

The Effect of Human Value and Work Commitment on Bulog Employees Performance with the Mediation of Resilient Leadership in East Java, Indonesia

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Abstract— The changes in the society is found to create competition between highly ambitious individuals in this global economic era, due to fostering environmental innovations, insights, and creativities, as well as overcoming challenges for specific rewards. The condition also leads to the challenge of reaching and retaining high-performing employees, as encountered by several organizations. Therefore, this study aims to determine the effect of human values and work commitment on the performances of the Bulog company Jatim employees, with the direct or indirect mediation by resilient leadership. This explanatory and cross-sectional research used a quantitative approach and a stratified random sampling technique, in order to obtain a sample of 218 respondents. The data analysis process was also carried out using the SEM method. The results showed that the variables of human value and work commitment directly had a positive and significant effect on resilient leadership and performance. Meanwhile, this form of leadership indirectly mediated the influence of human value and work commitment on performances, at the Bulog company, East Java Regional Office, Indonesia.

Keywords— *Human Value, Work Commitment, Resilient Leadership, Performance*

I. INTRODUCTION

The changes in the society is found to create competition between highly ambitious individuals in this global economic era. This is due to fostering environmental innovations, insights, and creativities, as well as overcoming challenges for specific rewards. The condition also leads to the challenge of reaching and retaining high-performing employees, as encountered by several organizations [1,2]. To achieve

this, the showcase of values in these employees are always needed. These attributes are often known as *human values*, which have become a central concept in social science. In addition, they are essential for explaining the organizational, social or personal change of an individual.

One of the challenges to reach and maintain human values is based on obtaining work commitment from an employee [3-5] Work commitment is a dynamic process that should be continuously carried out, in order to attain and maintain specific goals and objectives. After this, administrators are known to further measure the commitment level within the organization, and also create improvement strategies [6]. According to [7-9] work commitment had several forms that were likely to affect the capacity of an employee. One strategy used to create this attribute is the encouragement of employees to improve work performance [10] Furthermore, committed employees are an important aspect of every organization, because of the dedicated efforts provided during work performances. These ambitious workers often devote their attentions, thoughts, energies, and time to optimally carry out organizational duties. Therefore, employees with high work commitment leads the organization to success, based on the achievement of set goals [11].

Human resources (HR) in this era of globalization are required to encounter competition from technological advances and the business sector. Therefore, companies are always required to actively respond to opportunities internally or externally existing within several economic crises, in order to remain competitive. Humans also have an important role in realizing goals, to become determinants and

drivers of an organization. Besides human values and work commitment, the attention of leaders are still very necessary. Although the planning and supervision in an organization is very perfect, the set goals are still optimally difficult to achieve without the support of employees. To meet these challenges, resilient leadership is needed.

According to [12] resilient administration was a combination of leadership transformational theory and transactional style that had five indicators, namely strategic thinking, emotional intelligence (ability to think emotionally), adaptation/change-oriented (ability to adapt to change), learning, and collective governance. Furthermore, [13] explained that leaders with high resilience were not only successful in their careers, they also increased organizational performance to a greater level. Strong leaders observe success and failure as positive learning experiences in professional and personal activities. In addition, a resilient individual has three distinct characteristics, namely (a) Unshakable realistic acceptance, (b) Strong personal values of a meaningful life, (c) Exceptional improvisational ability.

Productivity depends on the dynamic willingness of employees and resilient leadership, to ensure high commitment levels in carrying out organizational duties. Based on this condition, every organization is confronted with series of challenges such as increasing effectiveness, efficiency and productivity, competitive ability, environmental changes adaptability, as well as continuous efforts to maintain harmony between organizational dimensions. These dimensions include cultures, processes, strategies, as well as healthy and resilient organizational maintenances in developing environments French and Bell quoted by Handoko, [14].

HR is one of the invaluable assets of every organization, because of its significant, effective, efficient, productive, and competitive contributions to work units. Therefore, the improvement of performance is one of the factors that requires the existence of professional and quality HR capabilities. The challenges considered to deal with these issues and achieve good performances are influenced by several factors, such as human values, work commitments, and resilient leaderships.

