check for
updates

PERSONAL VALUES AND ORGANIZATIONAL COMMITMENT AMONG ADMINISTRATIVE EMPLOYEES OF A PUBLIC UNIVERSITY

Check for updates

 Nasina Mat Desa[1+]
 Muhammad Hasmi Abu Hassan Asaari[2]
Sharifah Idris[3]

[1,2,3]Management Section, School of Distance Education Universiti Sains Malaysia, Malaysia.
Email: nasina@usm.my

(+ Corresponding author)

ABSTRACT

The university management found that some issues arose among their administrative employees on organizational commitment due to personal values. The management sees that the issues need to be curbed as they will involve organizational performance. Thus, this paper intends to understand the relationship and the impact between personal values consisted of work value, wisdom, loyalty, and responsibility toward organizational commitment consisted of affective commitment, continuance commitment, and normative commitment among employees in the public university. The population was administrative employees of a public university in Kedah, Malaysia consisted of 320 employees. Self-administered questionnaires were distributed among administrative employees. The study discovered there was a strong relationship between personal values and organizational commitment among administrative employees in the public university. The administrative employees indicated a strong and moderate relationship on their personal values toward organizational commitment. Finally, the administrative employees indicate that personal values, in general, had an impact on their organizational commitment.

Contribution/ Originality: This study contributes to the existing literature toward understanding the relationship and the impact between personal values, namely work value, wisdom, loyalty, and responsibility toward organizational commitment, namely affective commitment, continuance commitment, and normative commitment among employees in the public university.

1. INTRODUCTION

The public and private sectors are very important in leading and achieving the development and growth goals of the Malaysian economy. The goal of Vision 2020 developed by the Prime Minister of Malaysia on 28 February 1991 was to develop Malaysia into an industrial nation by 2020 from various aspects, namely economy, politics, spirituality, psychology, and culture (Akademi, 1991). Every employee in the organization whether in the public or private sector is the main driver in achieving the goals of an organization.

The excellence and success of an organization are closely related to how the employees in the organization can play their respective roles and have characteristics that can work together to achieve the mission and vision of an organization. Therefore, in forming a successful organization, employees must give full commitment in carrying out the tasks and responsibilities given to achieve the goals of the organization and in turn can bring benefits to the

organization. Organizational commitment is an important element in every person who holds the title of employee. Allen and Meyer (1990) stated organizational commitment is to do something seriously, efficiently, and faithfully to an organization. Various factors influence this commitment. These factors will affect the commitment of the employee. Tania and Sutanto (2013) stated that commitment to the organization is a situation in which employees are obedient to an organization and its goals and intentions will remain in the organization. This is because employees with high commitment are more likely to improve the quality of work and can carry out their responsibilities with full commitment. Moreover, Angel and Perry (1983) argued that employees with high organizational commitment can become stable and more proactive employees to be able to provide benefits to the organization.

Individuals had a different background and attitude due to their upbringing and socialization. Their attitudes provide a close connection to organizational commitment. Moreover, the influence of personal values on the employee had an impact on the organization and its environment. Meyer and Allen (1991) had identified that there are three main components in organizational commitment, namely affective commitment, continuous commitment, and normative commitment. Employees' attitudes and values greatly influence performance and it has a huge impact on the organization. Thus, this was closely related to organizational commitment. This is because the commitment of this organization is driven by the values found in the employee. Values were elements of judgment that bring the fruit of an individual's thoughts on things that are true, good, or desired. Generally, values affect the attitudes and behaviors of an individual.

The university management found that some issues arose among their employees on organizational commitment due to personal values. The management sees that the issues need to be curbed as they will involve organizational performance. Thus, this paper intends to understand the relationship and the impact between personal values consisted of work value, wisdom, loyalty, and responsibility toward organizational commitment consisted of affective commitment, continuance commitment, and normative commitment among employees in the public university.

