

**THE EFFECT OF INDIVIDUAL VALUE ON AFFECTIVE
COMMITMENT THROUGH PSYCHOLOGICAL WELL-BEING AS
INTERVENING VARIABLES
(Study on Members of the Maluku Regional Police State Police School)**

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Abstract: The most important aspect of the police profession is service to the community. As public servants, the police are required to be able to perform well in terms of these services. The aim of the POLRI itself is to realize domestic security which includes maintaining security and public order, order and upholding the law, the implementation of protection, protection and services to the community, as well as maintaining public peace by upholding human rights. In order to be able to provide satisfaction to society, the police must be good at managing emotionally because in addition to achieving organizational goals, a police officer must also think about his personal well-being. Therefore, it requires organizational commitment, especially high affective commitment from a police officer. This study analyzes the relationship between affective commitment and individual values and psychological well-being due to differences in results in several studies and there are still few studies examining affective commitment, individual values, and psychological well-being in the police sector. The research was conducted at the State Police School of the Maluku Regional Police, totaling 92 employees using the census technique. The data analysis technique used is Partial Least Square (PLS). The results of this study indicate that individual value has a significant positive effect on affective commitment, individual value has a significant positive effect on psychological well-being, and psychological well-being has a significant positive effect on affective commitment. So it can be concluded that to increase affective commitment, it is necessary to increase individual values that can affect a person's psychological well-being.

Keyword : *Individual Values, Affective Commitment, Psychological Well-being, Police*

1. Introduction

The most important aspect of the police profession is service to the community. As a public servant, the police are required to perform well in terms of these services. Service performance is defined as the production of services that support organizational goals (van Gelderen & Bik, 2016). The purpose of the National Police itself is to realize internal security which includes the maintenance of public security and order, order and law enforcement, the implementation of protection, protection and service to the community, as well as the establishment of public peace by upholding human rights. So that the success of the police can be seen from the quality of service and community satisfaction (van Gelderen & Bik,

2016). In order to be able to give satisfaction to the community, the police must be good at managing emotions when working, such as giving a smile, being friendly, and showing other forms of kindness (van Gelderen & Bik, 2016).

Being good at managing emotions in dealing with events in the field is not an easy thing. Because apart from achieving organizational goals, a police officer also has to think about his personal welfare. Therefore, it takes a good organizational commitment from a police officer. When members have good commitment, will do their best to protect the interests and goals of the organization (van Gelderen & Bik, 2016). Organizational commitment has 3 aspects, namely normative commitment, continuance commitment, and affective commitment (Oyekunle, Emmanuel, Deborah, & Ajayi, 2019). The difference from one aspect to another lies in how deep the emotional attachment that members have when joining an organization. In this study, the focus of organizational commitment used is affective commitment.

Affective commitment describes the willingness of employees to remain in the organization by believing in the goals, values and norms of the organization and becoming more emotionally attached to the organization. Affective commitment is considered as the main driving force that makes individuals contribute to the improvement of organizational performance. Affective commitment is the strongest dimension of organizational commitment when it is associated with employee performance (Oyekunle et al., 2019). Affective commitment is a form of desire to remain a member of the organization because of the emotional bond with the organization. With this affective commitment, employees remain in the organization because they want to do it (Meyer & Maltin, 2010). Affective commitment is seen as a psychological state that characterizes an employee's relationship with the organization. Individuals with a strong affective commitment are more committed to pursuing goals (Darolia, Kumari, & Darolia, 2010).

The positive relationship between individual values and psychological well-being is consistent with the idea that people enjoy positive feelings of well-being focusing on personal growth rather than self-protection, and the idea that such people have the emotional resources to pursue challenging and autonomous goals. As an alternative, Sagiv & Schwartz (2000) noted that people tend to experience positive well-being when they value the same values that prevail in their environment i.e. when inhabiting an environment that enables them to achieve the goals for which their value is directed. So that it can be said that psychological well-being is an ongoing process of knowing one's potential, personal growth, and life goals (Ryff, 2013). The existence of psychological well-being in each individual makes a person aware of his strengths which makes him more developed and directed.

A police officer must be able to maintain security and order, but there are still violations committed by the internal police. A total of 1,287 police officers were recorded as committing violations code of Ethics profession throughout 2019. Quoted from year-end notes Police Headquarters, this number increased by 7 percent from the previous year which was 1,203 violations (cnnindonesia.com). Meanwhile, disciplinary violations have decreased compared to 2018. The number of disciplinary violations has decreased from 2,417 violations to 2,153, a decrease of 10.92 percent. These disciplinary violations include lowering the honor and dignity of the state, leaving the task area without permission from the leadership, avoiding official responsibilities, hindering the smooth running of official duties, and carrying out illegal levies.

