



Human Values Model Analysis on Organizational Commitment in Higher Education

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Abstract

This study aims to test the human values model in order to determine satisfaction, values, work motivation, and organizational commitment of lecturers at the Faculty of Economics, UNNES. The population are all employees (BLU, CPNS, and PNS) of UNNES. By using propotinate random sampling, there are 323 employees as research sample. Furthermore, data is collected by questionnaire and analyzed by path analysis. The data were collected using questionnaires, then were analyzed using path analysis. The results of the study were. firstly, satisfaction with remuneration and work motivation could directly influence organizational commitment. Secondly, work motivation successfully mediated the influence of values on organizational commitment. Different things showed that satisfaction with remuneration had no influence on organizational commitment when mediated by work motivation

Analisis Human Values Model terhadap Komitmen Organisasi di Perguruan Tinggi

Abstrak

Tujuan penelitian ini adalah untuk menguji model the human values untuk mengetahui kepuasan, values, motivasi bekerja, dan komitmen organisasi dosen di UNNES. Populasi penelitian ini semua pegawai (BLU, CPNS, dan PNS). Teknik pengambilan sampel menggunakan propotional random sampling sehingga diperoleh 323 pegawai. Data yang terkumpul menggunakan kuesioner kemudian dianalisis menggunakan analisis deskriptif dan analisis jalur (path analysis). Berdasarkan hasil penelitian, pertama, kepuasan terhadap remunerasi dan motivasi kerja dapat secara langsung berpengaruh terhadap komitmen organisasi. Kedua, motivasi kerja berhasil memediasi pengaruh values terhadap komitmen organisasi. Hal berbeda ditunjukkan bahwa kepuasan terhadap remunerasi tidak memiliki pengaruh terhadap komitmen organisasi ketika dimediasi motivasi kerja.

JEL Classification: G3, G34

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INTRODUCTION

Changes in society arising from the globalization bring fragility to individuals in facing the increasingly competitive organizations. This condition makes the principle of the institution (university) face the challenge to reach and maintain of high-performance employees (Khalid & Aftab, 2017). One of the challenges is to get the organizational commitment of human capital (Kaplan & Norton, 1997; Gracioli et al., 2012; Kéelwalatenna & Premaratne, 2013). Organizational commitment is a dynamic process that must be carried out continuously. Administrators can then measure the level of commitment in the organization and create strategies to strengthen or enhance it (Liou, 2008).

Organizational commitment, (Allen & Meyer, 1990; Meyer & Allen, 1991; Lizote et al., 2017), has many forms and can also influence the organizational capacity and employee welfare. Organizational commitment can determine various types of employee behavior. One strategy to create organizational commitment is to encourage the employees so that they can improve organizational performance (Alonso & Lewis, 2001). It is a reciprocal obligation between employees on organization and vice versa (Nazir et al., 2016). Committed employees is an important aspect of every organization, employees who are more committed to their work than employees who do not have commitment. Committed of employees will work optimally so that the person concerned will devote attention, mind, energy, and time to his work. Employees with high organizational commitment will bring the organization to success in achieving the stated goals (Rejeki & Wulansari, 2015). The employees' satisfaction on remuneration will motivate them to work, thus it will increase the organizational commitment and improve the organizational performance.

The first factor affecting the organization commitment is the employee's satisfaction on remuneration. Remuneration received by employees is in the form of salary and it is measured based on the performance achievements of

each employee (Jensen et al., 2007). The basis of payment is every letter of assignment given to employees to carry out an activity. The satisfaction on remuneration depends on the amount of remuneration associated with performance targets and results achieved in every semester.

Universitas Negeri Semarang has provided remuneration fund as part of the rewards received by lecturers and education staff. As a form of improvement on remuneration regulations, there are 3 Rector's Regulations that are used as references, those are (1) Rector Regulation of Universitas Negeri Semarang No. 35 of 2014; (2) Regulation of Rector No. 25 of 2015; and (3) Regulation of Rector No. 26 of 2015. The Improvement of Rector's Regulations is used in order that the principle of remuneration as a reward, togetherness, and openness can be implemented properly. Thus the main objective of providing remuneration as a stimulus for improving the service performance and justice can be achieved. The provision of remuneration incentives has been carried out fairly based on the performance of each employee in each semester. The remuneration system is a compensation system integrating the provision of employee benefits including salaries, allowances, incentives, bonuses of achievements, severance pay, and or pensions based on the pure *Rupiah*. However, it is still necessary to evaluate the accuracy of the target size received by each employee.