2. LITERATURE REVIEW

2.1. Organizational Commitment

Organizational commitment was defined as a psychological construct that involves the values of the employee's relationship with the organization and has an impact on an individual's decision to remain in the organization (Meyer & Allen, 1991). Whereas, Affendi (2014) stated that employees who have high organizational commitment can last longer in the organization than employees who do not have organizational commitment. Porter, Steers, Mowday, and Boulian (1974) stated that commitment has a concept as a relative strength of one's identification and involvement in an organization. Meanwhile, Mowday, Steers, and Porter (1979) organizational commitment refer to the strength of the relationship of individual identification with involvement in an organization. Moreover, Meyer and Allen (1991) indicated that there are three components in organizational commitment, namely affective commitment, continuous commitment, and normative commitment. Firstly, affective commitment referred to the employee's affection for the organization, the desire to be identified with the organization as well as the desire to remain in the organization. Meyer and Allen (1991) stated that desire is the effect of the lecturer's affection for the organization that has given them a valuable positive experience. They also stated that affective commitment was closely related to emotional involvement and the desire to remain committed, involved, loyal and fun to be with the organization to achieve goals. Meanwhile, Yahaya, Yahaya, Ma'alip, Ramli, and Kamal (2012) stated that employees with a high level of affective commitment will continue to remain with the organization based on their feelings of love and desire to remain in the organization. Secondly, continuance commitment had been regarded as the ongoing commitment is that employees are willing to stay in the organization because of the investments made by the employees where the investment can not move (Reichers, 1985). Continuance commitment that focused on benefit

and loss considerations if leaving the organization following privileges or facilities that have been acquired (Meyer & Allen, 1991). Employees who had this constant commitment will find it difficult to leave their organization (Meyer. & Allen, 1997). Among the challenges that cannot be transferred are retirement matters, relationships with other employees, or things that are special to the organization. Besides, the benefits received by the employees had caused a person's loyalty toward the organization. Finally, the normative commitment had been said as mandatory feeling to stay in the organization because they feel the need to stay in the organization. Employees with high normative commitment will survive in the organization because they feel the need to do so (Robbins & Judge, 2008). The normative commitment was a feeling of loyalty to continue to work for the organization due to pressure from others to continue working in the organization. Employees who have a high organizational commitment are concerned about the views of others towards themselves if they take action to leave the organization.

2.2. Personal Values

Rokeach (1973) defined value as a strong belief that a certain behavior or situation is better than the opposite behavior or situation and this applies to personal and social contexts. According to him, the value had two characteristics; the first feature was not limited by a specific object or situation. The second feature shaped the beliefs and attitudes of an individual. An understanding of values will influence the pattern of beliefs and the formation of individual attitudes. Super (1962) stated that value is something that is the basis that decides one's will. This was because the individual will form an attitude towards his work based on the assessment made. Value was also not something inherited. It resulted from a variety of factors and circumstances experienced throughout life through the interaction and identification of individuals with various agents or socialization models found in the work environment, community, and family. Furthermore, there are four components of personal values, namely work value, wisdom, loyalty, and responsibility. Firstly, job value stated that work has no real meaning unless individuals place that meaning with their activities. Therefore, one way to understand these various meanings was to determine the value of work that can be obtained from work in the organization and to determine the extent to which the individual evaluates each of these dimensions. Therefore, the value of work held by each individual can have an impact on an organization (Kalleberg, 1977). Secondly, wisdom had been referred to as the use of common sense or skillfully using common sense to act to overcome every difficulty and problem. While wisdom is always using his intellect that is his experience and knowledge, knowledgeable, sharp-minded and careful, and thorough (Wijayanti, 2017). Thirdly, loyalty referred to an employee's dedication to the organization and identification with the organization that is proud to be an employee to the organization (Chen, Tsui, & Farh, 2002). Finally, responsibility was an important attitude and behavior in life. The responsibility of a person will be careful in doing an act so that the act he does will have a positive value either for himself or for others (Trianawati, 2013). Thus, responsible people will carry out their duties and responsibilities to the best of their ability.

2.3. Relationship between Personal Values and Organizational Commitment

Organizational commitment was one of the important variables in organizational behavior. It was very important in creating a conducive organizational climate. Therefore, the personal values of each individual greatly influenced the commitment to the organization. In an organization personal values were valued because they have a great influence on the organization's commitment to achieving organizational goals. Organizations were very fortunate to have employees who are committed to carrying out the tasks and responsibilities assigned. This was because it can make every job run smoothly and orderly in turn can provide the best service for the organization. Therefore, organizations that were having employees with high personal value can reduce problems in the workplace and turn can create a conducive organizational atmosphere. The relationship between personal values was closely related to organizational commitment. A person's personal values would influence ethics and values while working. Allen and Meyer (1990) defined that commitment to the organization as volunteers to contribute to

the goals of the organization. Moreover, Zawawi (2003) had conducted a study on the value of work and its relationship to organizational commitment. She conducted a study on 213 respondents from various types of organizations. The study found that there was a significant positive relationship between work value and organizational commitment. Thus, the value of work and organizational commitment were closely intertwined.