With the number of violations that are still large, the police are expected to further increase their commitment to their agencies. One's commitment to the institution is very

important. Greenberg and Baron (1993); in Erlina, Tarigan, & Young (2017) explains that someone who has a high commitment is someone who is more stable and more productive so that in the end it will also be more profitable for the organization. The formation of commitment for a member of the police also cannot be separated from the place where the member is educated and trained and the role of the educator who is also a member of the police. One of the places for police education is the Maluku Regional Police State Police School with the vision "Determined to realize education and training in supporting the implementation of professional, moral, and modern excellent service and loyalty as bhayangkara people". The existence of this vision makes the police officers assigned to the Maluku Regional Police State Police School have a dual role, namely to become public servants and become educators who are able to produce police graduates who are highly committed so that they can reduce the number of existing violations. Because of this dual role, researchers conducted research on individual values and affective commitment through psychological well-being as an intervening variable to find out more about the influence of each variable. This research was conducted at the Maluku Regional Police State Police School with 92 police officers. Because of this dual role, researchers conducted research on individual values and affective commitment through psychological well-being as an intervening variable to find out more about the influence of each variable. This research was conducted at the Maluku Regional Police State Police School with 92 police officers. Because of this dual role, researchers conducted research on individual values and affective commitment through psychological well-being as an intervening variable to find out more about the influence of each variable. This research was conducted at the Maluku Regional Police State Police School with 92 police officers.

The police profession is not an easy profession because they have to work to achieve organizational goals but still have to maintain their welfare. It takes a high commitment from a police officer to be able to perform well. In this study, police officers are better able to work well if they have a commitment to the organization. This commitment includes organizational identification, a strong sense of belonging, and emotional attachment. One of the factors that influence the formation of affective commitment is individual value. Becker 1960; in (Cohen & Shamai, 2010) said that to fully understand commitment, one must find the value system within which the previously described mechanisms and processes operate. The positive relationship between individual values and psychological well-being is consistent with the idea that people enjoy positive feelings of well-being focusing on personal growth rather than self-protection, and the idea that such people have the emotional resources to pursue challenging and autonomous goals.

This study analyzes the relationship between affective commitment and individual values and psychological well-being because there are differences in the results in several studies and there are still few studies that examine affective commitment, individual values, and psychological well-being in the police sector and there are still many violations committed by members of the police force. The research was conducted at the Maluku Regional Police State Police School.

The purpose of this research is to be able to find out empirically The Influence of Individual Values on Affective Commitment through Psychological Well-Being, including (1) Analyzing the influence of individual values to affective commitment, (2) Analyzing the influence of individual values to psychological well-being. (3) Analyzing the effect of psychological well-being to affective commitment.

2. Study References

Individual Value Model

Schwartz and Sagiv 1995; inCohen & Shamai (2010) defines individual values as desirable trans-situational ends, different in importance, which serve as guiding principles in human life. An important content aspect that distinguishes these values from one another is the type of motivational goals they state. Schwartz derives a typology of different value content on the grounds that values serve three universal requirements of human existence: biological needs, conditions for coordinated social interaction, and demands for group functioning. Groups and individuals represent these requirements cognitively as specific values communicated

Schwartz outlines several possible processes link priority values to people's attitudes and behavior. High priority values are enduring goals that guide people to seek out and pay attention to the value-relevant aspects of a situation. Values can influence the attention paid to, perception, and interpretation of various situations, with each person defining a particular situation (and choosing the course of action to respond to) keeping in mind the values that are central to their worldview. Value priorities also influence the weight people place on problems and their subsequent behavior (including commitment). When the prioritized values interact with other variables (eg attitudes or behavior) they tend to be associated with adjacent value types in the value structure.

Malone and Paik (2007); inCohen & Shamai (2010)using Schwartz scores in research on Japanese and American military service academy students is similar to a police context. The results of this study are Japanese students are more individualistic and independent and American students are more kind and traditional than popular concepts. The values of achievement, benevolence, conformity, security and self-direction are the five most important value types for the two groups. Based on the importance of these five types of values, this study will use these five indicators.

