

Organizational commitment through core self-evaluation, social support, and motivation

Rony Setiawan*

Program Studi Manajemen, Fakultas Bisnis, Universitas Kristen Maranatha
Jln. Prof. drg. Surya Sumantri No. 65, Bandung, Jawa Barat 40164, Indonesia
rowan_future@hotmail.com

Ariesya Aprillia

Program Studi Manajemen, Fakultas Bisnis, Universitas Kristen Maranatha
Jln. Prof. drg. Surya Sumantri No. 65, Bandung, Jawa Barat 40164, Indonesia
april.lie@hotmail.com

*Correspondence Author

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Abstract: *Humans are main actors in achieving organizational success. Every institution seems to be forced to adapt to changes due to the pandemic. The current situation requires that every aspect of employee life in almost every industry is carried out online, including education corporations. Campus Z faces extra challenges as a well-known private university to consistently demonstrate excellent transformational service performance. In achieving an excellent organization, various collaborations of qualified resources are needed, one of which is the ownership of administrative staffs who are highly dedicated to the organization. The positive attitude of employees is determined by the quality of their perspective on themselves and their assessment of their work and organization environment. By collecting data through a context review and Google Forms, the research team wanted to analyze the relationship between core self-evaluation, social support, extrinsic motivation, and intrinsic motivation as determinants of organizational commitment. Through multiple linear regression analysis, it has been proven that organizational commitment is positively influenced by extrinsic motivation and negatively influenced by intrinsic motivation. The research team hopes that the results of this study can provide constructive feedback on the leadership and management development of Campus Z in the long term.*

Keywords: *core self-evaluation; extrinsic motivation; intrinsic motivation; organisational commitment; social support*

Komitmen organisasional melalui evaluasi inti diri, dukungan sosial, dan motivasi

Abstrak: *Manusia merupakan aktor yang selalu menjadi pemeran utama dalam mencapai kesuksesan organisasi. Setiap institusi seakan dipaksa untuk beradaptasi terhadap perubahan akibat terjadinya pandemi. Situasi saat ini mengharuskan setiap aspek kehidupan keorganisasian pada hampir setiap industri terselenggara secara online, tidak terkecuali dalam korporasi pendidikan. Kampus Z menghadapi tantangan ekstra sebagai universitas swasta ternama untuk konsisten menunjukkan*

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performa pelayanan yang transformasional secara excellent. Dalam mencapai keprimaan sebagai salah satu prinsip multak organisasional, diperlukan berbagai kolaborasi sumber daya yang mumpuni, yang mana salah satunya adalah kepemilikan tenaga kependidikan yang berdedikasi tinggi kepada organisasi. Sikap karyawan yang positif ditentukan oleh kualitas cara pandang mereka terhadap dirinya sendiri dan penilaian terhadap lingkungannya, dalam lingkup pekerjaan dan organisasi. Dengan melakukan pengumpulan data melalui context review dan survei kuesioner menggunakan Google form, tim peneliti hendak menganalisis keterkaitan core self-evaluation, dukungan sosial, motivasi ekstrinsik, dan motivasi intrinsik sebagai determinasi komitmen karyawan terhadap organisasi. Melalui analisis regresi linier berganda, telah terbukti bahwa komitmen organisasional secara positif dipengaruhi oleh motivasi ekstrinsik dan secara negatif dipengaruhi oleh motivasi intrinsik. Tim peneliti berharap bahwa hasil penelitian ini dapat memberi umpan balik yang konstruktif terhadap pengembangan kepemimpinan dan manajemen Kampus Z dalam jangka panjang.

Kata kunci: *core self-evaluation; dukungan sosial; komitmen organisasional; motivasi ekstrinsik; motivasi intrinsik*

INTRODUCTION

The health of an organization is indicated by the inclination quality of attitudes and work behavior of the employees who work in it. Mastering qualified competence, willingness to learn continuously, and having a positive perception of its work and organization, are characteristics of an ideal employee figure for the organization. Success in recruiting, developing, and retaining employees is a long-life 'homework' for organizations that desire stability and growth in their performance. Organizational performance is largely determined by employees' performance. Of the several factors of determination, one of the factors that have an impact on employee performance (as a consequence of behavior) is employee attitudes related to work (work-related attitudes). One of the employee attitudes that has received important attention both theoretically and empirically from time to time is organizational commitment, showing the extent to which employees are dedicated to the organization where they work (McShane & Von Glinow, 2018). Employees, who are committed to their organization, certainly tend to like, being serious, and loyal to the institution to which they contribute. Employee commitment is priceless because it cannot be observed directly, but in the long term it will provide many benefits, both covert and overt utilities. Employees, who have a high commitment to their organization, tend to do their best, as much as possible to provide benefits for the progress of the institution (Ghani et al., 2019).