Several previous studies obtained are found to correspond with the variables of human value, work commitment, resilient leadership, and performance. These includes the study of [15] which reported that leadership was similar to organizational commitment. [16,17], also found that human values affected performances. Furthermore, work commitment was observed to influence performance according to [18,19]. The study of Dinc and Plakalovic (2016), alternatively showed that work commitments did not actually affect performances. However, leadership affected performance according to [16,17,19,20,21].

Based on these descriptions, this study aims to explore the influence of human values and work commitment on the performance of the Bulog company employees in East Java, directly or indirectly mediated by resilient leadership.

II. LITERATURE REVIEW

This study contained four variables, namely employee performance, human values, work commitment, and resilient leadership. These were based on the grand theory of organizational behaviour.

2.1 Human Value

Human value theory began in the late 1980s, when [22] proposed a model with seven different motivational domains, namely prosocial, restrictive conformity, enjoyment, achievement, maturity, self-direction, and security. According to [23,24] this was a factor that determined the survival of organizations and individuals. It also became the basis for the formation of individual behaviours in the society. The human value model explains the concept of individual values, motivation, commitment, and rewards, which affects organizational performances. Moreover, these values have basic functions in motivating and controlling behaviours. Motivational and behavioral control also have basic functions in inspiring and controlling individual attitudes [25].

Several studies have also been conducted on the concept of human values, such as [26] which suggested that it displayed a third-order arrangement. This was found to be in line with the results proposed by the theory of [27]. Based on the continuity of the study by [28], similar results to the previous suggestions were detected. [29], also showed that human values no direct effect on organizational commitments.

2.2 Work Commitment

The theory of work commitment focused on its universal forms, as analyzed and proposed by [30,31] as well as the main and previous existing models. This is a relationship exchange between individuals and work organizations. In return for salaries and other rewards, individuals are found to share bonds with their respective organizations. This form of attitude orientation is the ability to identify organizational conditions, active involvement willingness, as well as senses of loyalty and ownership within the work environment [32] According to [33], work commitment was a satisfactory condition of an employee to a particular organization, as well as its goals and desires towards the maintenance of membership. Furthermore, Mowday (in Sopiah, [34]), showed that it was the identification and involvement of strong and ambitious individuals within the organization.

Allen and Meyer distinguished work commitment into three components, namely *affective*, *normative*, and *continuance*. The *affective* component focused on the emotion, identification, and involvement of employees in an organization. The *normative* was an employee's feeling on the obligations being provided to them. Meanwhile, the *continuance* was based on the employee's perception of the losses encountered when leaving the organization. Allen and Meyer further stated that each component had a different basis, as employees with high affective factors still joined because of the desire to remain a member. Meanwhile, those with high continuance components remained with the organization due to having no other options. In addition, employees having high normative factors remained as members because they had to.

Several studies were also carried out regarding work commitments, such as [35] which showed that organizational climate and development affected work commitment. Furthermore, [36] concluded that incentives, leadership, organizational climate, and job satisfaction had significant effects on work commitment. According to [37], it also affected the performance of employees. [38], further showed that organizational commitment had a positive and significant influence on the performance of nurses, at PGI Cikini and Cawang UKI Hospitals in Central and East Jakarta, Indonesia, respectively. The study of [39] examined 152 employees from one public and three private banks in the Federation of Bosnia and Herzegovina, showing a direct significant effect on overall job satisfaction, work commitment, and performance.

2.3 Resilience Leadership

The beginning of the leadership concept originated from the Great Man Theory Herbert Spencer (1869) and Thomas Carlyle (1888), which stated that leadership was the inherent ability in an individual. In this theory, great leaders were stated to be born and not made. These leaders emerged as heroes and myths, and were doomed by necessity. The theory considered them as "Great Men" because leaders were considered as male quality at that time. Furthermore, this theory gradually continued to reform into a trait concept, which explained that leaders were formed because of the inheritance of certain behavioural characteristics (Gordon Allport, 1937; Hans Eynsenck, 1967). The concept was further updated into a *Behavioural Theory*, indicating that leaders were not formed by being born or following certain myths. Meanwhile, leadership depends on the action of an individual, not mental qualities or internal conditions. This indicated that every individual had leadership traits through learning, observation, and experience.