Gheno and Berlitz (2011) suggested that employees' satisfaction on remuneration has an effect on employees work motivation. Furthermore, it will affect the employees organizational commitment.

The problems related to employees organizational commitment have been carried out a lot of research, but the results show inconsistencies in certain variables. Commitment is influenced by appreciation (Ambad et al., 2017), organizational justice and performance appraisal justice (Iqbal et al., 2015), payment structure (Brenda & Onuoha, 2016). Other research revealed that appreciation does not effect on organizational commitment (Hsu et al., 2015). Organizational commitment is not influenced

by performance appraisal justice (Meyer et al., 2004; Lizote et al., 2017) and organization justice (rejeki & Wulansari, 2015). One of the factors that influence the high and low organizational commitment is the motivation to work (Colquit et al., 2009).

Employees motivation for working greatly determines their organizational commitment (Angle & Perry, 1981). But we must not ignore individual values that guide and direct people's actions, behaviors, and judgments (Pieper et al., 2018). Therefore, individual values can be intervening work motivation towards organizational commitment. Individual values direct behavior, encourage individuals and can justify individual behavior. It will result in an indirect effect of individual values on organizational commitment through employees' motivation to work. Individual values are the basic components that can motivate and control individual behavior. Individual behavior forms the basis and encourages the achievement of work objectives and work environment (Park & Word, 2012; Aart & Custers, 2012). Employees work motivations largely determine the achievement of organizational goals.

Based on those explanations above, this study will examine the effects of employee's satisfaction on remuneration, individual values, and work motivation on organizational commitment. To achieve the objectives of this study, it is necessary to evaluate the construction including hypothetical models proposed in this study which are considered prominent, identify different individuals according to personal values; verify the associative relations of each individual according to the hypothetical structure variable proposed by the model; and verify the validity and compatibility of the proposed hypothesis using a structural model.

Hypothesis Development

This study refers to the theory of Expectancy theory, Social Exchange Theory, and organizational justice theory. Expectancy theory put forward by Vroom which states that an employee will be motivated to apply high effort when the employee believes that

the business will produce a good performance appraisal, and is followed by organizational rewards such as bonuses, salary increases or promotions which then meet personal goals employee (Heneman & Schwab, 1972).

Social Exchange Theory is considered as one of the most influential paradigms in organizational behavior (Korir & Kipkebut, 2016). This theory suggests a person's contribution in a relationship, where the relationship can affect the contribution of others. People evaluate their relationships with others by considering the consequences, especially the rewards they get and the efforts they make.

Theory of Justice states that individual comparisons of work inputs and results and responses to eliminate injustice. Based on the theory of justice, employees who consider it an injustice will make one of the following six choices: (a) change the input, i.e. directing a little effort if underpaid or more effort if paying high; (b) change the results, i.e. individuals paid on the basis of work results can increase employee salaries by producing more quantity of units of lower quality; (c) changing one's own perception; (d) change the perception of others; (e) choosing different speakers; and (f) leaving the field, ie leaving the job (Robbins & Judge, 2015).

Remuneration is important to know about organizational commitment in achieving organizational goals. Brenda and Onuoha (2016) revealed that an organization could not operate effectively if there is no employee of an organization that has a strong commitment to achieving the organization's goal. Giving reward to the employee it can create organizational commitment (O'Driscoll & Randall, 1999; Chib et al., 2012; Korir & Kipkebut, 2016).

H1: There is a direct influence of satisfaction with remuneration on organizational commitment.

Gheno and Berlitz (2011) suggested that the employee's satisfaction on remuneration has an effect on employee's work motivation.