Ideally, the organization does not need to have many employees, a few employees with high dedication are already the main energy for the excellence of the company itself, this statement can be related to the evidence-based fact that in common, the less member of team, the better its performance (Buchanan & Huczynski, 2019). Griffin et al. (2020) explained that the dynamics of employee work attitudes and behavior are influenced by two main factors, namely personal (biographical and psychological) factors and environmental (environmental and organizational) factors. The first factor describes the characteristics of employees physically and mentally, while the second factor reflects the micro and macro aspects of organizational environment. Organizational commitment, as an element of employee work attitude, is also influenced by all of these factors, including employee personal and environmental factors. Each employee has a unique set of individual profile as a gift from God and the environment as its development ecosystem.

One of the main personality traits, that is a strong indicator of employee attitudes in the organization where they work, is core self-evaluation. Core self-evaluation is one of the personality traits that shows the degree to which employees like themselves or not, consider themselves capable or not, believe they have control over their destiny or not, and have affective stability or not (Robbins & Judge, 2022). In general, it can be said that employees who have a positive core self-evaluation tend to show a more positive attitude towards their organization (Gibson & Hicks, 2018).

The closest organization of employees is their own family. For employees who are not married (single employee), family are people who have direct blood ties with themselves; while for married employees, the family is also a spouse (wife or husband) and or their children. With the existence of

togetherness and physical and non-physical intimacy with each member, the quality of the relationship between employees and their families will have a certain impact on the perspective of the organization. Apart from family, friends outside the office (playing, club, and or community) as well as someone special or a life partner also have a hand in encouraging employees to keep working hard in their organization. Social support provided by the closest people is a positive energy for employees in evaluating themselves and the organization where they work (Oludayo & Omonijo, 2020).

Work is the main things that are found and done by employees in the implementation of every daily activity in the organization. Every situation and condition that occurs in the interaction between the employee itself, the work he or she does, and organizational policies, become factors that form a person's work motivation. According to Herzberg's two-factors theory (Kinicki, 2021), employees are motivated in their work due to two factors, namely extrinsic motivation (hygiene factors) and intrinsic motivation (motivators). The conduciveness of these two factors in the minds of employees will direct them to have more loyalty to their organization.

The outbreak that is currently in existence makes organizations have to adapt to changes in the new order of behavior and actions, including universities as integral institutions in the education industry. University Z is one of the campuses that has been active for approximately 55 years with its institutional values, namely ICE (Integrity, Care, and Excellence). University Z's commitment in practicing its excellence values was tested when the Indonesian education world was required to organize an online education system. This is a form of reaction to disruption that University Z must do as well as possible. The Distance Learning System (DLS) should not only be seen as an imitative and adaptive effort but should be carried out with visionary educational governance. By being future-oriented, University Z needs to prepare its employees to remain dedicated to their organization. Administrative staffs are spearhead employees who have an important role in the success of implementing DLS in University Z. Ideally, administrative staffs who have a high commitment to University Z, will tend to try to give their best for the effectiveness of every activity related to the steady performance of DLS services. For this reason, it is necessary to evaluate the level of commitment of the administrative staffs to University Z as the educational institution where they serve. By using a more comprehensive and complex research paradigm, the research team wanted to examine the determinants of perceived organizational commitment that were thought and felt by the administrative staffs of University Z. Empirically, the research team wanted to analyze personal factors related to the psychological condition of each of these administrative staffs, including core self-evaluation, social support received from important people in their lives, as well as extrinsic and intrinsic work motivation that they have in their lives, in relation to current work experience at University Z. Administrative staffs in university are human resources who directly interact with students through giving service. The goodness of every university's reputation, perceived by students as it's customers, is relied on the performance of it's personnels, including administrative staffs. The committed employees usually serve at their best (Andrew, 2017). Employees, who have positive aspects of personality, feel being supported, and fulfilled their needs intrinsically and extrinsically, tend to have positive minds and emotions that may lead to higher possibility of longer continuity in working at company (Yüceler & Kaya, 2013).

