

Impact of Work Value Affecting Employee Job Satisfaction for Improving Organizational Performance

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Abstract

Companies that want to compete in the global era will increase productivity and performance to maintain a competitive advantage. Therefore, the company must pay attention to physical, financial, marketing, and human resources. Humans, in this case, employees, are the most valuable assets for the long term. Therefore, the organization or company needs to pay more attention to its employees. The goal of this analysis is to illustrate the effect of job values on employee satisfaction. To boost the efficiency of a company. This study uses a qualitative method by using literature studies to collect issues that are relevant to the object of research. The results showed that work value has a strong correlation with employee performance satisfaction. Employees' work values at work, which include independence, working conditions, recognition, relationship, achievement, and support, provide a clear understanding and understanding between employees and companies that do. Of course, it will affect the company's performance.

Keywords: *Work Value, Employee Satisfaction, Organizational Performance.*



A. INTRODUCTION

A competitive company will always improve its performance and productivity through consistency in producing the best performance and maintaining the company's competitive advantage (del Brio et al., 2007). Therefore, paying attention to physical, financial, marketability, and human resources are important factors required for a company to grow and develop. The factors that are considered the most potential in providing a competitive advantage for companies are competent and professional human resources (HR) and how to manage HR to provide excellent service (Camona-Moreno et al., 2012). Companies that use strategies to achieve competitive advantage through humans have proven that they can outperform companies with a highly committed workforce that use other competitive strategies repeatedly (Ndelela & Du Toit, 2001).

In this case, humans are the most valuable and profitable asset for the company in the long term (Hutajulu & Supriyanto, 2013). Therefore, companies need to pay more attention to their employees. Companies need to see employees as individuals, not as tools. Humans, as individuals, certainly need recognition and appreciation (Andrianto & Raharjo, 2011). To achieve the best possible performance, the fulfillment of employees' needs must be considered to feel valued and recognized for their existence. Thus, the company can demand what employees should give to the company and think about whether the employee's needs have

been met so that it will stimulate the emergence of employee commitment to the company (Vance, 2006).

Lok & Crawford (2004) added that satisfying workers' needs is very critical for the employees themselves and the company as well. Companies need employee participation in a certain quality and quantity, while employees need a pleasant job, opportunities to participate, appropriate wages, promotion opportunities, and good superior-subordinate relationships. The agreement in fulfilling the two parties legally will foster a high commitment of employees to the organization, which ultimately stimulates employees to work well and compete in very tight competitive conditions such as lately (Muis et al., 2018).

Robbins (2009) states that values include aspects of judgment, and they contain opinions of the individual as to what is good, right, or ideal. It has qualities of both quality and strength. The material attribute shows the mode of operation, or the conclusion of the essential life, the strength of the attribute determines how important it is. When we rate scores in terms of strength, we get the value system of that individual. We all have a hierarchy of values based on the relative importance we attribute to values such as independence, enjoyment, self-respect, fairness, obedience, and equality (Meiyanto & Santoso, 1999).

Employee success is the degree to which an employee has applied a business strategy to accomplish particular targets relative to individual positions and demonstrate competencies that are declared important to the organization (Kristanto, 2015). Performance is a multidimensional term covering three dimensions: mentality, skill, and achievement (Putri Ardi, 2017). Performance is related to what is expected from a person's work. Realizing these expectations requires efforts to achieve them. One theory that can be used to monitor employee performance is Vroom's expectation theory, which states that motivation depends on individuals' expectations concerning their ability to do tasks and receive the desired expectations (Daft, 2007).

Based on the context above, the authors are involved in researching the effect of job values on employee happiness and their impact on enhancing business performance.

B. METHOD

Writing about the value of work that affects this uses a qualitative approach using the literature review method. Qualitative analysis is used to consider how people are viewing the environment. Although there are several qualitative analysis methods, they seem to be versatile and rely on preserving rich definitions while analyzing results (Gunawan, 2013). Popular methods include fundamental theory, ethnography, behavior analysis, phenomenological and narrative research. They have parallels, but they underscore distinct aims and viewpoints (Semiawan, 2010; Moleong, 2010).

This study uses a literature review method in presenting theories related to the research problems that are being carried out. The literature review process

involves collecting tasks relating to techniques for gathering library records, reading and taking notes, and handling research materials (Zed, 2008). Researchers have a broader and deeper in-depth on the problem to be studied by conducting a literature study.

C. RESULT AND DISCUSSION

Researchers in organizational behavior have long included the concept of value as the basis for understanding individual attitudes and motivations. Individuals who enter an organization with preconceived opinions about what should and what shouldn't happen. This, in turn, has implications for certain behaviors and results that are preferable to others; in other words, the value obscures objectivity and rationality (Robbins, 2009).

Rokeach describes the definition of value as "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable..." Based on this description, the meaning of value represents three essential characteristics: (1) as a state of what is wanted, (2) as a significant, correlated feeling, and (3) as a behavioral aspect that leads to action when triggered (Rokeach, 1973).