2.4. Research Framework

Figure 1 depicts the research framework between the personal values that consisted of work value, wisdom, loyalty, and responsibility toward organizational commitment that consisted of affective commitment, continuance commitment, and normative commitment.
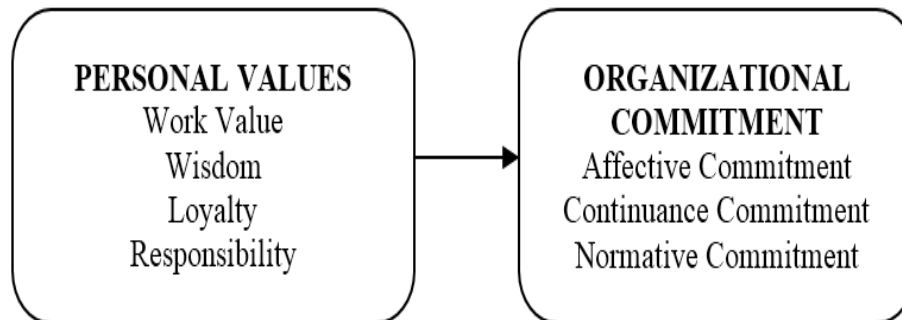

Figure-1. Research Framework.

2.5. Hypotheses

Based on the above research framework, the study's hypotheses are listed below:

H_1: Personal values have a positive relationship with organizational commitment.

H_{2a}: The work value of personal values has a positive relationship with affective commitment.

H_{2b}: Wisdom of personal values has a positive relationship with affective commitment.

H_{2c}: Loyalty of personal values has a positive relationship with affective commitment.

H_{2d}: Responsibility of personal values has a positive relationship with affective commitment.

H_{3a}: The work value of personal values has a positive relationship with continuance commitment.

H_{3b}: Wisdom of personal values has a positive relationship with continuance commitment.

H_{3c}: Loyalty of personal values has a positive relationship with continuance commitment.

H_{3d}: Responsibility of personal values has a positive relationship with continuance commitment.

H_{4a}: The work value of personal values has a positive relationship with normative commitment.

H_{4b}: Wisdom of personal values has a positive relationship with normative commitment.

H_{4c}: Loyalty of personal values has a positive relationship with normative commitment.

H_{4d}: Responsibility of personal values has a positive relationship with normative commitment.

3. METHODOLOGY

The population was administrative employees of a public university in Kedah, Malaysia consisted of 320 employees. Self-administered questionnaires were distributed among administrative employees. The questionnaire consisted of 3 parts; namely Part A: Demographic Information, Part B: Personal Values, and Part C: Organizational Commitment. Table 1 depicts the construct of research tools on personal values and organizational commitment.

Personal values consisted of fourteen questions that were adapted and adopted from the works of Rokeach (1973). There were seven questions on work value, three questions on wisdom, and two questions each on loyalty and responsibility. Rokeach's tools had a reliability value ranges from 0.73 to 0.91. The Likert scale was used and ranged from 1 (strongly disagree) to 5 (strongly agree). Organizational commitment was adapted and adopted from the works of Meyer, Allen, and Smith (1993). There were eighteen items in total; affective commitment,

continuance commitment, and normative commitment consisted of six items each. Meyer et al. (1993) tools had a reliability value ranges from 0.78 to 0.91. Moreover, the Likert scale was used and ranged from 1 (strongly disagree) to 5 (strongly agree).

Table-1. Research tools & reliability.

Variable		Source	No. of Questions	Cronbach's Alpha
Personal Values	Work value	Rokeach (1973)	7	0.91
	Wisdom		3	0.78
	Loyalty		2	0.73
	Responsibility		2	0.81
Organizational Commitment	Affective Commitment	Meyer et al. (1993)	6	0.91
	Continuance Commitment		6	0.86
	Normative Commitment		6	0.78

4. DATA ANALYSIS

A total of 170 questionnaires were received. Unfortunately, there were 12 questionnaires were dropped due to incompletion. Thus, a total of 158 questionnaires were used with a useable rate of 49.4%. SPSS had been employed to analyze the data, namely reliability analysis, frequency analysis, correlations analysis, and regression analysis.