Core self-evaluation is a personality trait that describes the degree to which individuals like or dislike themselves, whether they consider themselves capable and effective, and whether they feel in control or powerless over their environment (Scandura, 2018). In relation to the formation of attitudes, core self-evaluation includes the focus of assessment or evaluation, fundamentality, and the scope of how a person views him or herself and relates it to other people and their environment (Johnson et al., 2008). Core self-evaluation is an aggregation of four other specific personality attributes, namely self-esteem, self-efficacy, locus of control, and emotional stability (Gardner & Pierce, 2010). Self-esteem reflects the extent to which a person positively views him or herself as someone who is worthy, meaningful, has potential, and can succeed (Bono & Judge, 2003). Self-efficacy reflects the extent to which a person positively views him or herself as someone who is reliable, can-do great things, is able to overcome problems, and is optimistic about success (Judge & Bono, 2001). Locus of control reflects the extent to which a person believes that his or her fate can be changed by him or her (internal) or that his or her fate is a destiny that he or she cannot change (externally) (Judge et al., 2005). Emotional stability reflects the extent to which a person is able to control neuroticism (negative emotions) at a

minimal level (Asgari & Almasi, 2013; Cristofaro & Giardino, 2020). Based on each of these theoretical explanations, it can be concluded that core self-evaluation is one of the traits of the human personality - that describes a person's view of the extent to which he or she is individually valuable (self-esteem), has the ability to achieve every dream (self-efficacy), is proactive in determining his or her achievement (locus of control), and has intelligence in managing his or her emotions (emotional stability), especially when he or she is under various pressures, difficulties, and challenges.

Social support is an assessment of interpersonal interactions that involve the provision of help in fulfilling emotional needs, assessment, information, and individual acceptance as meaningful behavior from those who provide it (Oludayo & Omonijo, 2020). Social support can come from people who are close as family (parents, siblings, other relatives, or life partners and their children), close friends (in the same gang or in the same community), or life partners (Shumaker & Brownell, 1984). Sarason et al. (1983) stated that the effectiveness of social support depends on two situations, namely the idea that a person believes he or she will get support from others when he or she needs it and a person's assessment of whether the support he or she gets is in accordance with what he or she expects or not. Based on each of these theoretical explanations, it can be concluded that social support is the perception of the extent to which a person feels he or she has the support of people who are considered important in his or her life (Jolly et al., 2020).

Tan & Rajah (2019) states that motivation is the energy that drives a person's actions that are formed from direction (choice of a number of alternatives), intensity (strength of response), and persistence (consistency in giving effort). One of the classic motivation theories that has been applied by many organizations is Herzberg's Two Factor Theory. In his theory, Herzberg explained that there are two sources of employee motivation, namely extrinsic motivation or hygiene factors and intrinsic motivation or motivator factors (Özsoy, 2019). Employees are extrinsically motivated if they focus on and want the results of the work they do, while employees are intrinsically motivated if they find happiness and enjoyment in doing the work itself (Ryan & Deci, 2000). Factors that can be extrinsic motivation for employees are relationships with colleagues, salary, policies and administration, supervision, and working conditions; while the factors that can become intrinsic motivation for employees are progress, the work itself, growth, responsibility, recognition, and achievement (Alshmemri et al., 2017). Based on each theoretical explanation that has been done, it can be concluded that motivation is a strong desire in employees to perform tasks with attractiveness that comes from the work itself or the consequences obtained from the work.

Organizational commitment reflects the desire of employees to practice organizational values, provide optimal efforts for the achievement of organizational goals, and maintain their existence as part of the organization (Mowday et al., 1979). There are various reasons and considerations that underlie the attitude of an employee's commitment to the organization where he or she works. In its scientific development, organizational commitment (Meyer et al., 2002) consists of three types, namely affective commitment, normative commitment, and continuance commitment. Employees who are proud and like the organizational vision, mission, and values and identify themselves as part of the big family of the organization, are the embodiment of affective commitment. An employee who obediently follows the principle of reciprocity, human ethics, and morals or the principle of life that he must know how to repay the favor for what the organization has given him or her so far, is an embodiment of normative commitment. Employees who think that there are benefits (especially financially) that can be obtained if they remain in the organization, which is a manifestation of continuance commitment (Hadi & Tentama, 2020). Based on each of these theoretical explanations, it can be concluded that organizational commitment is a total dedication of employees to their organization on the basis of sincerity, obedience, and mutualism.