According to Sofyandi and Garniwa, value expresses the fundamental belief that a mode of behavior or an end-state of existence is more personal or social preferable than an opposite or opposite end-state behavior mode of existence. Value is a pervasive belief inside individual initiative. Value contains an element of consideration because it carries An individual's ideas about what is right, right, or attractive. Value has quality and strength attributes. Value structures are characterized by the relative importance of values such as independence, enjoyment, self-respect, fairness, obedience, and equality (Sofyandi & Garniwa, 2007).

The values used in the workplace are shared values, which are an essential component of any covenant relationship. Controversial values such as efficiency, creativity, collaboration, and engagement are readily communicated and can cultivate close relationships. Employees assume that if their company supports quality goods, they will partake in inaction, leading to high quality (Blood, 1969). Employees agree that if they support corporate engagement, they will be more likely to assume that their participation will make a difference. As a result, they will be more likely to pursue alternatives and make recommendations that will lead to corporate progress (Kalleberg, 1977).

The success of an organization depends on the value of its work. Work value is important because it affects organizational behavior, work performance, productivity, and organizational commitment. An organization's brilliance is highly dependent on the value of individual work in the organization (Kidron, 1978). The work value possessed by individuals will determine work performance. Brightwork performance results from positive and trustworthy work values will be able to increase organizational productivity. Work value is closely related to individual attitudes, perceptions, and beliefs about their work. Work values can also be used as a guide to assess the extent to which workers evaluate their work and how proud,

responsible, serious, how to work and ultimately, the resulting work performance (Liang, 2012).

Rokeach defines the value of work as individual beliefs about the chosen ways of behaving and the desired final conditions brought into the work situation (Rokeach, 1973). According to Hofstede, work value is an individual orientation and attitude towards his work, on his relationships with company members and loyalty to the company and organization ((Hofstede, 1985).

Dose defines job value as an assessment criterion for a work or work environment in which people discuss what is right or assess the importance of choosing. In comparison, Dose splits job values into two dimensions: (1) providing a moral aspect and (2) a degree of agreement on the significance and desire of those values (Dose, 1997) While Cherrington stated that the value of work is a reflection. A person's attitude towards aspects of their work, such as activities or involvement in the company, and a higher career path. The work value and how are the pride, sense of responsibility, sincerity, how to work and ultimately, the work performance produced by work is important because it affects organizational behavior, work performance, productivity and organizational commitment (Cherrington, 1980).

Handoko (2000) suggests that career fulfillment (Job Satisfaction) is a good or negative mental condition for workers to see their jobs. Time/duration of completion is a measure of a person's feelings about his or her work. This can be seen by the optimistic approach of workers to work and everything about their community. Job satisfaction is one of the variables that determine work success because it inevitably affects organizational effectiveness. Employee happiness is still not adequate to include rewards. Still, workers also require inspiration, appreciation from their supervisors for their job performance, work conditions that are not monotonous where there are chances for initiative and innovation.

Resources comprising of human resources, services, equipment, and finances assess an entity's performance in fulfilling its roles or working efficiently to accomplish its objectives. The important factor that encourages success is the provision of sufficient infrastructure. In line with this argument, Notoatmojo (1992) claims that creating a country needs essential assets called capital, both natural resources and human resources. Both sources are very critical for evaluating the progress of a nation-building organization. Human resources have a key and significant role to play in deciding the resources available in the enterprise. Without reliable human capital, the production, usage, and use of other sources would be slow, effective, and profitable. It is not surprising that well-formulated organizational goals and programs will only remain difficult to materialize appropriately and correctly in such circumstances.

Thoha (1993) states that the model developed by Weisbord, namely: goals, structure, rewards, work procedures, relationships, and leadership, will affect organizational effectiveness if organizational development efforts are not made. Organizational coaching is a comprehensive system that seeks to apply behavioral science by using long-term development plans that are sustainable by developing

strategies, structures, and processes so that organizational effectiveness is achieved. Organizational coaching through organizational diagnosis and intervention is a planned effort to increase efficacy.

Maslow's Hierarchy of Needs Theory implies that people at work are driven by a need to fulfill various needs that occur within an individual (McLeod, 2007). This hypothesis is based on the following three fundamental assumptions:

1. Human needs are organized in a hierarchy, beginning from the most simple hierarchy of needs to the most complex or high-level needs.
2. The need to satisfy needs will affect one's actions, where behavior can only be motivated by unsatisfied needs. A need that has been met cannot function as a motivator.
3. Higher needs function as motivators while the hierarchically lower needs are at least minimally met.

Based on the conclusions above, the hierarchy of human needs of Maslow is as follows:

1. **Physiological needs:** physiological needs are the most fundamental human needs hierarchy one needs to survive, such as food, water, accommodation, oxygen, sleep, sex, and so on.
2. **Security Needs:** If physiological needs are relatively met, a second requirement emerges: defense. The need for a sense of security requires safety for the health and risk of injuries at work, guarantees for their work's longevity, and guarantees for their old age when they are no longer working.
3. **Social needs** If physiological needs and a sense of wellbeing have been minimally met, social needs would arise, including the need for affection, affiliation, and closer contact with others. The company would be dealing with the need for a compact working group, good oversight, shared recreation, etc.
4. **Esteem Needs** This need includes the need to be valued, the admiration of one's accomplishments, the acknowledgment of one's skills and knowledge, and the success of one's job.
5. **Self-Actualization Needs** Self-Actualization is Maslow's highest needs hierarchy. Self-actualization is similar to the method of developing one's true ability—the desire to demonstrate one's strengths, abilities, and prospects. Self-actualization is a continuous process that is never fulfilled. In reality, the desire for self-actualization appears to increase the capacity when people understand their behavior. An individual who is dominated by the desire for self-fulfillment likes tasks that test his skills and abilities.

