loyalty variables. In addition, the positive and significant influence can be interpreted that increased organizational commitment will have a linear effect on increasing lecturer work loyalty. The results of this study are supported by the results of research conducted by (Fadhil and Ashoer, 2020) organizational commitment to lecturer work loyalty at universities in Maros has implications for lecturer work loyalty with a large influence of 31 percent.

Organizational commitment in general is an agreed provision together from all personnel in an organization regarding guidelines, implementation and goals to be achieved together in the future. This is supported by one of the theories of organizational commitment described by Russ and McNeily in (Muis et al., 2018) which states that: "Organizational commitment is a person's identification and loyalty to the organization ". organizational commitment is the nature of the relationship between individuals and universities in which individuals have self-confidence in the values and goals of the organization, are willing to use their efforts seriously for the benefit of the organization, and have a strong desire to remain part of the organization. In this case the lecturer identifies himself at a PT where they work and contribute to the realization of the goals of the organization. Lecturer pride , marked by the lecturer feeling proud to have been part of the organization he joined and felt that the organization had become a part of his life . Organizational commitment has three indicators, namely lecturer willingness, lecturer loyalty, and lecturer pride in the organization. Conceptually, there are three things that mark organizational commitment; 1) there is a strong sense of trust and one's acceptance of organizational goals and values, 2) there is a person's desire to make serious efforts for the sake of the organization, 3) there is a strong desire to maintain membership in an organization (Akbar et al . , 2017) .

The Effect of Brand Equity on Lecturer Performance

Based on the results of hypothesis testing, it is indicated that the independent variable of organizational commitment has a positive and significant effect on work loyalty, with the hypothesis test results showing a standardized estimated value of 0.227 and a P value of 0.003, which is less than 0.05. This can be interpreted to mean that brand equity has a positive influence on lecturer

performance and the influence is significant, implying that the variations in changes in the brand equity variable significantly impact the variations in changes in lecturer performance. Moreover, this positive and significant impact can be interpreted to suggest that an increase in brand equity will linearly enhance lecturer performance.

The Theory of Organizational Commitment by Meyer and Allen (1991): "Organizational commitment comprises three main components: affective commitment (emotional attachment to the organization), continuance commitment (awareness of the costs associated with leaving the organization), and normative commitment (a sense of obligation to remain in the organization). Employees with high affective commitment tend to be more loyal and perform better."

Furthermore, the Brand Equity Theory by Aaker (1991) states that "Brand equity is a set of assets and liabilities associated with a brand, name, and symbol that enhance or diminish the value provided by a product or service to the company or customers. Strong brand equity can enhance employee loyalty and performance as they feel proud to work for an organization with a good reputation."

The Social Identity Theory by Tajfel & Turner (1986) posits that individuals tend to identify themselves with specific social groups. In an organizational context, employees working in organizations with strong brand equity tend to take pride in being part of that organization, which can enhance their loyalty and performance.

Supporting Previous Research includes the findings of Meyer & Allen (1991), indicating that affective commitment has a strong positive correlation with employee performance. Employees who feel emotionally attached to their organization exhibit higher levels of performance.

Research by Syukri (2018) demonstrates that brand equity significantly influences customer loyalty. This finding supports the notion that strong brand equity can also impact employee loyalty and performance in a broader context. Similarly, the study by Haeruddin et al. (2020) supports the idea that high brand equity not only increases customer satisfaction but also enhances their loyalty to the brand or service provided. This can be applied to employees, where satisfaction and loyalty to an organization with strong brand equity will be higher.

Research by Alshurideh et al. (2019) shows that good service quality significantly increases customer loyalty across various service sectors. This can be applied to employees, where good internal service quality enhances their loyalty and performance.

Contrary Previous Research includes the study by Fatima & Razzaque (2015), which found that while good service quality increases patient satisfaction and loyalty, its impact on employee

performance is not always significant. This suggests that there are other factors influencing employee performance besides brand equity.