According to [12], resilient leadership was a combination of the transformational and transactional leadership style or "The Transformational Leadership". It had five indicators, namely strategic

thinking, emotional intelligence (ability to think emotionally), adaptation/change-oriented (ability to adapt to change), learning, and collective leadership. A review of the present literature on leadership further referred to it as the most suitable approach in this global economy [40-44]. Furthermore, leaders should possess the abilities to cope, endure, and normalize, when confronted with challenging situations. Several qualities of a strong leader also include emotional intelligence, strategic thinking, abilities to learn and develop others, flexibility in the use of various approaches, as well as the desire to be purposeful and change-oriented [40-43].

Suryaningtyas and Wilujeng [45], found that organizational strength was increased by using resilient leadership. The study of [46] also explained that none of the paths to success were easy or simple for the leaders. Moreover, the resilience possessed by these leaders was due to the efforts to overcome very difficult conditions, loneliness, discriminatory treatment, and confrontation with other parties. The results of [47], indicated that the nature of resistance was resilience. This showed that resistant employees had the abilities to confront problematic and difficult changes, with the willingness to transform them into profitable opportunities.

2.4 Performance

The Performance Theory was initially established and published by New York Drama Book Specialists in 1977, as *Essays on Performance Theory* (1970–1976). According to [48], performance was an important trait in human behaviour, fundamental to ritual and play. Meanwhile, it was a mode of active characteristic behaviour according to Erving [49]. Therefore, performance is known as a "quality" that occurs in any situation.

The concept of performance is defined as an achievement of results, or the degree of accomplishment [50]. This indicates that the performance of an organization is observed from length attained to achieve goals, based on predetermined objectives. Furthermore, Ruky [51]:14 stated that it was a translation of English "performance", defined by Bernadin and Russel Ruky, [51]:15, as a record of the results obtained from certain job functions. Robbin (2006), also stated that performance was an outcome achieved by the employee, based on certain job criteria.

Several previous studies were further carried out regarding this variable, such as [52] which showed that work climate did not significantly affect employee performance. However, [53], found a significant positive relationship between work climate and performances. This was in line with [54] which reported that the work climate affected employee performance. [55], also found that it was not

influenced by job satisfaction, although [52,53,56], reported positive significant effects.

III. HYPOTHESIS

Gokenbach [13], explained that high resilient leaders were not only successful in their careers, they also increased organizational performance to a greater level. Strong leaders also observed success and failure as positive learning experiences in professional and personal activities. Furthermore, a resilient person has three distinct characteristics, namely (a) Unshakable realistic acceptance, (b) Strong personal values of a meaningful life, (c) Ability to improvise. Based on these descriptions, the hypotheses of this study are formulated,

3.1 Hypothesis 1: Human value has a significant effect on resilient leadership.

Capello and Hashim [46] explained that every leader was unique on the path to success, as definition efforts based on characteristics was not easy. This was because of the various styles and models emanating from each individual. However, certain qualities are contained in success and resilient leadership. This extends leadership qualities, allowing the determination to pursue life and work accomplishments. [15], further reported that leadership was related to organizational commitment. Based on these descriptions, the following hypothesis is formulated,

3.2 Hypothesis 2: Work commitment has a significant effect on resilient leadership.

Human value is a factor that greatly determines the survival of organizations and individuals [23,24] due to becoming the basis for the formation of environmental behaviours. This model explains the concept of individual values, motivations, commitments, and rewards, which affects organizational performance. Moreover, it has a basic function in motivating and controlling individual behaviour. According to [25], motivation and behavioural control had basic functions in motivating and controlling individual attitudes. This was because of their individual and group associations within the society. Human value is also a component of organizational values, which is known to strengthen performance. In addition, the study of [16,17], showed that it affects performance. Based on these descriptions, the following hypothesis is formulated,

