

Personal Values and Job Satisfaction: A Qualitative Perspective on Employee Performance in the Education Sector

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ABSTRACT – This research aims to explore the influence of personal values on job satisfaction and its impact on employee performance in the education sector. Using a qualitative approach, this research was analyzing the relationship between personal values, job satisfaction, and performance through theoretical perspectives and current literature. The result show that personal values have an important role for improving job satisfaction, especially if they are respected by the organization. High job satisfaction already contributed to improved employee performance through intrinsic motivation and greater commitment to their tasks. Recognition of personal values and organizational support based on good governance are key to creating a productive work environment in the education sector. The research provides a recommends implication for implementation of inclusive policies and the development of merit-based incentive system to improve employee welfare and performance.

Keywords: Personal Values, Job Satisfaction, Employee Performance, Education Sector, Governance, Motivation, Merit-Based Pay.

A. INTRODUCTION

Improving the quality of employee performance is one indicator of organizational success in the education sector. Any factors need to be considered to achieve optimal result including job satisfaction which is closely related to personal values owned (Darmawan, 2020). Giauque et al. (2019) stated that employee motivation depend on how organization manage job satisfaction. They found that affective performance appraisal can strengthen job satisfaction and has a positive impact on productivity.

Study by Ismail et al. (2018) show that individual's values have an influence how they respond to job satisfaction in the education sector. This is relevant to the importance of understanding the role of personal values in shaping job

satisfaction. Education is one of the main roles of development with requires a management approach that is able to combine these values with professional needs (Akmal et al. 2015).

The education sector in Indonesia is challenged to create a work environment that supports employee satisfaction. As explained by Ruffini et al. (2020), performance management system is often not designed with employee's personal needs. This condition provides effect to low level of job satisfaction and has implication on decreased productivity.

Research conducted by Aruan et al. (2023) revealed that organizational support felt by employee have a big impact on job satisfaction. In the education sector, this support was minimal especially in term of recognizing the values of individuals. According to Valerio (2024), human resource management strategies based on good governance can increase employee job satisfaction. This approach is relevant to creating a work environment in the education sector that respects personal values and strengthens performance.

Alamsyah et al. (2023) state that the development of quality human resources must pay attention to aspects of job satisfaction. In the education sector, the quality of human resources is influenced by technical competence and the satisfaction that individual feel at work (Sinambela et al., 2020; Mardikaningsih & Putra, 2021).

According to Tongvijit et al. (2023), good organizational governance is key to creating job satisfaction. This is in line with the finding that the education sector needs a more humanistic approach in its human resource management.

Rismayadi (2024) stated that a management approach with linear principles of good governance can increase job satisfaction, especially in the public sector. This research confirms the importance of applying personal values in organizational management strategies.

Sutrisno and Muslim (2024) found that a merit-based incentive system can increase employee job satisfaction. However, they also noted that the success of this system is highly dependent on the organization's ability to understand the personal needs and values of their employees.

Although previous research has discussed various factors that influence job satisfaction, there is a lack of studies that specifically state the role of personal values in the education sector. Most studies focus on quantitative approaches, so qualitative research exploring the experiences of employees in the education sector has a limited space.

This research offers a new perspective by exploring in depth how personal values influence job satisfaction and performance of employees in the education sector. Using a qualitative approach, this research tries to provide a deepest understanding of the relationship between personal factors and professional-related job satisfaction.

This research aims to explore the influence of personal values on employee job satisfaction in the education sector and understand how job satisfaction affects employee performance in the sector.

B. METHOD

This research used a qualitative approach with an exploratory research type. The main objective of this approach is to understand in depth how personal values influence job satisfaction and employee performance in the education sector. The qualitative approach was chosen because it allows researchers to explore the subjective experiences and perspectives of individuals relevant to the research topic (Darmawan, 2009).

The data source in this research is secondary data obtained from relevant literature, including scientific journals, books, and regulations related to the research topic. The literature used includes various previous studies that discuss job satisfaction, employee performance, and personal values, especially in the education sector. This secondary data was selected to ensure that the research was conducted in a systematic and evidence-based manner (Darmawan, 2006).

The data collection method was conducted through a literature study, in which all relevant information from the sources mentioned was critically analyzed.

The data analysis technique used was descriptive qualitative analysis. The data collected was analyzed by grouping information based on key themes, such as personal values, job satisfaction, and employee performance. This analysis aims to answer the formulation of the problem that has been prepared, by utilizing relevant regulations and available academic literature.