Furthermore, it will affect the employee's organizational commitment. Values have the basic function of motivating and controlling individual behavior. Behavior is driven and motivated by unconscious goals, according to the situation or environment (Aworemi et al., 2011; Park & Word, 2012; Aarts & Custers, 2012). This study included the main motivational theory, according to Bowditch and Buono (2006) and Hitt et al. (2007) based on the hypothetical structural model and the preparation of a research questionnaire. In conclusion, organizational performance is influenced by motivation. In this competitive environment, employee's motivation must be a management strategy (Hanaysha & Majid, 2018; Wahyono et al., 2018).

H2: There is an indirect influence of satisfaction with remuneration on organizational commitment through work motivation.

Organizational commitment (Meyer & Herscovitch, 2001), has many forms and can also affect organizational capacity and employee's welfare. Organizational commitment can determine various types of employee behavior. One strategy to create a good organizational commitment is to motivate employees so that they can improve organizational performance (Jaros et al., 1993; Bastos 1993; Alonso & Lewis, 2001; Fedor et al., 2006).

Motivation is determined by individual values (Locke, 2000; Dagenais-Desmarais et al., 2018). This value sets specific goals and guides the purpose of the actions to be taken. In addition, this association can also be interpreted as a goal achieved in accordance with the realization of values and the form of values that need to be met. Therefore, organizations that expect to maintain competitiveness and sustainability need to consider individual motivation as an important element in building organizational commitment and achieving better performance and productivity (Lahiry, 2008).

H3: There are direct effects of values on organizational commitment.

Human values (Bilsky et al., 2011; Medeiros et al., 2012) are factors that greatly determine the survival of organizations and individuals. Human values are the basis for forming individual behavior in a society. The human values model explains the concepts of individual values, motivation, commitment, and rewards that influence organizational performance. Individual values have a basic function in motivating and controlling individual behavior. Behavior motivation and control have a basic function in motivating and controlling individual behavior (Pieper et al., 2018). Behavior motivation and control have association within groups and individuals in society. Individual values are a component of the organizational value that strengthens organizational commitment. While organizational commitment (Meyer & Hercovitch, 2001), has many forms and can also affect organizational capacity and employee welfare. Organizational commitment can determine various types of employee behavior.

H4: There are indirect effects of values on organizational commitment through work motivation.

Armstrong (2007) described the concept of an initial understanding of motivation as a reaction to doing something and to move in a certain direction. In this way, individuals are motivated to take certain actions because they believe that the completion of activity will produce the achievement of their goals. Motivation generates benefits for the organization, such as placing human resources, increasing the level of efficiency of employees, leading to the achievement of organizational goals, establishing friendly relations, and ultimately leading to the stability of the workforce (Aworemi et al., 2011). Values have a basic function of motivation and control individual behavior. Park and Word (2012) in accordance with Aworemi et al. (2011) and Aarts and Custers (2012) added that behavior is driven and motivated by unconscious goals, according to the situation or environment. This study included the main motivational theory

(Bowditch & Buono, 2006; Hitt et al., 2007) based on the structural model of the hypothesis and the preparation of the questionnaire. In conclusion, organizational performance is influenced by motivation.

H5: There is a direct effect of work motivation to organizational commitment.

Based on the explanation of the grand theory and the previous research results, then it could be formed the following research designed in Figure 1.

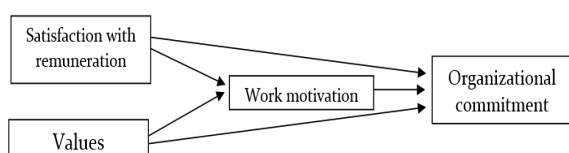


Figure 1. Research Model

METHOD

This is quantitative research. The population is all employees of Universitas Negeri Semarang. By using proportionate random sampling, there are 323 employees as research sample. The data was collected through a questionnaire, and then the result was analyzed using path analysis. The questionnaires were spread out through the google form that was distributed by researchers.

The method of data analysis was an path analysis, which is makes it possible in giving an interpretation or quantitative interpretation for

the relationship between several variables and models. The aim of analysis lane is to determine direct and indirect influence among the number of variables.