3.3 Hypothesis 3: Human value has a significant effect on performance.

Organizational commitment is observed in several forms, and is known to affect job capacity and employee welfare. It also determines various employee behaviours, including performances (Meyer and Hercovitch, 2001). Several previous studies have

examined the relationship or influence of work commitment on performance, such as [18,19] which showed a significant relationship. Meanwhile, [39], indicated that work commitment did not affect performance, leading to the formulation of the following hypothesis,

3.4 Hypothesis 4: Work commitment has a significant effect on performance.

The theory of resilient leadership is considered as the suitable approach to meet the needs of strong organizations. This is because most companies are always required to show their efficiency in various conditions. Therefore, the existence of resilient leadership improved their performances [12]. According to [57], leadership was a consistent behavioural pattern applied in working with other people. This indicated the behavioural embodiment of a leader, concerning the abilities to lead and influence subordinates. Good leadership is expected to encourage the empowerment of all employees, and also form a sense of responsibility for tasks. In addition, the attitude of leaders towards employees has a major influence on behavioural patterns. Also, several studies have found that leadership affects performance [16,17,19,20,21], therefore, leading to the formulation of the following hypothesis,

3.5 Hypothesis 5: Resilience leadership has a significant effect on performance..

Human value has a basic function to motivate and control individual behaviours, which are inspired by unconscious goals based on the situation or environment [58-60]. This study includes the main motivation theory based on the hypothetical structural model, and the preparation of the questionnaire according to [61,62]. The results showed that organizational performance was influenced by motivation, which is one of the indicators of human value. Therefore, employee motivation should be a management strategy in this competitive environment [63,64]. Based on these descriptions, the following hypothesis is formulated,

3.6 Hypothesis 6: Human value has a significant effect on performance mediated by resilient leadership.

Cheese [65], stated that the relationship between resilience and leadership to create a strong organization required a modern leader, which had the abilities to communicate the company's vision and mission, provide stability, empower employees, as well as respond to various issues and challenges. Therefore, resilient leadership was found to mediate the effect on organizational performance in this study. Based on these descriptions, the following hypothesis is formulated,

3.7 Hypothesis 7: Work commitment has a significant effect on performance mediated by resilient leadership.

IV. CONCEPTUAL FRAMEWORK

Based on the literature review and hypothesis, the conceptual framework is described as follows,

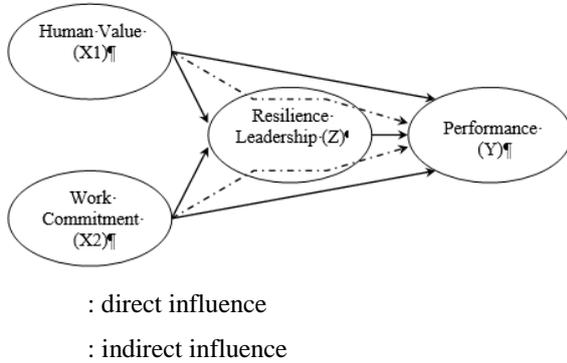


Fig. 1. Conceptual framework

V. ANALYSIS METHOD

This explanatory study used a quantitative analytical approach, with the aim to determine the relationship between variables [66]. The data obtained were in the form of numbers, which aimed to test certain hypotheses [67]. Besides being explanatory, this study was further observed as a cross-sectional survey [68], with the population containing 558 Bulog Company employees in East Java, Indonesia. The stratified random sampling technique was also used for selection, based on the reference formula of Taro Yamane [69], which obtained a sample of 218 respondents with a precision of 10%. A questionnaire is a data collection technique conducted by providing respondents with a set of question items. This was in the form of closed or open statements, which was directly or indirectly administered [70]. In addition, the data analysis process aims to determine the direct and indirect effects of exogenous variables (human values and work commitment) on endogenous factors (resilient leadership and performance). According to [71], path analysis was used because of its superiority in being able to examine the direct and indirect effects of mediating variables (resilient leadership).