Employee's organizational commitment is determined by the psychological climate, namely how employees assess their organizational environment personally based on sentiments of feelings and rationality of thought as their own encouragement in acting towards the organization (Wolowska, 2014). Higher organizational commitment is found in employees who tend to have more positive personalities, which in the context of this study are core self-evaluation, receive active and intense attention from those closest to them, and have high extrinsic and intrinsic motivation from their positive assessment of the work itself and the results obtained (Awoyemi & Bamigbade, 2016; Orgambidez & Almeida, 2018;

and Hasanein & Saad, 2018). Thus, the actions of employees' individual reactions to their work, organization, and environment that characterize the causal karma of employability drama in institutional life.

Oladiipo et al. (2019) has proven that intrinsic motivation has a positive effect on organizational commitment of private university employees in Nigeria. Tuna & Aslan (2018) have proven that social support has a positive effect on the organizational commitment of secondary school teachers in Turkey. Anwar et al. (2018) have proven that intrinsic motivation has a positive effect on organizational commitment of call center employees in Pakistan. Orgambídez & Almeida (2018) have proven that social support has a positive effect on the organizational commitment of professional nurses in Portugal. Hasanein & Saad (2018) have proven that extrinsic motivation and intrinsic motivation have a positive effect on the organizational commitment of frontliner employees of five-star hotels in Egypt. Awoyemi & Bamigbade (2016) have proven that core self-evaluation has a positive effect on organizational commitment of local government employees in Negeria. Yundong (2015) has proven that intrinsic motivation has a positive effect on organizational commitment of university employees in America & manufacturing employees in China. The research model of our research is shown on the following figure.

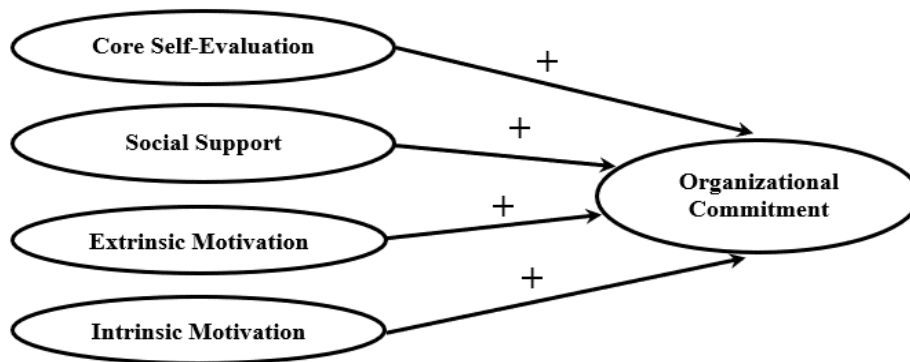


Figure 1 Research model
Source: Literature reviews (2021)

Based on the literature reviews that has been carried out, the hypotheses of this research are as follows:
 H1: Core self-evaluation has a positive effect on organizational commitment.
 H2: Social support has a positive effect on organizational commitment.
 H3: Extrinsic motivation has a positive effect on organizational commitment.
 H4: Intrinsic motivation has a positive effect on organizational commitment.

METHOD

The population in this study were all academic staffs who worked at University Z at the time this research was conducted, which according to data obtained from the corporate website amounted to 234 people. By using a tolerable error rate of 5% (usually used for social research in general) and referring to the Herry King Nomogram table (Bartlett et al., 2001), the number of samples taken should be 140 people. The sampling procedure that will be used in this research is snowball sampling, in which the respondents of this research are obtained or sought through intermediaries of parties who have access to them.

Core self-evaluation, which consists of four dimensions, is measured using a 12-item statement developed and used by Judge et al. (2004) with Cronbach's alpha reliability value of 0.83. Social support, which consists of three dimensions, is measured using a 12-item statement that has been used and developed by Zimet et al. (1988) with Cronbach's alpha reliability value of 0.865. Extrinsic motivation, which consists of six dimensions, is measured by using 17 questions that have been used by Pandza et al. (2015) with Cronbach's alpha reliability value of 0.8. Intrinsic motivation, which consists of five

dimensions, was measured using 14 questions that were used by Pandza et al. (2015) with Cronbach's alpha reliability value of 0.8. The measurement scale used for the 55 statement indicator items from the four independent variables in this study is a Likert scale consisting of 1 (strongly disagree) to 5 (strongly agree). Organizational commitment, which consists of three dimensions, is measured using a 20-item question developed by Allen & Meyer (1990) with a reliability value of Cronbach's alpha of 0.83 and has been used by Valaei & Rezaei (2016) with a reliability value of Cronbach's alpha of 0.921. The measurement scale used for the 20 item indicator statements of a dependent variable in this study is a Likert scale consisting of 1 (strongly disagree) to 5 (strongly agree).