4.1. Reliability Analysis

Table 2 depicts the reliability analysis of variable components for personal values, namely seven items of work value with $\alpha=0.97$, three items of wisdom with $\alpha=0.95$, two items of loyalty with $\alpha=0.92$, and two items of responsibility with $\alpha=0.96$. On the other hand, organizational commitment comprised of 6 items of affective commitment with $\alpha=0.75$, and continuance commitment comprised of 6 items with $\alpha=0.77$. Meanwhile, the initial questions for normative commitment were 6 had to eliminate Question 5 due to low reliability ($\alpha=0.47$). Upon deletion of Question 5, the normative commitment's reliability value increased to 0.82.

Table-2. Reliability Analysis.

Variable	n	α	Item Drop	n	α
Work Value	7	0.967	Nil	7	0.967
Wisdom	3	0.949	Nil	3	0.949
Loyalty	2	0.924	Nil	2	0.924
Responsibility	2	0.962	Nil	2	0.962
Affective Commitment	6	0.745	Nil	6	0.745
Continuance Commitment	6	0.772	Nil	6	0.772
Normative Commitment	6	0.473	Question 5	5	0.824

4.2. Frequency Analysis

All respondents were Malays (n=158, 100%) as administrative employees at the public university. Male respondents were almost 60% (n=93, 59%) against female employees (n=65, 41%). The majority of the employees were married (n=138, 87%) against single employees (n=20, 13%). Most employees were in the age range of 30 to 39 years old (n=103, 65%). This was followed by 40 to 49 years old (n=33, 21%), 20 to 29 years old (n=21, 13%), and above 50 years old (n=1, 1%). Respondents were asked about their highest academic achievement. Almost two-thirds of them were having a certificate (n=99, 65%). Academically, employees with a diploma were 43 (27%), the first degree was 14 (21%), and the master's degree was 2 (1%). The employees' work grade indicated that 87 employees (55%) were grade 11 to 19. This was followed by grades 22 to 29 where 51 employees (32%) and grade 21 to 38 were 20 (13%). Finally, respondents indicated that the majority of their superior was a male boss (n=113, 72%) as compared to the female boss (n=45, 29%).

Table-3. Frequency Analysis.

Item	n	%
Gender		
- Male	93	58.9
- Female	65	41.1
Marital Status		
- Single	20	12.7
- Married	138	87.3
Age (years old)		
- 20-29	21	13.3
- 30-39	103	65.2
- 40-49	33	20.9
- > 50	1	0.6
Education		
- Certificate	99	62.7
- Diploma	43	27.2
- First Degree	14	8.9
- Master	2	1.3
Work Grade		
- 11-19	87	55.1
- 22-29	51	32.3
- 32-38	20	12.7
My Superior		
- Male	113	71.5
- Female	45	28.5

4.3. Correlations Analysis

Table 4 depicts the correlations analysis between personal values, namely work value, wisdom, loyalty, and responsibility toward organizational commitment, namely affective commitment, continuance commitment, and normative commitment. Overall, the correlations analysis indicated that personal values had a significant strong relationship ($r=0.44$) with organizational commitment. Firstly, the work value of personal values had a moderate relationship with affective commitment ($r=0.24$); subsequently, a strong relationship with continuance commitment ($r=0.42$) and normative commitment ($r=0.49$). Secondly, the wisdom of personal values had a moderate relationship with affective commitment ($r=0.26$); subsequently, a strong relationship with continuance commitment ($r=0.44$) and normative commitment ($r=0.50$). Thirdly, the loyalty of personal values had a moderate relationship with affective commitment ($r=0.24$); subsequently, a strong relationship with continuance commitment ($r=0.43$) and normative commitment ($r=0.48$). Finally, the responsibility of personal values had a weak relationship with affective commitment ($r=0.16$); subsequently, a moderate relationship with continuance commitment ($r=0.33$) and normative commitment ($r=0.40$).

Table-4. Correlations analysis.

