

Internalization Process of Organization's Value

Its Impact to the Organizational Commitment and Job Involvement

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Abstract

This is an observational research which was done in Islamic Hospital called RSI MBN. The Hospital management decided to implement new strategy that is value based management approach in order to improve the hospital performance realizing that the performance of this hospital was considerably poor. The implementation of value based management not only solves the behavior problems of the employees, but also able to build new management system. The person organization fit value based management could influence value actualization, changed employees commitment and job involvement. This will be hoped as a new scientific invention.

The purpose of this research was to test the influence of the fit value based management to the fit value increased, the value actualization and the change of the organization commitment and the job involvement. It is proven that fit value based management directly influence the increasing of the fit value and also value actualization. And because of the value actualization it increased organization commitment and job involvement

We also observed the internalization process that had many steps. There were 2 times measurements in this research. The first measurement had been done when the fit value based management started to be implemented. The second measurement was done 15 months after the first measurement.

The analysis unit of this research was the employees who worked in the hospital. Based on the population amount in, the samples was 176 respondents. Regression categorical analysis was used to test the influence of the fit value based management to answer the research questions.

The new inventions were proven by the research results. The research results showed that fit value based management was proven significantly could increase the fit value ($p=0,001$, $\gamma=0,598$), influenced the value actualization ($p=0,001$, $\gamma=0,750$) and changed the organizational commitment ($p=0,001$, $\gamma=0,300$). But it didn't significantly influence job involvement ($p=0,108$). The value actualization influenced significantly to the organization commitment ($p=0,003$, $\beta=0,233$) and job involvement ($p=0,002$, $\beta=0,253$). The fit value itself influenced insignificantly to the value actualization ($p=0,412$), organizational commitment ($p=0,071$) and job involvement ($p=0,988$).

The research result showed new perspective for research papers, and policy makers about the value management development in the hospital through forming the fit value.

Introduction

One of the important aspects for organization to be able to render best services to the customers is the availability of good quality of human resources combined with effective management. Meanwhile, management is considered effective if the organization members are willing to do according to the objective of the organization. If it is done, then organization will have what the so called productive performance. In addition, the performance will be reached if it is supported with the organization commitment and high job involvement of the employees. These all are in line with the view of Robbins (1) who said that three work behaviors - job satisfaction, organizational commitment, and job involvement are the result of employee attitude towards job that determine the performance of organization. These three work behaviors can easily be observed in everyday life of the employee's behaviors.

It is argued that congruence between organization and its employees leads to better commitment of the employees to the organization as O'Reilly, Chatman and Caldwell (2) said the more fit the value the easier the organization to manage its members leading to employee's commitment. This argument leads to the conclusion that management of organizational values is considered of important if organization wants to have better commitment and involvement of Its employees (3)

Based on the abovementioned argument, I conducted research on one Islamic Hospital (RSI MBN) that in the time this research was done started to change its management from conventional management to the value based management. The value to be implemented is called SYIFA – Shidiq, iman, yaqin, fathonah, and amanah.

Literature Review

The Value Fit

Theory of fit deals with individual value and organization value, or person- organization fit (P-O fit). P-O fit is defined as fit between organization value with individual value in the organization (4, 5, 6) In the context of employees selection, P-O fit can be thought as fit between employees candidate with organization attribute (7). Kristof (4) says that there are two concepts of P-O fit. These are supplementary fit and complementary fit. P-O fit is considered supplementary if there is similarity between organizational characteristics with individual characteristics particularly in terms of personality, value, goals, behavior and culture. Meanwhile, it is called complementary fit if there is needs achievement in both organization needs by the members (demands-abilities perspective) also the members needs achievement by the organization (need-supplies perspective).

According to Finegan (8) P-O fit will have implication on organizational commitment. In her view, organization commitment is tied up with the present rate, turnover rate, and loyalty rate in the organization that resulted in organization performance. On the other hand Luthan (9) stated that the value that appear in the behavior of the people may be functioned to maintain self identity, make strong the self image, self expression and self determination. The opportunity of people to express oneself and the strength of self identity will motivate people to find group that fit to them so that the group will have better commitment. This is in line with the view of Newstrom and Davis, (10) who stated that organization commitment can be identified through the degree of people identification to the organization and the willingness of the people to participate actively in organization.

This abovementioned conception of fit theory is supported by Uygur and Kilie (11) who said that job involvement is a value of work or determination of degree of need that people are willing to do the job. The job involvement can also make people to have better socialization in the organization. In addition, there is significant relationship between organization commitment and employees job involvement.

