Role of Work Value to Organizational Commitment

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Abstract. This study aims to describe the role of work values on organizational commitment to employees. The method used in this study is a literature study in which data collection is carried out by searching and reviewing various relevant literature from a topic that has been reviewed by previous research. After the data is collected, the data is reviewed or analyzed, and conclusions are drawn. The results of the study concluded that previous research was used as a data source, so the results of the data in the first previous study concluded that intrinsic work value has a stronger relationship with commitment than extrinsic value. However, the extrinsic work value variable has one variable that is stronger than the other extrinsic variables, namely social status, from the results of previous studies, which furthermore shows that the dimensions of work value, namely extrinsic, intrinsic, altruistic, social, and leisure have a significant influence on affective commitment, continuance commitment, and normative commitment. Affective commitment has the highest position in influencing work value compared to the continuance and normative commitment.

Keywords: Organizational Commitment · Work Value

1 Introduction

One of the most valuable and indispensable assets for a company is Human Resources (HR). In addition, the company also needs a more effective and efficient management system, which can not only be determined by the financial sector but also by managing human resources to achieve good employee quality because HR has a big role and contribution both individually and in groups.

In a company or organization, the quality and quantity of adequate human resources are needed to achieve a goal because human resources are used as planners and determinants of a company or organization. Therefore, employees are required to have a skill and abilities so that the results obtained are maximized. Human resources that an employee must own are skills and abilities and must be accompanied by high work performance. Sofiah defines organizational commitment as the level of employee trust to accept a

goal from the organization so that they desire to stay and remain part of the company. Employees who decide to commit tend to have a responsible nature in delivering their services (Ni Made Dwi Puspitawati, 2014).

An organizational commitment leads to employee engagement in an organization that provides work, which includes all existing commitments within the organization that can be felt by employees and has organizational support for employees. According to Poper, the organizational committee emphasizes the relationship between the individual and the organization, where this relationship explains or shows attitudes and behavior in an organization (Ryan Rene & Sari Wahyuni, 2018).

This is the main factor that can develop a better organization because there is a human resource policy or program contained in it. In doing work assignments there are goals to be achieved, namely values at work, where the value of this work is considered important by someone. Therefore, the need for conformity of work values in order to help meet basic needs.

One way to maintain organizational commitment is to instill a work value to make a new contribution to a company"s management. With a new contribution, employees can adapt some policies when there is a change in an arrangement brought about by the new management. Embedded work values greatly affect a potential job in the future because work values reflect the main goal of job satisfaction.

Meeting the needs of employees is very valuable for these employees and also for the company. A company or organization needs employee participation based on quality and quantity. However, employees also need a fun job, fair pay, promotion opportunities, and a good relationship between superiors and subordinates. When these two things are fulfilled fairly, it will lead to a high commitment of employees to the organization, will lead to good work stimulation, and can compete to achieve excellence in the workforce.

Organizational commitment is a situation in which an individual chooses an organization and its goals and intends to maintain its membership. Individual participation in a job in an organization means siding with a particular job so that when the organizational commitment is strong, it means siding with the organization that has recruited the employee. Employee commitment to a company or organization is an attitude dimension that can be used in measuring and evaluating the strength of employees to survive and carry out work or obligations in the organization where they work. Commitment can be interpreted as a value orientation towards the organization that describes a person thinking about and putting forward a job in his organization. Employees will help the organization where they work with all their efforts so that the goals of the organization can be achieved.

Several factors can form an organizational commitment to employees, one of which is the work value of each employee. Work values can affect the attitudes and behavior of an employee. Work values have an important role in an organization because it is this work value that affects employees' commitment to the organization where they work. Based on the background described previously, the problem in this research is to know the role of Work Value on organizational commitment.

2 Theoretical Review

2.1 Work Value

Work value is an evaluative standard believed to be true or important and related to work or the work environment. Meanwhile, according to Ros, it means that work value is a general belief about the relative desirability of various aspects of work such as salary, working conditions, achievements, and so on (Filatrovi, 2020).