VI. RESULTS AND DISCUSSION

6.1 Respondent Data

A total of 218 employees obtained from the Bulog company were used as respondents in this study. The demographic characteristics of each respondent includes gender, age, position, and educational level, which were statistically analyzed after data collection. The results showed that most of the respondents were male (60.6%), aged between 41-50 years (41.3%),

with a staff position (53.2%) and educational level of bachelor's degree (39.4%).

6.2 Analysis using SEM

The results of the direct influence on the human value, work commitment, resilient leadership, and performance variables are presented in Table 1.

TABLE I. DIRECT EFFECT HYPOTHESIS TESTING

| Hypothesis | Regression Model | Direct Influence | Critical Ratio | Sig |
|----------------|--|------------------|----------------|----------|
| H ₁ | Human value (X1) → Resilience leadership (Z) | 0,183 | 2,423 | 0,015 * |
| H ₂ | Work commitment (X2) → Resilience leadership (Z) | 0,202 | 2,982 | 0,003 ** |
| H ₃ | Human value (X1) → Performance (Y) | 0,053 | 2,529 | 0,011 * |
| H ₄ | Work commitment (X2) → Performance (Y) | 0,043 | 2,278 | 0,023 * |
| H ₅ | Resilience leadership (Z) → Performance (Y) | 0,721 | 38,439 | 0,000 ** |

Note: ** and * are significant at α = 1% and 5%

Table 1 showed that the direct influence test on all variables had a positive coefficient. This indicated that increase in the exogenous variables (human value and work commitment) led to higher endogenous factors (resilient leadership and performance). Furthermore, the statistical results of the mediating effect of (indirect) resilient leadership on human values and work commitment to performance are presented in Table 2.

TABLE II. DIRECT EFFECT HYPOTHESIS TESTING

| Hypothesis | Regression Model | Indirect Influence | Critical Ratio | Sig. |
|----------------|---|--------------------|----------------|----------|
| H ₆ | Human value (X ₁) → Resilience leadership (Z) → Performance (Y) | 0,132 | 2,434 | 0,017 * |
| H ₇ | Work commitment (X ₂) → Resilience leadership (Z) → Performance (Y) | 0,145 | 2,961 | 0,004 ** |

Note: * significant on α = 5%

The results showed that all indirect paths had a very significant effect, indicating that resilient leadership mediated the influence of human values and work commitment on performance. The results of the direct, indirect, and total effects between exogenous and endogenous variables are presented in Table 3.

TABLE III. DIRECT, INDIRECT, AND TOTAL EFFECTS

| Regression Model | Direct Influence | Indirect Influence | Total Influence |
|---|------------------|--------------------|-----------------|
| Human value (X ₁) → Performance (Y) | 0,053 | 0,132 | 0,185 |

| | | | |
|---|-------|-------|-------|
| Work commitment (X ₂) → Performance (Y) | 0,043 | 0,145 | 0,189 |
|---|-------|-------|-------|

Based on Table 4, the total effects of each independent variable were 18.5 and 18.9% for human value and work commitment. The results of the path analysis test are further presented in Figure 2.

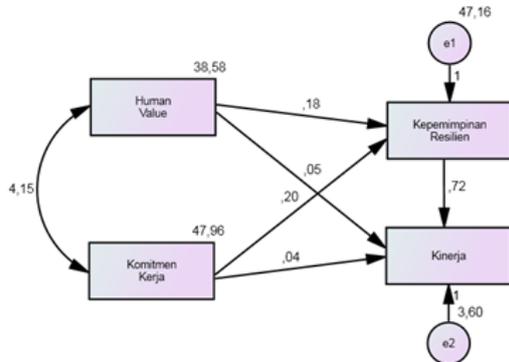


Fig. 2. Coefficient of direct and indirect influence path

6.3 Discussion

Human values have a positive and significant effect on resilient leadership. This indicated that the items in human values affected resilient leadership. It also had a basic function in motivating and controlling individual behaviours. According to [25], motivation and behavioral control had basic functions in inspiring and coordinating attitudes, which had individual and grouped environmental associations.