Behavior improvement process in this research is based on the theory of planned behavior (TPB) which can be observed through the following figure (See: 12):

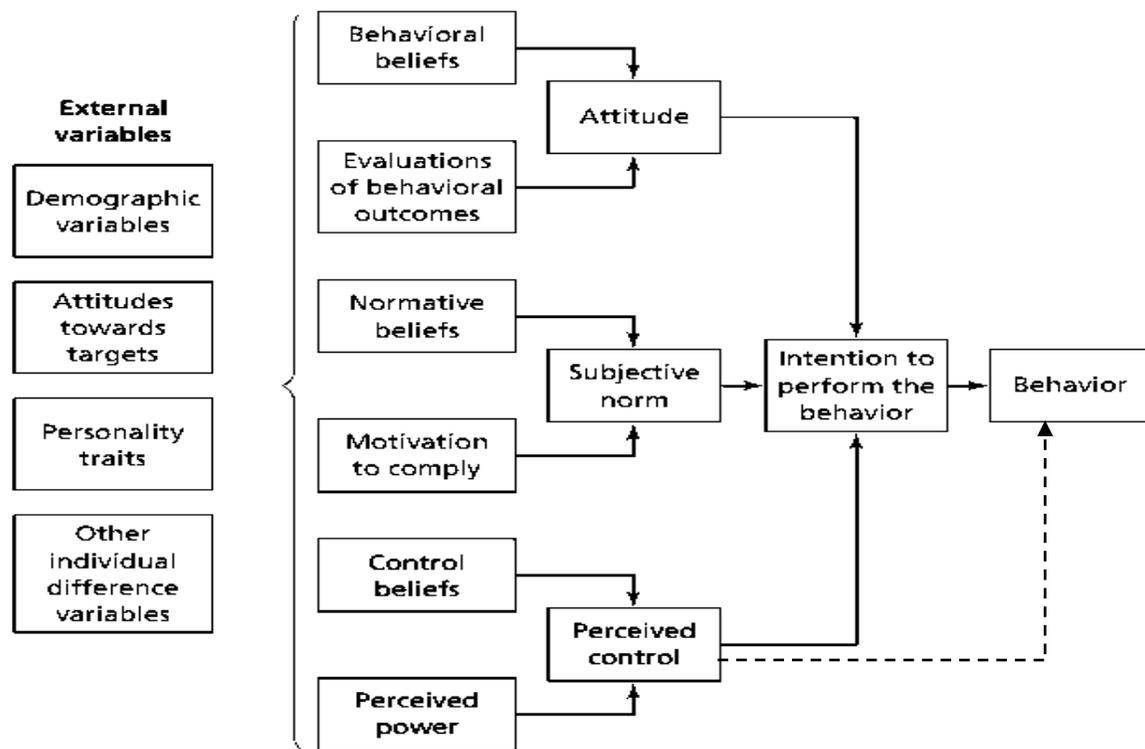


Figure 1 : Theory of Reaction Action and Theory of Planned Behavior

Research Hypothesis

Based on the abovementioned theory, the hypotheses of this research are as follow.

- H1 : Management based on value fit influences directly to the value fit
- H2 : The value fit influences directly to the actualization value
- H3 : The value fit influences directly to:
 - a. Organization commitment
 - b. Job involvement
- H4 : Management based on value fit influences directly to the actualization value
- H5 : the actualization value influences directly to:
 - a. Organization commitment
 - b. Job involvement
- H6 : management based on value fit influences directly to:
 - a. Organization commitment
 - b. Job involvement

Research Methods

This is a quantitative research done in one hospital organization that tried to change management system from conventional to value based management. Questionnaires were distributed to 176 respondents; all of them are permanent employees of RSI-MBN. This research was done in two time frames. Initially the research was done before or at the early implementation of value based management, and 15 months later after the implementation of value based management was considered final.

To identify the impacts of value based management on organizational commitment and job involvement, five variables were utilized. These variables are:

1. The fit of value based management consists of siddiq, iman, yaqin, amanah and fatonah (SYIFA)
2. The value fit is the degree of organization value accepted by the individuals working in RSI- MBN
3. The actualization value is the value that internationalized deeply in the object so that it can be expressed and accepted by friends and staff of the object.
4. The job involvement is the measurement of how far people can participate to the duty.
5. The organization commitment is employee behavior that is formed in consistency form in the program also the force of developing so that the program can be better.