In the theoretical framework, work values are considered important, such as setting self-actualization and self-growth as work goals, acting as work buffers, and being a vulnerable factor in the process of job stress demands. Organizational commitment can function as a resource motivation process. This is possible because employees with high work intrinsic value usually have higher performance expectations and greater performance needs. Therefore, when faced with job demands that interfere with the goals of the job, the employee may feel dissatisfied with the fear of not being able to maintain the quality of the work. They will be more frustrated, especially when employees with high essential work values face job demands such as work constraints because environmental constraints make it more difficult to complete tasks.

In contrast, employees with strong intrinsic value grow up in a work environment where they can manage tasks to achieve goals. In particular, employees, who are highly value-oriented for their work, may benefit more from work resources such as autonomy that facilitate task completion. Extrinsic values for intrinsic value orientation preclude fulfilling basic psychological needs for autonomy, ability, and connection at work.

Work value, or work value, is a reflection of a need that an employee seeks to achieve life goals so that satisfaction with the work obtained from work occupied. The essence of work value refers to the corresponding values of a job, such as the compensation needed for interest, self-esteem, status, and self-actualization needs so that employee performance can develop properly (Primana, 2018).

Values can be said as guidelines for the direction of an individual's welfare. The value used in a company or organization is a collective work value which has an important role in work relationships. Work values can have an influence on the views of individuals in carrying out behavioral actions. Work value refers to an attitude shown by individuals at work, and this work value can also greatly influence organizational behavior, work performance, productivity, and organizational commitment. Work values also greatly influence and determine the performance of work in a company or organization. So the success of a company or organization is largely determined by the value of the work done. Work values are also a basic foundation as a spirit and driving force in growing employee performance (Yulitiani, 2020).

Work value contains an evaluation element. It is about people's thoughts about what is right, good, and desirable., so it has the attributes of content and power. The content attribute indicates that the mechanism of action or cessation of existence is important, and the intensity attribute indicates how important it is. The rating of values by intensity provides a human rating system. Individuals have a value hierarchy according to the relative emphasis on values such as freedom, joy, self-respect, honesty, obedience, and equality (Yuvika, 2019).

Employees with high work value in an organization, such as achievement, hard work, and caring for each other, will be much more able to focus on work and not have the influence of high work stress. Intrinsic work values include or focus on self-actualization and expression, while extrinsic work values focus on security and material gain (Luo, Chang & Oi-Ling, 2014).

2.2 Organizational Commitment

In general, organizational commitment is a specification that is agreed upon by all employees of the organization regarding the guidelines, implementation, and goals to be achieved together in the future. There are many definitions of organizational involvement, and each opinion depends on the expert who expresses that opinion (Ras Muis et al., 20118). Commitment also plays an important role, especially in people's performance in the workplace. Commitment provides reference and encouragement to increase commitment accountability. Nevertheless, the performance is below standard because many organizations and companies do not pay attention to employee involvement/loyalty (Buhari & Melly, 2013).

Research on commitment focuses on four general principles: personal character, work, role, and work experience. Commitment studies that have developed organizational commitment are one of the organizational frameworks. There are three dimensions in organizational commitment, affective, normative, and continuation, which make these three things a theoretical basis (Joss Mathew & Emmanuel Ogbonna, 2009).

The definition of organizational commitment is as follows: The relative strength of individual identification and involvement with a particular organization. Organizational involvement proposed by Mowday et al. has the following characteristics: strong belief in and acceptance of the organization's goals and values; willingness to work hard; together with strong desire to stay in the organization. This task is classified as work or emotional because it refers to the extent to which an individual feels that his values and goals are in line with the values and goals of his organization (Dyah Puspita Rini, et al. 2013).

A study by Allen and Meyer divides organizational engagement into three components, namely: *first*, Emotional attachment. Emotional commitment arises when an employee wants to be part of an organization because of an emotional attachment. *Second,* continuing Commitment. Continuing commitment occurs when an employee remains in the organization because they need a salary or other benefits or because they cannot find another job because they need it (Required). *Third,* normative obligations. Normative commitment arises from employee self-esteem. Employees remain, members of the organization because they know they must feel committed to it. That is, they must feel committed. The achievement of organizational goals results from the cooperation of all members so that an individual is aware of his rights and obligations. Regardless of position and position, you can achieve your commitment.