	Variables	2	3	4	5	6	7	8	9
1	Work Value	0.866**	0.859**	0.866**	0.240**	0.419**	0.485**	0.935**	0.442**
2	Wisdom	1	0.991**	0.879**	0.257**	0.444**	0.497**	0.977**	0.463**
3	Loyalty		1	0.874**	0.235**	0.432**	0.482**	0.973**	0.445**
4	Responsibility			1	0.160*	0.330**	0.397**	0.945**	0.344**
5	Affective Commitment				1	0.441**	0.513**	0.233**	0.724**
6	Continuance Commitment					1	0.955**	0.424**	0.931**
7	Normative Commitment						1	0.486**	0.955**
8	Personal Values							1	0.442**
9	Organizational Commitment								1

Note:
** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

4.4. Simple Regression Analysis

Table 5 depicts the simple regression analysis which was conducted on personal values toward organizational commitment. The respondents had the R_2 value showed 20% for the dependent variable of organizational commitment, which was explained by the personal values ($\beta=0.374$, $p<0.000$). The simple regression analysis indicated that 80% of the variance for organizational commitment was explained by other unknown additional variables that have not been explored. Furthermore, the regression model ($F=37.930$, $p<0.000$) was proven to be a significant model due to the F ratio being significant in predicting organizational commitment. In conclusion, personal values were significant in predicting organizational commitment among respondents. Thus, hypothesis H_1 was supported in explaining the respondents their personal values toward organizational commitment.

Table-5. Simple regression analysis.

Variables	Organizational Commitment	
	β	Sig.
Personal Values	0.374	0.000
R²	0.196	
Adj. R²	0.190	
F-Change	37.930	
Sig. F-Change	0.000	

4.5. Multiple Regression Analysis

The table depicts the multiple regression analysis which was conducted on personal values, namely work value, wisdom, loyalty, and responsibility toward organizational commitment, namely affective commitment, continuance commitment, and normative commitment. Firstly, multiple regression analysis was conducted between personal values, namely work value, wisdom, loyalty, and responsibility toward affective commitment. The respondents had the R_2 value showed 12% for the dependent variable of affective commitment, which was explained by the work value ($\beta=0.206$, $p>0.05$), wisdom ($\beta=1.192$, $p<0.05$), loyalty ($\beta=-0.902$, $p>0.05$), and responsibility ($\beta=-0.323$, $p<0.05$). The multiple regression analysis indicated that 88% of the variance for affective commitment was explained by other unknown additional variables that have not been explored. Furthermore, the multiple regression model ($F=5.108$, $p<0.005$) was proven to be a significant model due to the F ratio being significant in predicting affective commitment. In conclusion, wisdom and responsibility were significant in predicting affective commitment among respondents. Unfortunately, work value and loyalty were not significant in predicting affective commitment among respondents. Thus, hypotheses H_{2b}, wisdom, and H_{2d}, responsibility, were supported in explaining the respondents toward affective commitment. Unfortunately, hypotheses H_{2a}, work value, and H_{2c}, loyalty, were not supported in explaining the respondents toward affective commitment. Secondly, multiple regression analysis was conducted between personal values, namely work value, wisdom, loyalty, and responsibility toward continuance commitment. The respondents had the R_2 value showed 24% for the dependent variable of continuance commitment, which was explained by the work value ($\beta=0.313$, $p<0.05$), wisdom ($\beta=0.887$, $p>0.05$), loyalty ($\beta=-0.399$, $p>0.05$), and responsibility ($\beta=-0.388$, $p<0.05$). The multiple regression analysis indicated that 76% of the variance for continuance commitment was explained by other unknown additional variables that have not been explored. Furthermore, the multiple regression model ($F=11.741$, $p<0.000$) was proven to be a significant model due to the F ratio being significant in predicting continuance commitment. In conclusion, work value and responsibility were significant in predicting affective commitment among respondents. Unfortunately, wisdom and loyalty were not significant in predicting affective commitment among respondents. Thus, hypotheses H_{3a}, work value, and H_{3d}, responsibility, were supported in explaining the respondents toward continuance commitment. Unfortunately, hypotheses H_{3b}, wisdom, and H_{3c}, loyalty, were not supported in explaining the respondents toward continuance commitment. Finally, multiple regression analysis was conducted between personal values, namely work value, wisdom, loyalty, and responsibility toward normative commitment. The respondents had the R_2 value