C. RESULTS AND DISCUSSION

Personal Values and Employee Job Satisfaction in Education Sector

Personal values have an important role in shaping employee job satisfaction, especially in the education sector. Research by Giauque et al. (2019) mentioned that understanding personal values can help organizations to create a conducive work environment. In education settings, employees often bring moral and ethical values that they consider important, such as honesty, responsibility, and commitment to student development (Masnawati et al., 2023). This influences how they respond to various policies and work cultures in their workplace.

According to research by Ismail et al. (2018), religiosity values are one of the dominant factors to influence job satisfaction. They emphasized that individuals who feel their values are in harmony with organizational policies tend to be more satisfied with their jobs. In Indonesia's education sector, which is often linked to faith-based institutions, this is relevant to boost motivation and morale.

In the study of Ruffini et al. (2020), it is stated that organizations in the public sector, including education, have tended to ignore the importance of understanding employee values. Lack of recognition of personal values can reduce the level of job satisfaction. In the education sector, this can have an impact on low motivation for maximum contribution.

Aruan et al. (2023) revealed that strong organizational support can significantly increase job satisfaction. In the education sector, this support can be in the form of material compensation, such as salary and benefits, as well as recognition of employees' contributions based on their personal values. This recognition can be in the form of awards, honors, or opportunities for self-development that match individual interests and talents. In this way, educational institutions can create a more positive and inclusive work environment,

where employees feel valued and appreciated for their contributions (Fachruddin et al., 2023). This strong organizational support can also increase employees' sense of belonging and commitment to the organization, so they are more motivated to contribute to the achievement of educational goals. Therefore, recognizing employees' personal values is an important component of creating strong organizational support and increasing job satisfaction in the education sector.

The study by Valerio (2024) illustrates that good governance-based management strategies can increase job satisfaction by respecting individual values. This reflected the importance of a humanistic approach to managing people in education sector to achieve better results.

Meanwhile, Alamsyah et al. (2023) emphasized the importance of developing quality human resources through a value-based approach. In the education sector, the quality of employees is measured by their technical skills, and by the extent from which they can align their personal values with organizational goals. This approach requires educational institutions to not only focus on improving skills and knowledge, but also to create a culture that supports the harmony between individual values and the broader vision of education. By constructing a work environment that values and facilitates the development of these values, schools and colleges can increase employee motivation and commitment, which in the end contributes to the effectiveness of teaching and learning. These values-oriented human resource development is therefore key to creating competent educators who are also emotionally and ethically connected to the educational mission, resulting in a positive impact on students and society as a whole (Darmawan et al., 2018).

Tongvijit et al. (2023) showed that the application of good governance can create a more satisfying work environment. In the education sector, this becomes relevant as employees are likely to respond well when their values are valued by the organization.

Rismayadi (2024) explains that human resource management in accordance with the principles of good governance can play an important role in creating high job satisfaction among employees. In the education sector, the application of these principles can be realized through the development of policies that not only focus on performance aspects, but also respect and recognize the personal values of

educators and staff. By creating a work environment that respects the uniqueness of individuals, educational institutions can create a more inclusive and supportive atmosphere, where every employee feels valued and motivated to contribute to their full potential. The policies that reflect this respect for personal values, such as flexibility in working hours, opportunities for self-development, and recognition of each individual's unique contribution, can increase overall job satisfaction. In this way, good governance-oriented human resource management not only benefits employees but also has positive implications for the quality of education provided to students (Djazilan & Darmawan, 2022).

Research by Sutrisno and Muslim (2024) shows that the implementation of a merit-based incentive system can significantly contribute to increased job satisfaction, provided it is balanced with recognition of individual personal values. In the education sector, this is particularly relevant, as an inclusive work environment can encourage collaboration and creativity among educators. By providing fair rewards based on performance; while recognizing the uniqueness and contribution of each individual, educational institutions can create a more positive and productive atmosphere. This approach increases motivation, and it can strengthen the sense of ownership among employees, which in the end can have a positive impact on the quality of education provided to students (Pramudya & Mardikaningsih, 2021). The implementation of a thoughtful incentive system that is sensitive to personal values can be the key to creating a more harmonious and competitive work culture in education (Hutomo & Darmawan, 2011).

Overall, personal values have a significant influence on employee job satisfaction in the education sector. When such values are respected and integrated into organizational policies, employees feel more valued, which in the end has a positive impact on job satisfaction. This demonstrates the importance of recognizing the personal dimension in human resource management in the education sector.

The Influence of Job Satisfaction on Employee Performance in Education Sector

Employee performance in the education sector is influenced by various factors, including perceived job satisfaction. In a study by Giauque et al. (2019) found that employees who are

satisfied with their jobs show higher levels of performance. Job satisfaction provides a boost of intrinsic motivation, which enables employees to make optimal contributions towards achieving organizational goals, including in the education sector.