Organizational commitment can be interpreted as the emotional response of employees to an organization that has bound them. Committed employees have a sense of obligation to the organization where they work. The commitment possessed by employees reflects attitudes and actions as a balance of power in an organization that has bound them to remain in the organization. The commitment shown in an organization can be said

as a process of building relationships between employees. One of the commitments in the organization is an affective commitment which can be shown by loyalty, experience, pleasure, and liking where he works. (Coetzee, 2019).

3   Method

The research method used in this writing is a literature study. Literature Study is a series of activities related to collecting library data, reading and taking notes, and processing materials from research obtained. This literature study technique aims to reveal theories that are relevant to the problem being studied as reference material or references as a result of research. Literature studies have the benefit of increasing the sensitivity of researchers in theory so they can find out what is important in the data and can be interpreted. A literature study is a method of reading and reviewing a previous research result. Researchers must be sensitive to the subject about what to look for and research to be better than before.

4   Discussion

The results of research conducted by Sito Meiyanto and Fauzan Heru Santhoso get or show a positive correlation with each other, and the subscale has a significant correlation. Based on the results obtained, the correlation between subscales shows that *work value* is a good measuring tool. In his research, regression analysis was conducted to test further the intrinsic *work value scale* in which the items of intrinsic work values include *activity preference, pride in work, job involvement,* and *upward striving,* and the extrinsic scale, which includes *social status* and *attitude toward earnings* on the commitment by using SPSS statistics. The regression analysis results show that intrinsic work values have a stronger relationship with commitment than extrinsic values. However, the extrinsic *work value* variable has one variable that is stronger than the other extrinsic variables, namely *social status.*

So it can be concluded that work's value is related to commitment. However, an intrinsic value dominates the relationship between work value and commitment compared to extrinsic value. According to Mathieu and Zajac, "intrinsic *rewards* have a significant influence when estimating job satisfaction.

Commitment is a measure of loyalty or loyalty to employees. One indicator of commitment is the belief and acceptance of the goals and values of an organization, the determination that is used to make an earnest effort to maintain the relationship between members in an organization. (Typhoon Siswanto, 2015).

Work values can determine *rewards* for individuals considered important so that they can generate commitment. Thus, commitment can be said to be a role of conformity to *work values* and organizational *rewards.* In addition to discussing intrinsic and extrinsic values, this study also discusses demographic variables. This variable also has a significant relationship, although there is one variable that shows no significant relationship, namely the gender variable. This shows that demographic variables, except gender, determine the commitment itself, although the contribution to commitment is an indirect relationship through *work value.* The absence of a significant relationship

between the sexes of men and women may be due to the characteristics of employees who work today. Because, at this time, many women have also decided to enter the world of work, it is possible to have a balanced number of workers between men and women. Another factor that shows differences but has the biggest contribution is the length of work. This shows that the more experienced a person is in the world of work, the higher the commitment he has. In a place of work, especially the longer the individual will feel a bond with the company or organization. Without feeling a bond with the company, it will have an impact on the commitment they have.

The implication of the research that previous researchers have done is that there is a relationship between *work value* and commitment to the organization or company that wants to increase the commitment that exists among employees is expected to ensure the match between organizational *rewards* and work values for employees. Efforts that can be made to increase commitment are through intrinsic work values. However, extrinsic values still influence commitment because one of the extrinsic values has one dominant variable. So it can be concluded that an organization can integrate intrinsic rewards intensively by carrying out several strategies to be used by management in increasing a commitment.

Furthermore, previous studies have shown that *extrinsic work values* have no significant effect on *affective commitment, continuance commitment, and normative commitment*. This previous research is supported by research conducted by Nkomo, and Queri (2014), which states that *extrinsic work values* have an effect but are not significant on *affective commitment, continuance commitment, and normative commitment*. This is because in Asia, especially Generation Y, they do work they enjoy, work on meaningful projects, and superiors can understand the problems in employees, which are considered important factors for Generation Y to continue working for their organization.