The first research variable is *satisfaction with remuneration*, that is satisfaction on salaries and remuneration earned by employees on performance at the institution or organization. Its indicator is monetary and non-monetary that is developed by using a research instrument (Davidov et al., 2008; Pieper et al., 2018). The second variable is *values*, that is the individual's values that determine an action or behavior with *self-enhancement indicators, openness to changes, self-transcendence, and conservation* by Schwartz et al. (2018). The third variable is *work motivation* that is a reaction for doing something and for move in the certain direction with indicator desire to do work, strive in work, and the energy to push in work developed by Aworemi et al. (2011), Park and Word (2012). The fourth variable is the *organizational commitment* that is Psychological circumstances connecting individuals and organizations with effective, instrumental, regulatory, and professionally indicators developed by Meyer and Herscovitch (2001).

RESULT AND DISCUSSION

The Data Analysis Using SEM Approach

Hypothesis test results could be known from the regression weight, as shown in Table 1. It is known that there is four the most accepted

Table 1. Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Work Motivation	<---	Satisfaction	.228	.069	3.312	***	
Work Motivation	<---	Values	.595	.051	11.677	***	
Organizational Commitment	<---	Satisfaction	.896	.117	7.635	***	
Organizational Commitment	<---	Values	-.002	.127	-.019	.984	
Organizational Commitment	<---	Work Motivation	.586	.162	3.610	***	

Tabel 2. Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
WorkMotivation	<---	Satisfaction	.205
WorkMotivation	<---	Values	.723
OrganizationalCommitment	<---	Satisfaction	.533
OrganizationalCommitment	<---	Values	-.002
OrganizationalCommitment	<---	WorkMotivation	.388

hypothesis determined from the significant value in column P, which is less than 0.05 (Table 2). The sign of three star shows that p-value less than 0.001. Besides that, there is one hypothesis that is rejected seen from the significance level which is higher than 0.05. Then, to determine the magnitude effects among variables, it could be known from the table of standardized regression weights. The column of estimate shows the effects of variable among other variables. It is known that satisfaction and values have significant effects on work motivation as much as 20.5% and 72.3%. While the satisfaction and work motivation effects organizational commitment as much as 53.3 % and 38.8 %. The value doesn't have effects toward organizational commitment.

It is used Sobel test to determine if there is an indirect influence or not in the model formed. From the results of the sobel test on hypothesis 2 if there are the indirect effects of satisfaction or not toward organizational commitment student through work Motivation obtain value probability (two-tailed probability) 0.06 (higher than 0.05), so it could be concluded that this second hypothesis is rejected. This means that there are not indirect effects of satisfaction to organization commitment employee through work motivation.

While that the results of the sobel test on hypothesis 4, that is the existence of indirect effects of value to organizational commitment college student through work motivation obtain value probability (two-tailed probability) 0.01 (less than 0.05) so it could be concluded that this hypothesis 4 is accepted. It means that there are indirect effects of value to employee organi-

zational commitment through work motivation. The magnitude of indirect effects could be seen from the following Table 3. The indirect effects of value to organizational commitment through work motivation is 34.9%.

Tabel 3. Indirect Effects (Group Number 1 - Default Model)

	Values	Satisfac- tion	Work motiva- tion
Work motivation	.000	.000	.000
oganizational commitment	.349	.134	.000

RESULT AND DISCUSSION

There is a Direct Effect of the Satisfaction Remuneration toward Organizational Commitment

Based on the results of the research, satisfaction with remuneration gives direct effect to organizational commitment employee. This research result is in accordance with Hamid and Hariyati (2018) who finds three dimensions remuneration management in organization they are compensation functional, remuneration employee (financial), and insurance. Descriptively, the employee already satisfied with the remuneration. In addition, employees also committed to the organization. It could be concluded that the higher employee satisfied with remuneration, the higher commitment organization as well.