Affective Commitment

In the organizational behavior literature, organizational commitment is considered as an important factor influencing organizational participation, attitude, and effectiveness. Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. Organizational commitment is from an employee to his organization can be an important instrument to improve the performance of the employee(Atif, Kashif Ur Rehman, Ijaz Ur Rehman, Muhammad, & Asad, 2011). Meyer and Allen (1990); inSolinger, van Olffen, & Roe (2008) defines organizational commitment as a reflection of three major themes, namely, affective commitment occurs when employees want to be part of the organization because of an emotional bond, continuance commitment occurs when employees remain in an organization because they need a salary and other benefits, or because the employee can't find another job, and normative commitment in the form of feelings that requires to stay in the organization due to obligations and responsibilities to the organization which are based on consideration of the norms, values and beliefs of employees. Each of these commitments has a different measurement, for example to measure affective commitment to the organization using the Allen and Meyer eight-item scale which was developed to measure an individual's affective commitment to his organization.(Shepherd, Patzelt, & Wolfe, 2014).

Affective commitment reflects the emotional attachment to a target that results from identification with it and can be directed to constituencies such as the organization and supervisor. Among the components of commitment, affective commitment has attracted the

most research attention because it is associated with important organizational outcomes, such as turnover, performance, and citizenship behavior.(Meyer et al., 2002). Among other entities to which commitment can be directed, the supervisor has emerged as important because affective commitment to the supervisor has been found to account for unique variations in work outcomes over and above affective commitment to the organization. The reason for this is that, even if they are nested within, and partly acting on behalf of the organization, supervisors are more concrete, visible, and proximal than the organization and, therefore, act as powerful references for employees.(Tang & Vandenberghe, 2020).

Psychological Well-being

Ryff's model of psychological well-being was proposed to address neglect in the formulation of positive human functioning that prevailed in the 1980s. The implications of the formulation for psychotherapy and psychosomatics are then considered. Well-being, especially with regard to health (mental and physical) and interventions intended to improve the human condition. Most of the efforts focused on reports of happiness, life satisfaction and positive affect. Attention is paid to a deeper question, namely, what are the essential features of well-being. The omission is puzzling, given the deep philosophical roots of happiness going back to ancient Greece along with the broad interest shown in humanistic, existential, developmental and clinical psychology in the distillation of positive human functioning.(Ryff, 2013).

Based on the problem formulation and literature review, the following research hypotheses are proposed:

H1:Individual values have a positive effect to affective commitment.

H2:Individual values have a positive effect to psychological well-being.

H3:Psychological well-being has a positive effect on affective commitment.

3. Method Study

The research method used is the distribution of questionnaires distributed to respondents. The analysis technique used is Partial Least Square (PLS) from www.smartpls.com. Partial Least Square (PLS) is a family-based regression method introduced by Herman OA Wold

The population of this research is the permanent members of the Maluku Regional Police School of State Police with 92 members. The technique in this study uses the census technique, which uses the entire population of 92 members.

The data sources used by the author are primary data and secondary data. In this study, primary data was obtained from the distribution of questionnaires that had been compiled in the form of a series of statements or questions according to the variables that would be used as research. For secondary data is data that has been collected by other parties. The secondary data obtained for this research are data from the literature, scientific publications related to the problem in research.

4. Data Analysis And Discussion

In this analysis, the data will be described based on Age, Gender, Length of Service of Members and Education Level

The analytical technique used in this research is Partial Least Square (PLS) from www.smartpls.com. Partial Least Square (PLS) is a family-based regression method introduced by Herman OA Wold for the creation and construction of models and methods for the social sciences with a prediction-oriented approach. PLS assumes that research data is

distribution-free, meaning that research data does not refer to one particular distribution (eg normal distribution). PLS is an alternative method of SEM that can be used to overcome the problem of relationships between complex variables but the data sample size is small ranging from 30 to 100(Pangastuti, Murniati, Sessay, & Kuswanto, 2020).

Instrument Test

Prior to testing the hypothesis, it must pass the internal validity test and the reliability test. The validity tested in PLS is construct validity. Construct validity shows how big the instrument used in the measurement is in accordance with the theory used to define the construct. The suitability is shown by the correlation between the construct and the instruments. Construct validity consists of:

a. Convergent validity

Convergent validity refers to the convergence between instruments used to measure the same construct. Convergence is indicated by a high correlation. Convergent validity is said to be valid if the results of the loading factor > 0.7 ; AVE (average variance extracted) > 0.5 ; and communality > 0.5 .

b. Discriminant Validity

Discriminant validity refers to the discrimination of the instrument when measuring different constructs. The instrument that has been used to measure one construct should not have a correlation with other constructs. Discriminant validity is said to be valid if the result of the AVE root $>$ the correlation of the latent variables; and cross loading > 0.7 in one construct.