The Result and Discussion

The fit of value based management applied in RSI MBN.

The fit of value based management has been implemented intensively in RSI MBN started on December 2009. This implementation process was done based on the theory proposed by Antonio Argadona (2002) with some modification because it was fit to the condition of the research object.

The ways that had been done to implement the religious values of SYIFA are as follow:

1. SYIFA value socialization to the whole employees under the coordination of SYIFA team.
The Director and his staff actively introduced the value of siddiq, yaqin, iman, fathonah, amanah to the whole employees in official meeting or through banners around the hospital.
2. The forming of strategic plan of RSI MBN 2009-2014
Religious value of Moslem SYIFA as the value which was chosen by the management of RSI MBN explicitly written in the basic document of Strategic Plan of RSI MBN 2009-2014.
3. The forming of Strategic Action Plan (SAP)
SYIFA value had to give basic of every program in the strategic Action Plan, as an example of SAP finance and tax, value implementation siddiq (honest and transparent) which is done in Moslem services implementation program with the activity in the finance information transparently.
4. The forming of job description and SOP
It is formed in details the job description form every position of staff or the supervisor of the activity with standard procedure from every activity.
5. Internalization process of SYIFA value to the employees.
For making internalization of SYIFA value to every individual, the management undertake outbound training activity which was guided by psychology team. This activity was called SYIFA image and followed by every employee.
6. Guiding and counseling by psychologist.
Next, psychology team did the counseling and character mapping of all employees. Counseling was done by psychologist to the whole employees for making sure the process had been done in the internalization value of every employee.
7. The publishing of fiqh book and akhlaq.
In the implementation program, the management asked guiding to the consultant team of SYIFA value, especially in writing medical standard book, job ethics and religion rules in the health services. It is also written the simple pray collection for everyday needs activity.
8. Fiqh socialization and akhlaq through routine Quran reading activity.
For making faster the implementation process of SYIFA value, the management made all employees to follow routine quran reading which was led by SYIFA value consultant team. The quran reading material would focus on SYIFA value.
9. Infrastructure achievement with Moslem character.
Infrastructure achievement with Moslem character was also done so that the condition would be invented with moslem characteristic.
10. Evaluation of SYIFA implementation periodically.

SYIFA team had done evaluating periodically to the SYIFA value implementation to watch the employees obedient in SOP implementation by applying 10 points in the management activities consistently, the process of internalization of moslem SYIFA value to every employee would be done faster.

Management influence based on value fit to the increasing of value fit.

Based on the statistical analysis that had got that fit value based management influenced significantly to the fit value changing ($p = 0.001$) with influence strength $y = 0.598$. So it was concluded that the first hypothesis was accepted.

Fit of value based management was a management approach technique by centering all aspiration, programs or activity for maximizing the organization value, so that the organization value is the control to achieve the organization goals (13) For knowing the management influence based on fit value to the increase of fit value we had done categorized regression test. The analysis result supported by Ameels theory (13), the fit value based management was proven influence significantly to the fit value increasing.

The fit value based management implementation in RSI MBN in the program, activities all of them based on SYIFA fit value. The program availability and activities made the employees felt the SYIFA value availability in the surroundings. Moreover it was supported with attribute making such as banner, leaflet and slogan that would make SYIFA image in every area. So that SYIFA value could be felt and made new experience for employees. The continuing experiences and had positive value at the end would make new belief that SYIFA value was the right based behavior. The new belief at last would be accepted and internalized in the community in RSI MBN the accepted community according to Ajzen 1991, was called normative belief. The normative belief was measured with fit value questionnaire the higher the value the higher the fit value rate would be. This was because there was normative belief of every individual.

The influence of value fit to the actualization value

Based on categorical regression test, the result was that there was fit value changing which influenced not significantly to the actualization value ($p=0.412$) with influence strength $b= 0.036$ it was concluded that the second hypothesis was rejected.

In this research, the result was the increasing of the fit value from RSI MBN influenced not significantly to the actualization value. Jenn Anderson (14) stated that the actualization value was a rate of value expression of a person to the other person through communication about the behavior to the object. The value expression could be felt and seen by other people so that the actualization value was told to be the step of action or behavior.

The step of actualization value according to Ajzen (1991) (figure 1) could be formed if the normative belief had internalized to every individual became subjective form. Later the subjective form with attitude and perceive control synergized strongly each other to form new attitude (intention to perform the behavior), later it would make actualization value. The number of steps which had to be done to achieve the actualization value step, would make the fit of actualization value, it was right that the fit of value had not significant relationship to the actualization value.