Work commitment also had a positive and significant effect on resilient leadership, indicating a very important relationship between both variables. This showed that leaders play a major role in improving and understanding abilities, commitments, skills, values, and teamwork, in order to achieve organizational performance [72]. Furthermore, leadership and organizational commitments are interrelated, as managers are instrumental in managing and developing organizations. This indicated that one of the obligations of these leaders is to understand the challenges and tasks encountered by the employees, in terms of ability, commitment, and skills.

This study found that human value had a positive and significant effect on performance, indicating the strong and close correlations between both variables. Human Resources Development (HRD) is observed through two approaches, namely micro and macro processes. The HRD Macro is a process of improving human capabilities, in order to achieve the nation's development goals. Meanwhile HRD micro is a planning process of education, training, and employees' management, to achieve optimal results. These assets function as morals (non-material or non-financial) in an organization, which are physically and

non-physically transformed into real potentials, in order to attain organizational existence [73].

The results showed that work commitment had a positive and significant effect on performance, which is an important element in the organization. This factor further affected the attitudes and performances of employees, with the confirmation by [74] supporting that it affected organizational behaviour. Meanwhile, this kind of attitude does not receive official recognition, as the organization prefers to employ through efficiency. In addition, Organization Citizenship Behaviours (OCB) are found to originate because employees are motivated to perform more than the expectations of the company, towards goal achievements.

Organizational commitment is observed in several forms, which affects job capacity and employee welfare. It also determines various employee behaviours, such as performance (Meyer and Hercovitch, 2001). One strategy to create good organizational commitment is to motivate employees to improve performance [10,75-77].

The results showed that resilient leadership had a significant positive effect on performance. This indicated that the variables contained in this factor affected the performance of employees. It is also found to a very important factor in carrying out organizational management tasks. This is because good leadership ensures better employee performances, which is supported by the results of [78]

Based on the results, the human value affected the performances mediated by resilient leadership. This showed that strong administrations mediated the influence of human values on performance. The value of the indirect relationship was also greater than the direct relationship according to the path coefficient analysis, indicating that the influence was most effective through resilient leadership.

Work commitment also affected the performances mediated by resilient leadership. This shows that strong administrations mediated the effect of work commitment on performance. Based on the coefficient analysis, the value of the indirect relationship is greater than the direct relationship, indicating that the effect on performance was most effective through resilient leadership. The role of resilient leadership in mediating the effect was further supported by the work commitment of employees. Based on these conditions, resilient leaders with organizational goal orientations are needed in conditions with complex dynamics. This was in line with [65] which stated that the relationship between resilience and leadership required a modern leader, to create a strong organization. This individual should have the abilities to communicate the company's vision and mission, provide stability, empower

employees, as well as respond to various issues and challenges. Therefore, this study showed that resilient leadership mediated the effect on organizational performance.

VII. CONCLUSION

The study was conducted on 218 employees of Bulog company in East Java, based on examining and analyzing the factors that directly or indirectly affected performances. The results indicated that the variables of human value and work commitment directly had a positive and significant effect on resilient leadership and performances. It also showed that resilient leadership indirectly mediated the influence of human value and work commitment on performances.

The limitation of this study is based on the devotion to one organization and few variables, therefore, indicating its inability to be generalized to a wider scope. Due to this condition, future studies should be conducted on broader variables, such as work ethic and compensation. The addition of work ethic is likely to have a positive effect on productivity, and also indirectly support the success of the organization. Meanwhile, the addition of compensation is likely to have a positive effect on performance, due to its accuracy with employee expectations.

RESEARCH IMPLICATION

The results should be an input for organizations to improve employee performance. The dimensions of Bulog company in East Java are human values, work commitment, employee performance, and resilient leadership. This study showed that work commitment had a direct positive and significant effect on resilient leadership and performance. It also indicated that resilient leadership indirectly mediated the influence of human value and work commitment on performance, which became a motivation for employees to confront previous phenomenons and global changes. Meanwhile, the leaders should be able to mentor and transfer visions to the employees, in order to properly complete tasks, as well as effectively and efficiently achieve organizational goals [79].

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