Meanwhile, reliability is used to test whether the measuring instrument (instrument) used to measure the construct has consistency. Reliability is said to be reliable if the result of Cronbach's alpha > 0.7 ; and composite reliability > 0.7 .

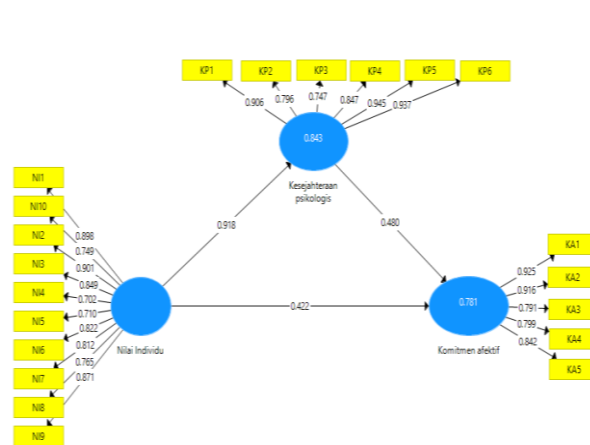
Validity test

Indicator	Loading Factor	Standard	Description
KA1	0.925	0.7	Valid
KA2	0.916	0.7	Valid
KA3	0.791	0.7	Valid
KA4	0.799	0.7	Valid
KA5	0.842	0.7	Valid
KP1	0.906	0.7	Valid
KP2	0.796	0.7	Valid
KP3	0.747	0.7	Valid
KP4	0.847	0.7	Valid
KP5	0.945	0.7	Valid
KP6	0.937	0.7	Valid
NI1	0.898	0.7	Valid
NI10	0.749	0.7	Valid
NI2	0.901	0.7	Valid
NI3	0.849	0.7	Valid
NI4	0.702	0.7	Valid
NI5	0.710	0.7	Valid
NI6	0.822	0.7	Valid
NI7	0.812	0.7	Valid

Indicator	Loading Factor	Standard	Description
NI8	0.765	0.7	Valid
NI9	0.871	0.7	Valid

Processed primary data, 2021

The results showed that all loading factors > 0.5, so it can be concluded that all indicators are valid.



Reliability Test

The results of the reliability test can be seen from the value of Cronbach's Alpha, and composite reliability with a cut off of 0.7. While the AVE value has a cut off above 0.5. The following are the results of reliability testing:

No	Variable	Cronbach's Alpha	Composite Reliability	Standardized Value	AVE
1	Individual value	0.941	0.950	0.700	0.658
2	Psychological well-being	0.932	0.947	0.700	0.750
3	Affective commitment	0.908	0.932	0.700	0.733

Processed primary data, 2021

Based on the table above, it can be seen that each variable has an alpha value exceeding the standardized value of 0.7. Likewise with the average variance extracted (AVE) value generated by all constructs > 0.5. With this value, it can be concluded that the results of the reliability test on all of these variables are reliable.

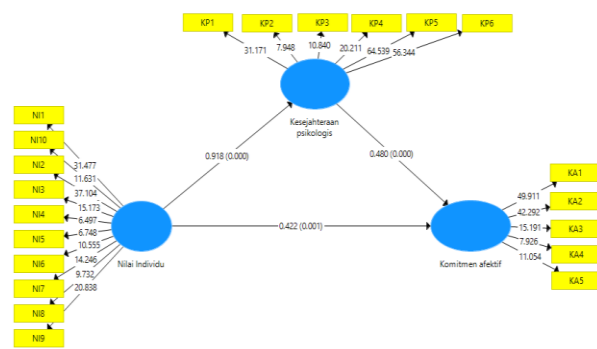
Mediation Effect Test

Hypothesis testing is used to determine whether psychological well-being is able to mediate the effect of individual values on affective commitment. The results of the SmartPLS calculation for significance in the t-test on affective commitment. Based on the results of calculations that have been done, obtained a significance of 0.000. The significance of 0.000 is less than 5%, meaning that psychological well-being is able to mediate the influence of individual values on affective commitment. The coefficient of 0.441 indicates that there is a positive indirect effect of individual scores on affective commitment.