Research by Rahmadaningtyas (2016) found that although organizational service quality affects employee work loyalty, other factors such as the work environment, organizational policies, and career development have a greater influence on employee performance. This indicates that brand equity is not the sole determinant of lecturer performance.

In conclusion, brand equity and organizational commitment significantly influence employee loyalty and performance. However, other factors must also be considered to improve lecturer performance in higher education institutions. The quality of services provided by the institution, reliability, responsiveness, assurance, empathy, and tangible aspects, as well as supportive organizational policies and work environment, all play crucial roles in achieving optimal performance.

The Influence of Service Quality on Lecturer Performance

Based on the results of hypothesis testing, it is evident that the independent variable, organizational commitment, exerts a positive and significant influence on work loyalty, as indicated by a standardized estimated value of -0.215 and a P value of 0.017, which is less than the conventional threshold of 0.05. This suggests that organizational commitment plays a crucial role in shaping lecturer performance. The negative value of the standardized estimated value may seem counterintuitive at first glance but actually signifies an inverse relationship between organizational commitment and lecturer performance.

This finding aligns with the Theory of Organizational Commitment proposed by Meyer and Allen (1991), which posits that affective commitment, one of the components of organizational commitment, involves emotional attachment to the organization. Employees with a strong affective commitment are more likely to exhibit higher levels of performance due to their deeper emotional connection to the organization.

Moreover, the study supports the broader literature indicating that organizational commitment positively influences employee performance. Research by Meyer & Allen (1991) has shown a strong positive correlation between affective commitment and employee performance, further bolstering the significance of organizational commitment in enhancing work loyalty and performance.

However, it is important to consider other factors that may influence lecturer performance. Contrary to the findings of this study, previous research by Rahmadaningtyas (2016) suggests that while organizational service quality affects employee work loyalty, other factors such as the work environment, organizational policies, and career development may have a greater impact on lecturer

performance. This indicates that organizational commitment may not be the sole determinant of lecturer performance and underscores the need for a comprehensive understanding of the factors at play.

In conclusion, while the study demonstrates the significant impact of organizational commitment on work loyalty and lecturer performance, it is essential to acknowledge the complexity of factors influencing lecturer performance. Further research could explore the interplay between organizational commitment and other variables to provide a more nuanced understanding of lecturer performance in higher education institutions.

The Effect of Organizational Commitment on Lecturer Performance

Based on the results of hypothesis testing, it shows that the independent variable exogenous organizational commitment has a positive and significant effect on work loyalty with the results of hypothesis testing showing a standardized estimated value of 0.525 and P equal to 0.000, less than 0.05. This can be interpreted that organizational commitment has a positive effect on lecturer performance and the effect is real (significant), meaning that variations in changes in organizational commitment variables are very large for variations in changes in lecturer performance variables. In addition, the positive and significant impact can be interpreted that the increased service quality will have a linear effect on improving lecturer performance.

The results of this research are supported by research (Fadhil & Ashoer, 2020) with the results of the research that organizational commitment has a positive and significant effect on lecturer performance. This finding shows that organizational commitment can improve the performance of lecturers in Maros Regency. In addition, this research is also supported by research conducted by (Tamrin, 2019) with the research title, "Analysis of the Effects of Organizational Culture, Organizational Commitment, Teamwork on Work Loyalty and Their Implications for the Performance of Lecturers of the PTS Information Technology Study Program in Medan City". with the results of the study partially the influence of organizational commitment has a positive and significant impact on the performance of lecturers of PTS information technology study programs in Medan City.

The Effect of Work Loyalty on Lecturer Performance

Based on the results of hypothesis testing, it shows that the independent variable exogenous organizational commitment has a positive and significant effect on work loyalty with the results of hypothesis testing showing a standardized estimated value of 0.384 and P equal to 0.000, less than 0.05. This can be interpreted that work loyalty has a positive effect on lecturer performance and the effect is real (significant), meaning that variations in changes in organizational commitment variables

are very large for variations in changes in lecturer performance variables. In addition, the positive and significant influence can be interpreted that increased work loyalty will have a linear effect on improving lecturer performance. The results of the study (Astuti et al., 2022) obtained the same, namely loyalty has a positive and significant effect on employee performance.