Then, *extrinsic work value* has an insignificant effect on *affective commitment, continuance commitment, and normative commitment*. However, on the other hand, *normative commitment* significantly affects *intrinsic work value. Normative commitment* is a feeling of obligation to remain in the company because the company has provided what is expected, for example, in terms of the variety of tasks given and responsibility to be able to see the results of what has been done for the company.

The previous research found that *altruistic work values* have no significant effect on *affective, continuance, and normative commitment*. However, the research conducted by Nkomo (2013), which has examined generation Y employees in private companies located in Africa, produces *altruistic work values* that significantly affect *affective, continuance, and normative commitment*. This happens because there are differences in the views of employees of Rumah Sari Mutiara Medan towards *altruistic work values* where the employee in completing his task is not too concerned with the help of others. Because this is what makes employees feel free from the company where they are located. According to Nkomo (2013), *social work values* can significantly affect *continuance commitment*. However, in the research conducted by Syahrul Fahri and Emmy Mariatin, *social work values* affect *affective, continuance, and normative commitment* but not too significantly.

Furthermore, in the research conducted by Choi, Chen stated that Generation Y in an organization prioritizes a balance between personal and work life and expects a

flexible work schedule. However, according to research conducted by Syahrul, Emmy stated that work value leisure had no significant effect on *affective, continuance, and normative commitment.*

So it can be said that the dimensions of *work value*, namely extrinsic, intrinsic, altruistic, social, and leisure, significantly influence *affective commitment, continuance commitment, and normative commitment. Affective commitment* is the one that has the highest position in influencing *work value* compared to *continuance commitment and normative commitment*, so the organization or company should need to strengthen an *affective commitment* to employees because, with a high level of *affective commitment*, employees will have a close emotional attachment to the organization or company where they work.

According to Meyer and Allen, an *affective commitment* is influenced by feeling comfortable when in a place of work while still identifying with the values of an organization. In addition, according to Sheri and Kline, it is stated that employees who have a high *affective commitment* will also increase the effort given by the employee to carry out the tasks assigned and allow them to work with the organization where they work for a long time. So that employees who have a high *affective commitment* tend to last a long time in the organization or company because the employee expects to remain in the organization. Therefore, employees with a strong affective commitment will be more valuable to an organization than those with a relatively low affective commitment (Syahrul Fahri & Emmy Mariatin, 2017).

In addition, previous research also stated that the results showed that the statistical T-test value of 1.96 or the work value of an employee of 4.518 significantly affected organizational commitment. This finding is in line with many previous studies that found that job value significantly influences organizational engagement. From previous research, it was found that private employees tend to work more seriously. Higher intrinsic job value than public sector employees. The value of the job is that the employee wants to maintain membership in the organization. The desire to contribute more to the organization, and because it has the value of organizational acceptance and work goals.

Older employees also show a high commitment to the organization for various reasons. They do not leave the organization due to a lack of job opportunities, difficulty finding other job options, or other life problems. This happens because many companies still use the old system and workforce values. The mentoring program is one way to increase the involvement of millennial organizations. Mentoring programs give millennial employees more responsibility, challenge, and feedback. These programs are more in line with the characteristics of Generation Y, who like challenges, are competitive, and seek immediate feedback. Tests of direct, indirect, and overall effects show that the value of work has direct or indirect implications.

The difference between this research and previous research is that the method used uses a literature study approach. While the previous research used quantitative methods, the similarity of this research is to use *of work value* and organizational commitment variables.

5   Conclusion

From the research done using the literature study method, it can be concluded that work value is related to commitment. However, an intrinsic value dominates the relationship between work value and commitment compared to extrinsic value. Mathieu and Zajac said that the reward or intrinsic *reward* is important in estimating job satisfaction.

Furthermore, previous research also states that the dimensions of *work value*, namely extrinsic, intrinsic, altruistic, social, and leisure, significantly influence *affective commitment, continuance commitment, and normative commitment. Affective commitment* is the one that has the highest position in influencing *work value* compared to *continuance commitment and normative commitment*, so the organization or company should need to strengthen an *affective commitment* to employees because, with a high level of *affective commitment*, employees will have a close emotional attachment to the organization or company where they work.

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