Satisfaction with remuneration effects to the commitment organization. The system of re-

Table 4. Summary of Hypothesis Results

No	Hypothesis	p value	Standardized Coefficient Parameter	Result
1	there is direct effect of satisfaction with remuneration toward organizational commitment	0.000	0.533	accepted
2	there is indirect effect of satisfaction with remuneration through work motivation toward organizational commitment	0.062	0.134	rejected
3	there is direct effect of values toward organizational commitment	0.984	-0.002	rejected
4	there is indirect effect of values toward organizational commitment through work motivation.	0.018	0.349	accepted
5	there is direct effect of work motivation toward organizational commitment.	0.000	0.388	accepted

muneration could be in the form of award, created togetherness in one organization, existence openness/transparency income and compensation services resulting service employee in the organization. The system of remuneration applied in the current agency in effectively could support the feasibility and encourage the achievement of hope from employee and destination organization. The better system of organization's reward in the form of salaries, benefits, bonuses, and other allowance and promotion will increase organizational commitment (Ambad et al., 2017).

Because of this reason, giving a reward is an important tool that can be used by management to track employee behavior that related to the desired way of the employee (Tasleem & Ishaq, 2016). Besides that, giving reward to an employee could improve the commitment organization so that the target performance and results are achieved could be in accordance with the plan.

Remuneration could indicate the employee commitment toward the organization because the number of remunerations will be adjusted with the achievements of the performance of each employee. This is in accordance to the opinion of Jensen et al. (2007) which mentions that the remuneration received by an employee in the form of remuneration salary and remuneration based on achievements the performance each employee. The results of the research are also in line with theory human values model

that explains concept commitment and reward that can form the performance of an organization. In this research, the reward is the remuneration that has linkages with commitment organization.

There is an Indirect Effect of Satisfaction on Remuneration through Work Motivation on Organizational Commitment

Based on Table 4, satisfaction with remuneration does not have effect toward organizational commitment through work motivation. It means that satisfaction with remuneration does not influence the commitment organization when the employee gets motivation work. Descriptively, satisfaction on remuneration and motivation work employee already good, so does organizational commitment. However, on one indicator organizational commitment namely professional is in a good category, so it could be concluded that an employee's professionalism is still at a good level. From the results of this research, it could be concluded that satisfaction with remuneration does not have an indirect effect on organizational commitment through work motivation.

Based on the existing phenomena, satisfaction with remuneration does not have an influence on organizational commitment through work motivation, because it is suspected that there are employees who have other jobs outside the agency so that the focus of work will also

be divided. For example, an employee who has another job (for example: doing business) then the employee does not only focus on the organization they live in, even if there is remuneration provided by the agency.

In fact, the remuneration that will be given by the agency is not able to give a strong motivation to employees to contribute and commit to the agency. Employees who work in state agencies will still get basic salary every month without regard to contributions made by individual in the agency where they work. This forms the mindset of employees that there is a lack of importance of remuneration for employees, especially those who have other jobs so that the motivation of work does not arise in employees who have an impact on the lack of organizational commitment.

There is a Direct Effect of Individual Values on Organizational Commitment

Values do not directly influence the employees' organizational commitment. Descriptively, individual employee values are good and organizational commitment is also quite good. Good individual values are basically indicated by each employee. However, in reality, individual values cannot be changed instantly because even though individual values show good things, they are not accompanied by good organizational commitment. Based on the results of the study, it was also found that values did not affect organizational commitment.

Based on the theory of the Human Values Model, individual values are components of organizational values that strengthen organizational commitment. Individual values also form the basis for achieving the goals of an organization (Kumar, 2019). However, the theory of the Human Values Model also mentions that individual life values can also be influenced by society and personal experience that can be seen from the attitude towards that experience. Thus, individual values directly cannot influence organizational commitment.

Individual values do not affect organizational commitment. Based on the existing

phenomena, values that are inherent in employees are less able to influence organizational commitment. For example, an employee who does have good character in him, then also has a firm commitment to his organization. Vice versa, employees who have a bad character, for example, do not go to work when there is no schedule to give lectures, then the commitment to the organization will tend to remain or even the organizational commitment will not be formed. Basically, individual values are inherent in themselves so that is changing to have a firm attitude by holding a commitment to the organization requires a long period of time, and it cannot be done instantly.