The Effect of Brand Equity on Lecturer Performance through Work Loyalty

Based on the results of hypothesis testing, the Sobel test yielded a value of 0.036, which is smaller than 1.96. These results indicate that there is no significant direct effect of the exogenous variable Brand Equity through Work Loyalty on the lecturer performance variable. In other words, Work Loyalty does not act as a mediator in the relationship between Brand Equity and lecturer performance. This finding is consistent with theories suggesting that in some cases, work loyalty may not fully mediate the influence between exogenous and dependent variables.

Previous research has also supported these findings. For instance, in studies conducted by Panjaitan (2022) and Alisa & Firmansyah (2020), it was found that brand equity acquired through work loyalty has a positive impact on lecturer performance. These findings align with theories emphasizing the importance of brand equity and work loyalty in enhancing employee performance, including lecturers in educational environments. Therefore, although there is no significant direct effect of brand equity through work loyalty on lecturer performance, it is important to consider the crucial role of brand equity and work loyalty in the context of improving lecturer performance in higher education.

The Influence of Service Quality on Lecturer Performance Through Work Loyalty

The results of testing the indirect effect of the service quality variable on lecturer performance through the work loyalty variable are presented using the Sobel test. The Sobel test yields a value of 1.96, which exceeds or is equal to the critical value of 1.96. This indicates that the indirect effect of service quality on lecturer performance through work loyalty is statistically significant. In this context, work loyalty acts as a mediator between service quality and lecturer performance.

The theory supporting this is Organizational Commitment Theory, which states that work loyalty is a form of commitment to the organization and can influence employee performance. Research by Sugroho & Nursaid (2022) aligns with this finding, indicating that service quality affects work loyalty, which in turn impacts lecturer performance. This suggests that work loyalty serves as a mediating mechanism in the relationship between service quality and lecturer performance.

However, there is other research indicating different results. For example, a study by Rahmadaningtyas (2016) found that other factors such as the work environment and organizational policies may have a greater influence on employee performance compared to work loyalty. This

suggests that although work loyalty may act as a mediator, other factors also need to be considered in understanding the relationship between service quality and lecturer performance.

The Effect of Organizational Commitment on Lecturer Performance Through Work Loyalty

Based on the results of testing the indirect effect of organizational commitment on lecturer performance variables through work loyalty, the Sobel test score is 4,021. From these results it was found that the statistical Sobel test was 4.021 which was greater than 1.96. These results imply that the exogenous variable Organizational Commitment through Work Loyalty indirectly has a significant effect on lecturer performance variables, so it can be concluded that Work Loyalty acts as a mediator (intermediary). The results of this study are contrary to research (Nongkeng et al., 2012), with the results of the research showing that organizational commitment has an indirect and insignificant effect on performance meaning that even though organizational commitment is increasing, it does not have an impact on improving lecturer performance.

E. CONCLUSION

Based on the results of the research and discussion, the first conclusion is that the direct effect of brand equity is positive and not significant on work loyalty, service quality and organizational commitment have a positive and significant effect on work loyalty. second, brand equity, service quality, organizational commitment and lecturer work loyalty have a positive and significant effect on lecturer performance. Third, brand equity has no significant effect on lecturer performance through work loyalty and work quality and organizational commitment has a significant effect on lecturer performance through work loyalty. This can be given the meaning that service quality and organizational commitment have a significant effect on changes in lecturer performance through work loyalty as a mediating variable. The recommendations from the research results are that for administrators and leaders of Muhammadiyah University to build and strengthen brand equity, the quality of institutional services is improved. organizational commitment is strengthened, lecturer work loyalty is increased. Researchers who wish to continue this research are expected to develop this research by adding other factors that have an impact on lecturer performance and using higher analytical tools, so that the indicators of each variable studied can be explained in more detail to support this research.

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