Rogers (1983) was also stated that the accepted new value by a person had to be through the actions, they were (1) knowledge (2) persuasion (3) decision making (4) Implementation and (5) Confirmation.

The success to achieve knowledge step would be determined by (1) management ways to deal with communication on the observation which had been done, it was showed that the communication ran very well, socialization activities had always done well with the invitation people and also in the right time to start (2) the other determinant factor was the personality of individual including social economy characteristic.

The researcher had done observation specifically to the individual personality but for the whole, the employees had the understanding to describe the meaning of SYIFA, mainly if it was related to the duty implementation everyday. The individual had shown starting to implement SYIFA in the daily activities. For example saying greeting if meeting customers or friends, reading prayer before doing the services and warning each other if they didn't serve the patient with SYIFA rules. So according to Rogers theory (1983), if the action had been done so the implementation step has achieved.

For next achievement, the researcher confirmation step could not be observed because there were no measurement for every step of the new value acceptance. This was the limitation of this research, it would be hoped that would be a new inspiration for the next research.

The fit of value influence to the organization commitment and job involvement

The result of categorical regression test showed that the increase of fit value influence not significantly to the organization commitment changing. ($p= 0.071$) and job involvement changing ($p = 0.988$) so that it is stated that hypothesis 3a and 3b rejected.

Due to the plan behavior theory form Ajzen, 1991 (figure 1) that fit value was the normative belief which was formed when the individual was in the organization. The organization commitment job involvement was the work behavior that could be seen by the people around it. A new work behavior can be happened if it was already through the steps intention to perform the behavior this step was just formed if the three (3) determinants form the behavior, they were attitude, subjective norm and perceive control which synergized each other. The fit value as a normative belief, must form subjective norm in the individual, before the intention step. Looking at the long process to become a behavior, it was right that the fit value had influence not significant to the organization commitment and job involvement.

The management influence based on fit value to the actualization value

Based on the categorical regression analysis test, it could be seen that fit value based management influenced significantly to the actualization value with strong influence $y = 0.750$ made the members directly saw and felt the easiness of organization value implementation around the working place.

The management member then copied and felt that they could do it also. Besides the system availability in the fit value based management made the members obey to do activities which was suggested by the organization.

Looking back at Ajzen theory 1991 (figure 1) there were strong applied to the individual in the organization would show the strength in perceive control. Perceive control was the individual ability to control themselves so that they could see and imitate and try the new value. The strength in perceive control would be expressed in the new behavior form and told as actualization value. The process of forming actualization value was happened because there was direct relation between perceive control and intention to perform the behavior, without strength by subjective norm step or attitude. Because of that the two other behavior determinants, attitude and subjective norm did not have role in this process. This was caused behavior that was formed did not have permanent side. The forming of new behavior was very weak to change back to the old behavior. To make the actualization value which was formed was permanent had to be done the willing to form the behavior belief. Behavior belief was formed because there was positive experience which was done along the value accepting process. If the positive experience was formed, individual would receive new value to become behavior belief and would form new behavior (figure 1).

To achieve the forming of 3 behavior determinants it would be needed management system to support it. It would need time, force and full consistency from the manager to do the fit value based management.

The actualization value influenced to the organization commitment and job involvement

Categorical regression test had been done to prove there was actualization value influence to the organization commitment and job involvement. The test result gave the result that the actualization value

influenced significantly to the organization commitment changing ($p = 0.003$, $b = 0.233$) and job involvement changing ($p=0.002$ $b= 0.253$) so it was stated that hypothesis 5a and 5b accepted.

Luthan (1992) stated that the organization commitment were 3 factors they were;

- (1) the strong want and acceptance to the value and organization goals
- (2) the basic willing to do by organization and
- (3) the behavior according to the value and the organization compliance the commitment growth were influenced by job aspect itself, the availability of other work places personal characteristic and factor that was related to the work setting in general. This research supported the theory.

The research result gave contribution to the commitment theory development and job involvement that was form the two job behaviors it would be needed the actualization value organization.

The fit value based management influence to the organization commitment and job involvement

The categorical regression test result showed that fit value based management influenced significantly to the changing of organization commitment ($p=0.001$, $y = 0.300$) but it showed significant influence to the job involvement ($p=0.108$) so it could be stated that hypothesis 6a is accepted, while hypothesis 6b rejected.

The RSI MBN management has done value maximizing through fit of value based management consistently and implemented through some programs.