The research team carried out a series of data collection processes through surveys via online media. The research team conducted a context review, which is a general study technique in which the research team connects a specific study theme to broader knowledge by tracing each research report to develop a research paradigm (Neuman, 2014). In this research, the research team searches, reads, and examines scientific articles published online to find, understand, and integrate any conceptual and empirical presentations on topics and variables that are closely related to research as a basis for reviewing and thinking as theoretical guidelines in preparing proposals and conducting research in a systematic, integral, and sustainable manner. The research team conducted a survey using a written questionnaire to obtain information about the background, beliefs, and behavior of a number of research respondents (Neuman, 2014). In this research, the research team compiled and distributed a questionnaire in the form of a Google Form to each target respondent with the consideration that education personnel do not attend or come to campus every day and working arrangements are also carried out with a combination of work-from-home systems. By distributing questionnaires virtually through a link, the research team hopes that data collection can be carried out more efficiently and effectively with an easier and more precise reach according to the current situation and conditions.

Validity testing in this study was carried out by making a correlation of the scores on the items with the total scores of the items. The results of reliability testing are indicated by the large value of Cronbach's alpha which indicates interitem consistency reliability or tests the respondent's consistency in answering all question items. The interpretation of reliability according to Sekaran & Bougie (2016), namely Cronbach's alpha value of more than 0.8 means very good reliability, Cronbach's alpha value ranging from 0.6 to 0.8 means reliability is acceptable or good, and Cronbach's alpha value is less than 0.6 means the reliability is bad or not good.

To detect the normality of the data, the research team used the Kolmogorov Smirnov test which was seen from the residual value. If any abnormality is found in the research data, the research team will test outliers. The outlier test was carried out by comparing the Mahalanobis Distance Squared/ D^2 limit value (with df or the number of independent variables and the p constraint or significance value) from the Chi Square table with the Mahalanobis Distance Squared/ D^2 value in each research sample (Hair et al., 2019). Multicollinearity testing was carried out using the Variance Inflating Factor (VIF) and Tolerance methods. Heteroscedasticity testing was carried out using the Glejser method. The research team used multiple linear regression to test the four hypotheses in this study, because there will be an analysis of the effect (cause and effect) of more than one independent variable on a dependent variable.

Through the multivariate regression analysis, it will be known how much the standardized coefficient beta (β) and the significance for each independent variable, as well as the adjusted R Square value and its significance, can be analyzed how, how big, and the significance of the influence of each factor that affects organizational commitment. As for the formula for the regression equation from this study is as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \epsilon$, which is a represents constanta, Y represents organizational commitment, b_1 represents the regression coefficient of core-self evaluation, X_1 represents core self-evaluation, b_2 represents the regression coefficient of social support, X_2 represents social support, b_3 represents the regression coefficient of extrinsic motivation, X_3 represents extrinsic motivation, b_4 represents the regression coefficient of intrinsic motivation, X_4 represents intrinsic motivation, ϵ represents acceptable errors, and + signs represent positive causal relationships of core-self evaluation, social support, extrinsic motivation, and intrinsic motivation on organizational commitment. Through hypotheses testing, it will be known whether the regression coefficient of each independent variable has a positive effect or not. If the p value of each regression coefficient is maximum

equal to its alpha value ($p \text{ value} \leq \alpha$), then the research hypothesis is proven correct ($b > 0$) and vice versa.

FINDINGS AND DISCUSSION

The research team has conducted a survey of administrative staffs who work at University Z. A total of seventy administrative staffs have filled out the research questionnaire. They come from every unit or division and faculty at the University Z which is the object of this research. The response rate of this research in the aggregate has only reached half its target (50%), but at least the respondents have been representative in groups or categorically, describing the attitude of administrative staffs work in nine units/sections and faculties (90%) at University Z. Respondents in this study were dominated by female staffs (62.9%), aged more than 30 years old (87,1%), married (80%), have at least one child (62.9%), had an education level of bachelor degree (48.6%), have status as a permanent employee (97.1%), working in the General Unit (42.9%), have been working more than five years (75.7%), earned a monthly salary of between Rp 4.000.001 to Rp 6.000.000 (40%), and have monthly expenses between Rp 4.000.001 to Rp 6.000.000 (35.7%).