There are Indirect Effects of Individual Values on Organizational Commitment through Work Motivation

Values have an influence on organizational commitment through work motivation. Organizational commitment can determine various types of employees behaviors. One strategy for creating good organizational commitment is to motivate employees so that they can improve organizational performance (Alonso & Lewis, 2001).

Motivation is determined by an individual's value (Locke, 2000; Dagenais-Desmara et al., 2018). This value sets specific goals and guides the purpose of the actions to be taken. In addition, this relationship can also be interpreted that the objectives achieved are in accordance with the realization of values and the form of values that need to be met. Descriptively, values, employee work motivation, and organizational commitment have been good. From the results of this study, it can be concluded that values have an indirect influence on organizational commitment through work motivation.

The results of the study are in accordance with Schwartz et al. (2018) opinion, which states that individual values have a basic function in motivating and controlling individual behavior. Individual behavior is the basis and encourages the achievement of work goals and work

environment (Park & Word, 2012). Employee work motivation largely determines the achievement of organizational goals (Aart & Custers, 2012). Therefore, organizations that want to maintain competitiveness and sustainability need to consider individual motivation as an important element in building organizational commitment and achieving better performance and productivity.

Individual values can influence organizational commitment when work motivation is added as an indirect influence. Encouragement from the surrounding environment can shape and change the values that are inherent in individuals to be able to contribute and commit to workplace agencies. For example, an employee has an unfavorable character with his presence in the agency, but when the employee has positive motivation/ encouragement both from himself and the surrounding environment, then the employee tends to be able to show a strong commitment to the organization. Motivation obtained from the desire to work, work hard at work, and strength in work can drive individual values to be committed to the organization.

The results of this study are in consistent with the theory of the human values model, which states that the value of individuals is believed to be related to loyalty in achieving the desired goals. Achieving this goal is also supported by the motivation to behave well in every action and situation so that it can commit to contributing to the organization in achieving organizational goals. This is also in line with the opinion of Medeiros et al. (2012), which states that individual values are factors that greatly determine the survival of organizations and individuals.

There is a Direct Effect of Work Motivation on Organizational Commitment

Work motivation has an influence on employee organizational commitment. One strategy to create good organizational commitment is to motivate employees so that they can improve organizational performance (Alonso

& Lewis, 2001; Palaniammal & Arivuselvey, 2017).

Organizations that want to maintain competitiveness and sustainability need to consider individual motivation as an important element in building organizational commitment and achieving better performance and productivity. Descriptively, employees already have good motivation and already have organizational commitment. From the results of this study, It can be concluded that if the employee is motivated, then he will commit more to his organization.

The Organizational commitment that is embedded in employees is shown by daily behavior and contributions given to agencies. The behavior shown by employees is not only formed by self-encouragement, but the environment around employees also contributes to the formation of employee behavior. Therefore, behavior is motivated and motivated by unconscious goals, based on the situation or environment.

The results of the study are in accordance with the theory of the human values model (Schwartz et al., 2018), which states that motivation will influence the attitudes and behavior of individuals. Motivation in this study focuses on the encouragement received by employees both from internal and external to take action to produce achievement goals, such as increasing the level of efficiency of employees, building friendship relationships, and ultimately causing stability.

CONCLUSION AND RECOMMENDATION

Based on the results of the study, first, satisfaction with remuneration, and work motivation can directly influence organizational commitment, whereas values do not have a direct influence on organizational commitment. Second, work motivation successfully mediates the influence of values on organizational commitment. different things are shown that satisfaction with remuneration has no influence on organizational commitment when mediated by work motivation.

Some suggestions can be given based on the results of study and analysis that have been carried out as follows employees need to increase their professionalism by prioritizing obligations as employees rather than other jobs are undertaken, so that the focus of the work undertaken is not shared in order to have a good commitment to the organization. A good organizational environment also needs to be created by people in the organization so that organizational commitment can be formed. For example, the leadership of an organization needs to set a good example in terms of showing its commitment to the organization so that people in the organization are also encouraged to have a good commitment to the organization.

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