showed 29% for the dependent variable of normative commitment, which was explained by the work value (β=0.364, $p<0.05$), wisdom (β=0.964, $p<0.05$), loyalty (β=-0.533, $p>0.05$), and responsibility (β=-0.321, $p<0.05$). The multiple regression analysis indicated that 71% of the variance for normative commitment was explained by other unknown additional variables that have not been explored. Furthermore, the multiple regression model (F=15.319, $p<0.000$) was proven to be a significant model due to the F ratio being significant in predicting normative commitment. In conclusion, work value, wisdom, and responsibility were significant in predicting normative commitment among respondents. Unfortunately, loyalty was not significant in predicting normative commitment among respondents. Thus, hypotheses H_{4a}, work value, H_{4b}, wisdom, and H_{4d}, responsibility, were supported in explaining the respondents toward normative commitment. Unfortunately, hypothesis H_{4c}, loyalty, was not supported in explaining the respondents toward normative commitment.

Table-6. Multiple regression analysis – affective commitment.

Variables	Affective Commitment		Continuance Commitment		Normative Commitment	
	β	Sig.	β	Sig.	β	Sig.
Work Value	0.206	0.167	0.313	0.054	0.364	0.019
Wisdom	1.192	0.014	0.887	0.090	0.964	0.054
Loyalty	-0.902	0.059	-0.399	0.441	-0.533	0.281
Responsibility	-0.323	0.029	-0.388	0.016	-0.321	0.037
R^2	0.118		0.235		0.286	
Adj. R^2	0.095		0.215		0.267	
F-Change	5.108		11.742		15.319	
Sig. F-Change	0.001		0.000		0.000	

In summary, Table 7 depicts the simple and multiple regression analysis between personal values and organizational commitment.

Table-7. Summary of regression analysis.

Hypothesis	Item	Result
H_1	Personal values have a positive relationship with organizational commitment	Supported
H_{2a}	The work value of personal values has a positive relationship with affective commitment.	Not Supported
H_{2b}	The wisdom of personal values has a positive relationship with affective commitment.	Supported
H_{2c}	The loyalty of personal values has a positive relationship with affective commitment.	Not Supported
H_{2d}	Responsibility of personal values has a positive relationship with affective commitment.	Supported
H_{3a}	The work value of personal values has a positive relationship with continuance commitment.	Supported
H_{3b}	The wisdom of personal values has a positive relationship with continuance commitment.	Not Supported
H_{3c}	The loyalty of personal values has a positive relationship with continuance commitment.	Not Supported
H_{3d}	Responsibility of personal values has a positive relationship with continuance commitment.	Supported
H_{4a}	The work value of personal values has a positive relationship with normative commitment.	Supported
H_{4b}	The wisdom of personal values has a positive relationship with normative commitment.	Supported
H_{4c}	The loyalty of personal values has a positive relationship with normative commitment.	Not Supported
H_{4d}	Responsibility of personal values has a positive relationship with normative commitment.	Supported

4.6. Mean Comparison Gender: Respondents and Superior

Table 8 and Table 9 depict the mean comparison between respondents' gender and their superior, namely male boss and female boss. Firstly, the mean comparison between male respondents and male superior on personal values, namely work value, wisdom, loyalty, and responsibility against organizational commitment, namely affective commitment, continuance commitment, and normative commitment.

In Table 8, male employees who worked under a male boss indicated a high mean on wisdom, loyalty, the responsibility of personal values; and also a high mean on affective commitment, continuance commitment, and normative commitment of organizational commitment as compared to male employees worked under a female boss. On the other hand, male employees who worked under a female boss indicated that their work values and responsibility of personal values are high as compared to male employees who worked under a male boss.

Table-8. Comparison between male employees worked under a male boos and female boss.

Variables	Male Employees with Male Boss			Male Employees with Female Boss		
	N	Mean	SD	N	Mean	SD
Work Value	74	4.241	0.591	19	4.301	0.543
Wisdom	74	4.257	0.623	19	4.053	0.621
Loyalty	74	4.257	0.604	19	4.105	0.614
Responsibility	74	4.304	0.590	19	4.395	0.591
Affective Commitment	74	4.264	0.549	19	3.947	0.575
Continuance Commitment	74	4.047	0.664	19	3.667	0.494
Normative Commitment	74	4.114	0.626	19	3.821	0.565
Personal Values	74	4.265	0.586	19	4.213	0.523
Organizational Commitment	74	4.141	0.536	19	3.812	0.445

Meanwhile, in Table 9, female employees who worked under a male boss indicated a high mean on their work values, wisdom, loyalty, and responsibility of personal values as compared to female employees who worked under a female boss. Moreover, they also indicated a high mean of affective commitment, continuance commitment, and normative commitment of organizational commitment as compared to their colleagues with a female boss.