The definition above shows that the job satisfaction of individuals in the organization is triggered by various factors according to their needs. Specifically for organizations, the elements that will be analyzed are job satisfaction as measured by the value system prevailing in the organization, whether the applied values can satisfy each member of the organization maximally, which leads to the level of individual effectiveness, group effectiveness, and ultimately to organizational

effectiveness. Another element of concern is the speed at which employees work, which is triggered by job satisfaction. Individuals will act indifferently if they feel dissatisfied with existing conditions, both from the physical aspect in the form of material appreciation or the psychological form in promotion or promotion for their career.

A person will feel satisfaction at work if there is a match between values and self-motivation with his job. Therefore, understanding the work values held by employees at work is important for both workers and management to determine the right position for them. Besides, it can also help someone work effectively following their duties.

The author suggests six work values that employees have in working at an organization or company at work, namely:

1. Independence

The definition of independence is freedom, freedom, independence, stand-alone, solo, or single-player if the term is in a game. A person with independent work values is characterized by a strong belief in making decisions independently. Work does not require close supervision from superiors and has the creativity and finds its way of solving problems.

Someone independent is usually good at talking and influencing others to be suitable as a motivator for his co-workers. Have the ability to overcome problems/challenges patiently in facing them. The existence of independence values in employees can certainly provide satisfaction to employees and can improve company performance.

2. Working Conditions

Employees take care of a healthy atmosphere for personal convenience and make it possible to do good activities. Studies suggest that workers enjoy a clean, harmless, and trouble-free atmosphere. Besides, most workers tend to operate near home, in tidy and comparatively new buildings and with sufficient facilities.

Many workers consider it important to have good working conditions, get an adequate salary, and other normative benefits. The desired job is also not too risky in terms of both the task and the impact on the salary that is brought home. This means that if all a person's needs for work are met, either from the materials needed or from a supportive environment, job satisfaction will occur.

3. Recognition

A person with this work value will consider opportunities to promote a higher position or positions that have prestigious high-value significance. They also become very motivated to be able to direct/influence others.

Employees deserve a pay schedule and advancement practices that they believe are equitable and following their aspirations. Satisfaction is likely to occur as wages are seen as fair based on work conditions, employee ability levels, and group pay expectations. The promotion offers opportunities for personal development, improved transparency, and increased social standing. Individuals, however, who

believe that promotion choices are taken equally, are likely to achieve fulfillment in their jobs.

4. Relationship

Someone with this type will think of a harmonious relationship with superiors, subordinates, or colleagues. The work atmosphere is essential in maintaining its performance. Acting alongside people of various backgrounds is an essential encouragement. At work, be a human who is supportive and caring for others. The job also satisfies the need for social contact for most workers. It is also not shocking that having nice and helpful colleagues would contribute to improved workplace satisfaction. Superior behavior is also a primary determinant of happiness.

5. Achievement

A person who emphasizes achievement considers achievement at work to be important. They will use their strengths and strengths to achieve achievements in the workplace. They are very challenged to learn and hone new skills to earn achievements.

6. Support

This type of worker considers support from superiors to be the main thing in influencing job satisfaction. Ease of getting training and sufficient facilities and work equipment to make him feel at home working in a company.

Of the six work values that are often encountered by workers. Understanding of the values of this work will affect in terms of assigning appropriate tasks and ultimately have an impact on the performance of employees and the company. It can be said that work value is a significant factor that is very important for an employee is working in a company where work value is a value containing an element of consideration in the sense that quality holds an individual's notion of what is right, right or ideal. This suggests that the factors included in work values such as self-confidence, financial success, team orientation, and loyalty in work relationships can improve the performance of millennial generation employees, apart from self-confidence, which is an essential factor in encouraging someone to work. Better, namely financial, if someone's finances are right, then it will have an impact on the resulting performance.

D. CONCLUSION

Based on the findings of the study review, it can be concluded that there is a good and direct relationship between the work principles embraced and the job satisfaction of employees in an organization, and the presence of job satisfaction can increase the performance of workers, which will eventually favor the company. Thus, work values play a very important role in arising or improving organizational performance. Job satisfaction can only be achieved if the company can implement the work values that are usually adopted by employees at work. The author reveals that there are six values that employees have at work, namely: (1) Independence, (2) Working conditions, (3) Recognition, (4) Relationship, (5) Achievement, and (6)

Support. Understanding the values of this work will affect assigning appropriate tasks to provide satisfaction to employees and ultimately have an impact on employee and company performance.

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