Most of the research respondents were the employees that worked in the services. They were nurses, employees in the counter or other health staff with daily work which was related to the patient. The organization management continually always introduced religious value siddiq, yaqin, iman, fathonah, and amanah to the organization members. This was religious value had made motivation and give high responsible feeling to give the best services. The responsibility of the duty is not only to the organization but also to the God Almighty Allah SWT. This also gave enough contribution to the fit value based management to the employees commitment.

Meglino and Ravlin (15) stated that this fit would influence directly to the positive work behavior, including employees satisfaction, commitment and involvement. This theory supported the research result. Later if the management was still consistent to run the fit value based management so the organization commitment which was formed would influence the job involvement.

The value fit implementation on the management process

The value of implementation process in RSI MBN was done through managerial approach and psychology approach, also still in the value implementation theory form Antonio Argandona (2002). The biggest role in the speed organization commitment form process and job involvement was the psychology approach by psychology term with were supported by consistent behavior form management toward this program. The role of psychology team is mostly in the third step of Argandona theory of communication, institutional and commitment. RSI MBN has done this step in 2 steps, SYIFA internalization value step and guiding counseling.

This activity was done in the internationalized value step; outbound for 3 days. This outbound was for introducing the new organization value. Every job unit followed this activity and asked to explain the meaning of every value and implementation of the value in his job unit. Later it would be done guiding and counseling by the psychology. The guiding process had been done for 6 months. This activity had to be done because there were different characteristic in every individual.

Everets Rogers (1983) stated that there were 5 groups of employees characteristic which received improvement they were innovations, early adapters, early majority, late majority and laggards groups. RSI MBN as the hospital owned by moslem organization NU had employees all moslems with the majority of the employees came from NU family. The obedience of the major leader was the culture value which were owned by this organization. This would help the organization leader to handle the work program. So in the research result was in the rate of job involvement high enough. But in the organization there had to be late majority group and laggards. To handle this group the psychology roles guiding were needed, especially for laggards group.

The guiding psychology had to do counseling more. If it was needed this group would be relocated to the position which was fit their own characteristic.

To speed the internalization value process it had been done the evaluation to the value implementation of every job unit. The evaluator had to be from the other job unit, especially job unit which was often had work relationship. The psychology had to give feedback to the evaluation result and reported to the manager. The support from management was the publishing of akhlaq book and fiqh which were followed with socializing the two books in the routine learning the/ Quran reading. The evaluation step from the process of value implementation would be done by hospital management and evaluating to the job program achievement.

Conclusion

As a whole this research had proven that fit value based management could increase the fit value actualization value, organization commitment changing directly. Job involvement was formed after the actualization value happened to the employees. The organization commitment changing can be formed through actualization value.

The fit value itself could not be directly influence the organization commitment changing and the job involvement changing.

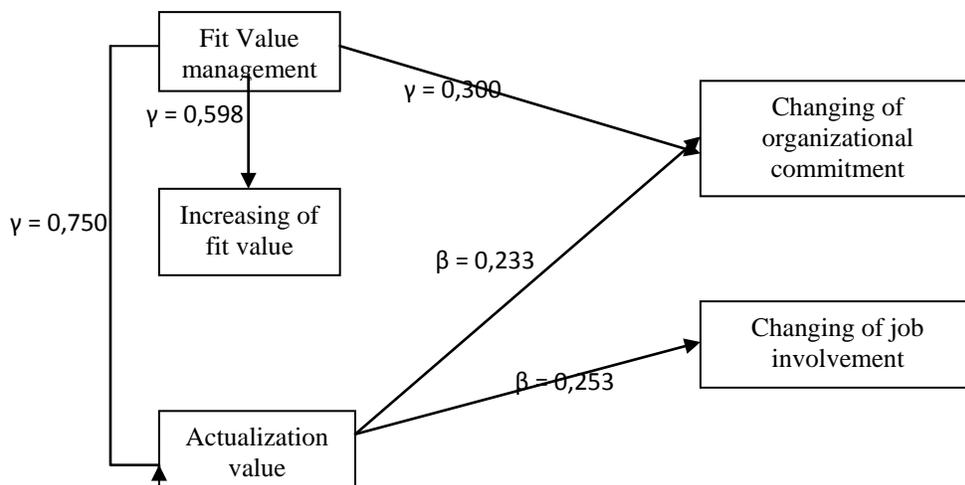


Figure 2. Analysis Conclusion in Construct Variables

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