Table-9. Comparison between female employees worked under a male boos and female boss.

Variables	Female Employees with Male Boss			Female Employees with Female Boss		
	N	Mean	SD	N	Mean	SD
Work Value	39	4.311	0.625	26	4.165	0.683
Wisdom	39	4.239	0.705	26	4.103	0.729
Loyalty	39	4.244	0.697	26	4.096	0.707
Responsibility	39	4.282	0.705	26	4.192	0.749
Affective Commitment	39	4.564	0.366	26	4.378	0.500
Continuance Commitment	39	4.214	0.584	26	3.821	0.505
Normative Commitment	39	4.303	0.567	26	3.915	0.588
Personal Values	39	4.269	0.660	26	4.139	0.689
Organizational Commitment	39	4.360	0.449	26	4.038	0.471

Table 10 depicts the comparison between male boss (n=113) against the female boss (n=45) with regards to the administrative employees' components of personal values, namely work value, wisdom, loyalty, and responsibility and components of organizational commitment, namely affective commitment, continuance commitment, and normative commitment. The comparison discovered that male bosses had a high mean of their administrative employees' on personal values (4.27) and organizational commitment (4.22) as compared to their counterpart, personal values (4.17) and organizational commitment (3.94).

Table-10. Comparison between male boss and female boss.

Variables	Male Boss (n=113)		Female Boss (n=45)	
	Mean	SD	Mean	SD
Work Value	4.266	0.601	4.222	0.625
Wisdom	4.251	0.649	4.082	0.679
Loyalty	4.252	0.634	4.100	0.662
Responsibility	4.297	0.629	4.278	0.687
Affective Commitment	4.367	0.512	4.196	0.569
Continuance Commitment	4.105	0.639	3.756	0.501
Normative Commitment	4.179	0.611	3.876	0.574
Personal Values	4.266	0.610	4.170	0.619
Organizational Commitment	4.217	0.517	3.943	0.469

5. DISCUSSIONS

5.1. The Relationship between Personal Values and Organizational Commitment

The study discovered there was a strong relationship between personal values and organizational commitment among administrative employees in the public university. Overall, the administrative employees indicated a strong and moderate relationship on their personal values, namely work value, wisdom, and loyalty toward organizational commitment, namely affective commitment, continuance commitment, and normative commitment. Interestingly, the top management could capitalize on their sense of loyalty among administrative employees to be committed to their organization. Moreover, the top management also possible to promote a sense of wisdom among administrative employees that they made the right decision to work with their organization. Thus, the top management of the university could hold at least a monthly gathering among their administrative employees in giving good views and perspectives on the university's directions with them in their way of moving the directions. This also would promote a sense of work value and responsibility among administrative employees as they feel that they are needed to implement the university's directions.

5.2. The Impact between Personal Values and Organizational Commitment

The administrative employees indicate that personal values, in general, had an impact on their organizational commitment. This is in accord with Zawawi (2003) and Abidin (2004) that work value shows a significant relationship with organizational commitment. Specifically, administrative employees stated that their affective commitment was affected by wisdom and responsibility. Secondly, their continuance commitment was affected by work value and responsibility. Finally, their normative commitment was affected by work value, wisdom, and responsibility. Unfortunately, administrative employees state that their loyalty had no impact on any of the organizational commitment components, namely affective commitment, continuance commitment, and normative commitment. Thus, this information is valuable to the university's top management as they can induce various motivational programs, especially on the religious, as their administrative employees can value more on their work value, wisdom, and responsibility. These components of personal values are associated with the good characteristics and human nature to do good toward their organization. Moreover, the top management can have committed administrative employees to work in achieving the organization's vision and mission.

5.3. The Mean Comparison between Administrative Employees and Superiors

The result on mean comparison between administrative employees, male and female, and their superiors, namely male boss and female boss. The male boss has a high mean on their administrative employees' personal values and organizational commitment. Unfortunately, the female boss has a lower mean on their administrative employees' personal values and organizational commitment. This is an indicator to the top management that the leadership style between their male boss and the female boss has an impact on the administrative employees. Moreover, top management has to consider giving specific training on leadership styles and administrative

functions toward their appointed head of department (HOD). The HOD needs to be trained as they can guide the administrative employees toward the organizations' vision and mission by increasing their personal values and organizational commitment.