The results of the reliability test showed that all the main dimensions/variables of this study with a total of 65 items, had met the reliability requirements with Cronbach's Alpha values above 0.6, which ranged from 0.837 to 0.924. There are 10 core self-evaluation items that meet the validity requirements because they have a positive item-total correlation value ranging from 0.503 to 0.797, with a significance of 0.000. There are 12 social support items that meet the validity requirements because they have a positive item-total correlation value ranging from 0.610 to 0.855, with a significance of 0.000. There are 17 extrinsic motivation items that meet the validity requirements because they have a positive item-total correlation value ranging from 0.496 to 0.746, with a significance of 0.000. There are 13 intrinsic motivation items that meet the validity requirements because they have a positive item-total correlation value ranging from 0.525 to 0.837, with a significance of 0.000. There are totally ten invalid items that must be taken asiden from further data analysis. There are 13 organizational commitment items that meet the validity of requirements because they have a positive item-total correlation value of above 0.7 with significance less than 0.01. Overall, there are nine invalid items that we arenot proceed further in next data analysis.

The data of this study meet the normality requirements because it has a significance of 0.836 (more than 0.05) from the regression residual value. Thus, outliers testing is not necessary. This research data is free from multicollinearity because each independent variable has a tolerance value above 0.1, which ranges from 0.397 to 0.714 and a VIF value below 10, which ranges from 1.401 to 2.520. This research data is free from heteroscedasticity because each independent variable has a significance value above 0.05, which ranges from 0.185 to 0.975.

The following table presents the result of regression model fit test of our research.

Table 1 The results of model fit test

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.799	4	1.700	10.856	.000 ^b
	Residual	10.177	65	.157		
	Total	16.975	69			

a. Dependent Variable: OC

b. Predictors: (Constant), IM, SS, CSE, EM

OC: Organizational Commitment, CSE: Core-Self Evaluation, SS: Social Support,

EM: Extrinsic Motivation, IM: Intrinsic Motivation

Source: Processed research data (2021)

Table 1 indicates that the significant value is below 0,05 as alpha value of social research commonly. This means that the research model (regression) is fit. Then, we proceed further in analyzing the partial influence of each independent variable through analysis of multiple linier regression.

The following table presents the results of the multiple regression analysis conducted by the research team as a method for testing the four research hypotheses.

Table 2. The analysis results of multiple linier regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.455	.552		.824	.413
1 CSE	.225	.122	.210	1.842	.070
SS	.100	.090	.126	1.107	.272
EM	.824	.198	.633	4.151	.000
IM	-.349	.159	-.316	-2.200	.031

a. Dependent Variable: OC

OC: Organizational Commitment, CSE: Core-Self Evaluation, SS: Social Support,

EM: Extrinsic Motivation, IM: Intrinsic Motivation

Source: Processed research data (2021)

Table 2 shows some of the results of the tests carried out on the four hypotheses of this study. The significance value of the core self-evaluation is 0.07 (above 0.05), with a beta value of 0.21, and a regression coefficient of 0.225. The significance value of social support is 0.272 (above 0.05), with a beta value of 0.126, and a regression coefficient of 0.1. The significance value of extrinsic motivation is 0.000 (below 0.05), with a beta value of 0.633, and a regression coefficient of 0.824. The significance value of intrinsic motivation is 0.031 (below 0.05), with a beta value of -0.316, and a regression coefficient of -0.349.

Thus, it is statistically and empirically proven that extrinsic motivation has a significant positive effect on organizational commitment and intrinsic motivation has a significant negative effect on organizational commitment. However, core self-evaluation and social support both have a positive and insignificant effect on the organizational commitment of administrative staffs at University Z. Proof that the third research hypothesis (H3) is true, that organizational commitment is positively influenced by extrinsic motivation by 40,07% ($0,633^2 \times 100\%$). The more employees believe that their extrinsically motivated needs have been met, the higher the commitment they have and show to the organization. The results of this study support or confirm in time (currently) with different respondents (from professions and countries) from the research conducted by Hasanein & Saad (2018).

Proving that the first (H1) and second (H2) research hypotheses are incorrect, that organizational commitment is positively (but not significantly) influenced by core self-evaluation and social support, the results of this study indicate that one of the considerations or priority factors drives administrative staffs to remain committed to University Z is extrinsic motivation, namely positive things they get after they do their work, such as salary, benefits, work environment, job security, organizational policies, relationships with colleagues and superiors, and other relevant or related hygiene factors. This is supported by descriptive data which shows that the majority of respondents have entered the age of 30 years old and over (87.1%), are married (80%), and are permanent employees (97.1%). If we look at these demographic facts, it can be seen that the administrative staffs at University Z on average are relatively mature psychologically, have a life partner, and have juridical ties to the organization where they work, so that the way they behave, think, and perceive, and the moral support from their friends do not have much impact on their tendency to decide to remain dedicated at University Z. This is supported by descriptive analysis of respondents' answers which shows that the mean value for core self-evaluation is 4 and social support is 4.04. This research was taken in the different era. Today is ongoing pandemic time that dictate major forced changes to all people around the world, one of them is economic recession. In such condition, there are some difficulties inclinations in finding new job, so employees tend to stick to their current job. That is, external factors have more influence on employees' commitment to organization, furthermore most employees in this research are married and have more responsibility to their families (spouse, children, even parents as Asian culture). That's why core-self evaluation and social support as personal perceived factors aren't significantly impact on organizational commitment.