Coefficient of Determination

In this study, it shows that the value of the coefficient of determination is indicated by the Adjusted R Square value of 0.841 and 0.776, this means that the endogenous variable of psychological well-being can be explained by exogenous variables, namely the individual value of 84.1% and 15.9% explained by variables outside of this study. While the endogenous variable of affective commitment can be explained by psychological well-being, and individual values of 77.6% and 22.4% are explained by variables outside this study.

Structural Equation Modeling with Partial Least Square
Structural Model Analysis



Variable	Path coefficient
Individual values -> Affective commitment	0.422
Individual values -> Psychological well-being	0.918
Psychological well-being -> Affective commitment	0.480

Individual values affect affective commitment

Based on the results of calculations that have been done, obtained a significance of 0.001 and a path coefficient of 0.422. The significance of 0.001 is smaller than 5%, meaning that the first hypothesis is that individual values have a positive effect on affective commitment. There is a match between the individual values possessed by a member in the organization in terms of biological needs, the conditions for coordinated social interaction, and the demands of group functioning will allow organizational members to have self-adherence, the preservation of traditional practices, and the protection of stability, then in a further constraint will juxtapose values that emphasize acceptance of others as equals. This will make members or members of the organization feel an emotional attachment between themselves and the organization so that they have a deeper commitment to their organization.

This specific affective form of organizational commitment refers to emotional attachment and identification with and involvement in the organization. Employees become effectively committed to the organization when they feel an emotional attachment to the organization. There are several antecedents, correlations, and consequences of organizational commitment, including attitudinal commitment, which refers to the identification of a strong organization that approximates the level of affective commitment (van Gelderen & Bik, 2016).

Individual Values Affect Psychological Well-being

Based on the results of calculations that have been done, obtained a significance of 0.000 and a path coefficient of 0.918. The significance of 0.000 is smaller than 5%, meaning that the

second hypothesis is that individual values have a positive effect on psychological well-being. Members who have stronger individual values will tend to find it easier to feel happiness in the organization. This can happen because of the desire of the individual to be able to appreciate his achievements, be able to focus on growth and this will create a stronger psychological well-being in organizational members.

Values defined as "healthy" were associated with perceptions that increased personal happiness, and values defined as "unhealthy" were the opposite. In contrast, the emphasis on values representing the need for deficiency (conformity, security, and power) expresses a desire to compensate for the deficiency. Individuals who value conservation (*conformity, tradition* and security) will be less happy than those who value openness to change, self-transcendence and self-enhancement more (Meyer & Maltin, 2010).

Psychological well-being affects affective commitment

Based on the results of calculations have been carried out, the results obtained a significance of 0.000 and a path coefficient of 0.480. The significance of 0.000 is less than 5%, which means that the third hypothesis is that psychological well-being has a positive effect on affective commitment. The happier and more psychologically positive an organization member is in working at the company, this will make organizational members feel comfortable in working for the organization. This condition will make organizational members feel that the organization where they work is the right place for them to learn, grow and have a sense of belonging that can increase their emotional commitment to the organization.

Psychological well-being causes a variety of behaviors related to success. In general, happiness follows success and achievement in life, happiness actually leads to a successful outcome that will ultimately increase affective commitment. With affective commitment, employees stay in the organization because they want to do it (Meyer et al., 2002).

5. Conclusions And Policy Implications

It can be concluded from this research that the police profession is not an easy profession because it has to work to achieve organizational goals but still has to maintain its welfare. It takes a high commitment from a police officer to be able to perform well. In this study, police officers are better able to work well if they have a commitment to the organization. This commitment includes organizational identification, a strong sense of belonging, and emotional attachment. One of the factors that influence the formation of affective commitment is individual value. This study analyzes the relationship between affective commitment and individual values and psychological well-being because there are differences in results in several studies and there are still few studies that examine affective commitment, individual values, and psychological well-being in the police sector. Based on the results of the study, to increase the affective commitment of members of the Maluku Regional Police State Police School, it is necessary to increase individual values that can improve psychological well-being and affective commitment of members of the Maluku Regional Police State Police School.

This study has limitations, including, the existence of obstacles in the form of moderate number of activities at the Maluku Police State Police School so that many members are not present and result in not being able to explain the items of the questionnaire which may not be understood by members as respondents. Furthermore, there is a limitation in terms of the

number of members because the population is only 92 members from the Maluku Regional Police State Police School.

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