6. CONCLUSION

In conclusion, this study can be used as a guide and improvement to the university's management in applying personal values and organizational commitment to their administrative employees in the organization. Organizations that have highly committed employees will be more likely to have employees who will strive to serve their organization. Moreover, the personal values possessed by each member of the organization will influence the way we work and get a more efficient and efficient organizational environment. The long-serving administrative employees with a high experience in carrying out the responsibilities and scope of work in their respective divisions as the asset to the university. Administrative employees with high personal values and in turn will increase commitment to the organization because personal values have a strong relationship with organizational commitment. Therefore, top management and administrative employees need to take steps so that each member of the organization will continue to have a high level of commitment through a variety of ongoing awareness and motivation.

REFERENCES

Abidin, S. A. (2004). *The effect of personal values on organizational commitment.* Unpublished Master Thesis, Universiti Sains Malaysia.

Affendi, F. (2014). *Levels of job satisfaction and organizational commitment among vocational college teachers: A structural equation model approach.* Master Thesis, Unpublished, Universiti Tun Hussein Onn Malaysia.

Akademi, S. (1991). Vision 2020. Malaysia: The way forward (Vision 2020). Working Paper Dr. Mahathir Mohamad, Malaysia Business Council, 28 February 1991. Retrieved from https://www.akademisains.gov.my/wp-content/uploads/2019/12/Vision-2020_complete.pdf.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology, 63*(1), 1-18.Available at: https://doi.org/10.1111/j.2044-8325.1990.tb00506.x.

Angel, H., & Perry, J. (1983). Organizational commitment: Individual and organizational influence. *Work and Occupations, 10*(2), 123-146.

Chen, Z. X., Tsui, A. S., & Farh, J.-L. (2002). Loyalty to supervisor vs. organizational commitment: Relationships to employee performance in China. *Journal of Occupational and Organizational Psychology, 75*(3), 339-356.Available at: https://doi.org/10.1348/096317902320369749.

Kalleberg, A. L. (1977). Work values and job rewards: A theory of job satisfaction. *American Sociological Review, 42*(1), 124-143.Available at: https://doi.org/10.2307/2117735.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89.Available at: https://doi.org/10.1016/1053-4822(91)90011-z.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology, 78*(4), 538-551.Available at: https://doi.org/10.1037/0021-9010.78.4.538.

Meyer., J. P., & Allen, N. (1997). *Commitment in the workplace.* Thousand Oaks: Sage Publications.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*, 224-247.Available at: http://dx.doi.org/10.1016/0001-8791(79)90072-1.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology, 59*(5), 603-609.Available at: https://doi.org/10.1037/h0037335.

Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of Management Review, 10*(3), 465–476.Available at: https://doi.org/10.5465/amr.1985.4278960.

Robbins, S. P., & Judge, T. A. (2008). *Organizational behavior*. Jakarta: Four Salemba.

Rokeach, M. (1973). *The nature of human values*. NY: Free Press.

Super, D. E. (1962). The structure of work values in relation to status, achievement, interests, and adjustment. *Journal of Applied Psychology, 46*(4), 231–239.Available at: https://doi.org/10.1037/h0040109.

Tania, A., & Sutanto, E. M. (2013). The effect of work motivation and job satisfaction on organizational commitment of PT. Dai Knife in Surabaya Agora *Matters, 1*(3), 1702-1720.

Trianawati, P. (2013). *Instilling the value of responsibility through scouting extracurricular at SMP Negeri 13 Semarang*. Unpublished Master Thesis, Semarang State University.

Wijayanti, T. (2017). *Becoming a wise Person in the global Era through learning the philosophy of science*. Paper presented at the National Seminar on Civics, UNNES.

Yahaya, A., Yahaya, N., Ma'alip, H., Ramli, J., & Kamal, M. M. (2012). The relationship between the occupational stress, organizational commitment, and job satisfaction with organizational citizenship behavior. *Science Archives, 65*(3), 55-73.

Zawawi, D. (2003). *The relationship between work values, organizational commitment and job performance among executives in Malaysia*. Unpublished Master Thesis, Universiti Putra Malaysia.