Proving that the fourth research hypothesis (H4) is incorrect, that organizational commitment is significantly negatively affected by intrinsic motivation, the results of this study indicate that the motivation of the respondents who work is no longer based on what is in their work itself. From the observations of the research team, it is known that the average administrative staff at the University Z relatively has material sufficiency, so that what they do through their work as staff is only seen as a means to fill time to be able to remain active and work, not viewed as a job as calling or as a way to earn a living for the family. This can be seen from descriptive data which shows that the majority of respondents are those who have an income of up to Rp. 8.000.000 (82.9%), even though they also have the same amount of expenditure with a nominal amount of up to Rp. 8.000.000 (90%) and have at least one child (62.9%). Judging from each respondent's demographic data, it can be seen that the administrative staffs at University Z on average do not make their work as a financial field for the sustainability of their personal and family lives. This is of course reinforced by the tendency that the income they get from working in the organization will not be sufficient (reserve funds for incidental needs and saving/investing for the future) when compared to their routine expenses, especially with their dependent children in terms of funding. The higher intrinsic motivation, the lower organizational commitment. This fact is acceptable if intrinsic motivation is about difficulties and challenges in doing job. Because the administrative staffs at Campus Z have many roles that they do beside become employees, also they prefer quite easy and repetable job and avoid difficult one. These facts confirmed by major descriptive data about the respondents' marital status (pertinent to work-life balance) and their educational level (pertinent to salary expectation). With the change of system in education world, administrative staffs are forced to learn new things that may bring them to 'new hardship' that might challenge their commitment to organization. This commitment is not necessarily about stay in organization but can be related to efforts and focuses on doing good things for campus through working at their job.

At glance, the result of this study similar like the previous study that conducted by Hasanein & Saad (2018). The result is that organizational commiment influenced positively by extrinsic motivation. On that time, Hasanein & Saad (2018) took hotel staffs in Egypt as respondents and their research had been taken before the pandemic. The time horizons, places, and industries in specific can be different, but the evidence is remaining the same. One thing that can be emphasized here that the respondents are similar, both frontliner. From this research, we can learn that give and take is causal effect, in terms of how organization share is how they get in return. Specifically, this research, once again, proved that extrinsic motivation leads to organizational commitment. In other words, the more employees are extrinsically motivated, the more committed they are to the organization. The Herzberg's theory of motivation states that people in organization who are at the staff level tend to be more motivated by more extrinsic organizational factors, such as salary, supervision, work environments, interpersonal relationships, job security, career opportunities, and company policies; The fulfillment of those matters is one of the considerations of employees in maintaining their membership in the organization where they work as a manifestation of employee commitment to their company (Scandura, 2018; McShane & Von Glinow, 2018; Buchanan & Huczynski, 2019; Griffin et al., 2020; Kinicki, 2021; Robbins & Judge, 2022).

CONCLUSION AND SUGGESTIONS

In order to optimize core self-evaluation, it would be better if University Z carried out psychological-themed programs, such as periodic motivational webinars conducted online or onsite with inspirational speakers from various circles, an idea champion program that involved the creativity of employees in channeling innovative ideas for the progress of the institution by providing rewards as a strengthening of the efforts of the participants, and the implementation of the dare to change program which provides a positive challenge for each employee to perform their best performance in which the winner of the competition gets a prize to get active participants. With this series of activities, it is hoped that each employee will be willing and able to see themselves more positively with gratitude to God and participate in organizational development while maximizing the activation of their potential, talents,

interests, and personal talents, which in turn can have a positive effect on employee commitment to the organization.