In the study of Ismail et al. (2018) stated that employees who are satisfied with their jobs are more likely to show greater commitment to the organization. In the education sector, this can be seen in the ability of teachers or education personnel to innovate in teaching methods or support learner development. Ruffini et al. (2020) mentioned that employee performance can improve if the organization consistently provides support that is relevant to individual needs. In education, high job satisfaction enables employees to provide quality education services, reflecting their performance. Aruan et al. (2023) found that job satisfaction can influence employees' prosocial behaviors, such as helping their co-workers or actively participating in organizational activities. In the education sector, these behaviors are critical to creating a collaborative learning environment.

Valerio (2024) emphasizes that a human resource management (HRM) strategy grounded in good governance can significantly enhance employee performance by boosting job satisfaction. This approach is particularly effective in fostering a productive work environment where employees feel recognized and valued. In the context of the education sector, applying a good governance-based HRM strategy becomes even more crucial. Educators and administrative staff, who are pivotal to the success of educational institutions, often face high levels of stress and workload. When these individuals' efforts and contributions are acknowledged through a well-structured recognition system, their motivation and engagement tend to increase.

In educational institutions, recognition can be implemented in various forms, such as performance-based rewards, professional development opportunities, or public acknowledgment of achievements. This not only enhances job satisfaction but also cultivates a culture of respect and appreciation, which is fundamental for the long-term success of educational organizations. When employees feel that their hard work is noticed and that they are part of a transparent and fair system, their commitment to the organization and its goals becomes stronger.

Moreover, a good governance-based HRM strategy also ensures that these recognition processes are consistent, transparent, and merit-based. This prevents biases and promotes fairness, further reinforcing employee trust in the system. The positive feedback loop generated by such a strategy results in improved employee performance, as satisfied employees are more likely to take initiative, contribute to teamwork, and strive for higher productivity.

In conclusion, Valerio's (2024) assertion that good governance in HRM can stimulate employee performance through increased job satisfaction holds significant implications for the education sector. By recognizing individual achievements and promoting a culture of appreciation, educational institutions can create an environment that fosters high employee morale and, consequently, better educational outcomes. This approach ensures that staff remain motivated, which is essential for the overall effectiveness of educational services.

Research by Alamsyah et al. (2023) confirmed that employee performance is influenced by technical ability and also by job satisfaction. In the education sector, teachers who are satisfied with their jobs will likely show better performance outcomes, including in terms of teaching and managing students (Andayani & Darmawan, 2004). The study by Tongvijit et al. (2023) shows that employee performance improves when their job satisfaction is secured. In the education sector, this can be realized through organizational policies that respect individual values.

Rismayadi (2024) revealed that job satisfaction is an important catalyst for improving employee performance. In the education sector, this can be seen in the increased productivity of educators when they feel supported by the organization.

Research by Sutrisno and Muslim (2024) states that merit-based incentives can improve employee performance by strengthening their job satisfaction. In the education sector, this strategy can be applied to motivate teachers and administrative staff to make their best contribution.

Overall, job satisfaction has a significant influence on employee performance in the education sector. When employees are satisfied with their work environment, rewards and support, they are more likely to perform better. In the education sector, job satisfaction has an impact on individual productivity and on the quality of education that is provided to learners.

D. CONCLUSIONS

This study concludes that personal values play an important role in the formation of employee job satisfaction in the education sector. When an individual's values are respected and in harmony with organizational policies, employees feel more satisfied with their jobs. This satisfaction becomes a catalyst for intrinsic motivation that has a positive impact on their performance. Job satisfaction has been shown to have a close relationship with improved employee performance. In the education sector, employees who are satisfied with their jobs are able to provide better services, including in teaching, managing students, and achieving organizational goals (Yanti et al., 2013).

Lack of attention to employees' personal values and lack of organizational support can decrease job satisfaction and negatively impact their performance. Conversely, management strategies that respect individual values and implement good governance can create a work environment that supports satisfaction and productivity.

To ensure that employees' personal values and job satisfaction can contribute most to performance, organizations in the education sector need to develop policies that respect the diversity of individual values. This policy should be implemented through an inclusive approach and based on good governance principles. In addition, organizations should ensure that support for employees is not only material but also includes recognition of their contributions based on personal values.

Organizations are also advised to improve merit-based incentive systems, which can boost employee performance by strengthening their job satisfaction. The development of a conducive work environment, which supports a balance between professional life and individual values, is also a priority that needs to be realized. These are steps that are expected to strengthen the relationship between job satisfaction and performance, which in turn will improve the quality of education services in Indonesia.

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