In order to optimize social support for its human resources, it would be better if University Z designed a work program designed to be carried out as a team (including performance appraisal and compensation) in which the formation of membership was left to the employees themselves. In addition, it is also necessary to have a routine or occasional online or onsite gathering with employees in a unit/section or faculty/study program (for example once a month or once every three months or per semester) with formal and informal themes, discussing the management of programs for the progress of the unit, accompanied by the colors of entertainment and recreational events in order to foster closeness and intimacy among colleagues in the same unit. With these activities, hopefully it can be a positive stimulation for every employee in getting to know each other more closely and building cohesiveness in the workplace (even outside the work environment) as well as integrating themselves into the unity of performance and congeniality (even to friendship) with the spirit of together we are one, so that the atmosphere of social support from co-workers can be continuously encouraged at work; thus University Z is filled with employees who have a high commitment to it.

In order to optimize the extrinsic motivation of its human resources, it would be better if University Z more often runs communicative programs with its employees, such as frequently holding special online or onsite meetings which were conducted regularly to each unit/section and faculty. In the event, it is necessary to convey aspirations among employees and university representatives that occur in two directions in the form of brainstorming. With the intensive implementation of the event, it is hoped that each party can understand each other's needs, desires, interests, and goals mutually. In addition to verbally, it is also advisable to carry out a written online survey regarding compensation satisfaction from the perspective of its employees, which allows for the collection of closed and open answers based on respect for the privacy of each employee. With this media, hopefully it can be useful feedback for the adjustment of compensation policies that accommodate the personal needs of employees based on the principle of justice, so that stability and increase in organizational commitment can be maintained.

In order to optimize the intrinsic motivation of its human resources, it would be nice if University Z held an employee of the month program which is a broad opportunity for every employee to be rewarded based on their performance achievements and also a performance evaluation system whose results are closely related to the provision of financial incentives to employees who achieve or exceed standards to be able to motivate employees to give the best they can do. In addition, it is necessary to have a training program that is tailored to the needs of expertise and the demands of today's job skills with technology adaptation and character development in it, which aims to equip educational human resources with the advantages of hard skills and soft skills intelligence, so that they are able to be given the challenge of a variety of jobs that better enable them to be able to further empower their willingness to learn and hone their confidence and ability to do work more effectively and efficiently. It is better if every leader (superordinate) has a noble character with a sincere awareness to always convey affirmations in the form of positive words in appreciating every task completed successfully by his or her employees. With this series of progressive changes, it is hoped that it will shape and revive the internality of employee motivation regarding their work, which in the long run will also lead to emotional attachment of employees to the organization where they work.

Every leadership activity and resource that has been described as feedback for the benefit of individuals, groups, and organizations, should be planned, organized, implemented, and evaluated continuously and comprehensively. The success of every application of change that occurs would be interpreted as a victory with the big family of University Z. The shortcomings and difficulties of implementing the program should be interpreted as an opportunity to introspect and make updates for the procurement of a much better program in the future era. Then the day keeps its mystery and will be revealed later. In facing every more complex challenge, hopefully University Z can be more prepared and alert in its sensitivity to always maintain and optimize the health of the attitudes and behaviors of its administrative staffs, which in the context of this research is organizational commitment through positive thinking, social support, extrinsic and intrinsic work motivation.

Based on the results of the survey that has been conducted, the number of respondents collected is still quite minimal, not reaching half of the research population. This is because the data collection process is still limited, which is carried out online in the midst of the ongoing pandemic, so there are many distortions and disturbances that reduce the effectiveness of the data collected. The research team hopes that for future research, if the intended respondents are employees, data collection needs to be carried out by directly visiting (face to face) each respondent from each related department. In this way, it is hoped that the personal atmosphere will feel stronger, so that it can be more conducive for each respondent to follow the data collection process that has been designed or planned. The respondents of this research are administrative staffs at a university. The research team hopes that for future research, the scope can be expanded, both involving other administrative staffs in other campuses, and even involving other professions in different industries. With the development of the target respondents, it is hoped that the generalization of the research results can be guaranteed more thoroughly. This study only examines the four independent variables that cause organizational commitment through multiple linear regression analysis. The research team hopes that future research can use more exogenous variables, such as organizational culture, organizational climate, and other variables (mediation and/or moderating of demographic variables), by using more complex analyzes, such as model testing by SEM (Structural Equation Modeling). With the diversity of the variables studied and the analytical techniques used, it is hoped that the growth and development of similar research can be maintained. This research is inseparable from other shortcomings, such as limited time, access, and support from related parties. The research team hopes that future research can be carried out more optimally in more supportive, friendly, specific, and sustainable ecosystem. Thus, it is hoped that the scientific retrieval process will continue to be carried out continuously for the advancement of science and its application to a better social institutional life with global utility.

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