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## The Role of Work Adjustment on Job Involvement Based on Work Value: A Study of Hotel Industry Employees in Ambon, Indonesia

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### ABSTRACT

Work adjustment refers to the extent to which employees feel that their work is in line with their values and expectations. One important aspect that needs to be understood is the role of work adjustment in shaping job involvement in hotel industry employees in Ambon, Indonesia. Work adjustment includes the extent to which work matches employees' personal values, their expectations of the job, and their suitability for the tasks at hand. Work values are an important factor influencing work adjustment, because individual values play a large role in determining the extent to which someone feels involved and satisfied in their work. This study aimed to determine the role of work adjustment on job involvement based on work values: a study of hotel industry employees in Ambon, Indonesia. This study is research with a quantitative approach and uses primary data obtained from a survey process using a questionnaire, where the survey process was carried out online. The independent variable in this study is job involvement (Y). The dependent variables in this study are work value (X1), work adjustment (X2). The study results show that there is a significant relationship between work value and job involvement,  $p=0.000$ . The study results also show that there is a significant relationship between work adjustment and job involvement,  $p=0.000$ . The study results also show that there is a significant relationship between work value and work adjustment,  $p=0.000$ . In conclusion, work values play a role in work adjustment and work adjustment will play a role in job involvement in hotel industry employees in Ambon, Indonesia.

### 1. Introduction

The hotel industry in Ambon, Indonesia, is one of the economic sectors that has grown rapidly in recent years. This growth has a positive impact on local economic development, creates jobs, and makes a significant contribution to the tourism sector. Along with this growth, the role of employees in the hospitality industry has become increasingly important. Basically, the quality of employees in the hotel industry greatly influences the guest experience, as well as the overall operations and reputation of a hotel. Therefore, paying attention to job involvement, namely the extent to which an employee is involved and committed to their work, is very crucial. Job

involvement not only affects individual performance but also has an impact on the overall productivity and success of the company (Adams, 2021; Aluja, 2016).

However, it is important to remember that job involvement is not something static. Certain factors, such as work adjustment, work values, and work environment, can influence the extent to which employees feel involved in their work. In this context, work adjustment refers to the extent to which employees feel that their work is in line with their values and expectations. One important aspect that needs to be understood is the role of work adjustment in shaping job involvement in hotel industry employees in Ambon, Indonesia. Work adjustment



includes the extent to which work matches employees' personal values, their expectations of the job, and their suitability for the tasks at hand. Work values are an important factor influencing work adjustment because individual values play a large role in determining the extent to which someone feels involved and satisfied in their work (Barrick, 2021; Brown, 2016). This study aimed to determine the role of work adjustment on job involvement based on work values: a study of hotel industry employees in Ambon, Indonesia.

## **2. Literature Review**

### **Work adjustment**

Work adjustment is a concept that refers to an individual's ability to adapt to their job and the extent to which the job matches the individual's characteristics, values, expectations, and needs. This concept describes how individuals try to achieve a balance between themselves and the job demands they face. Work adjustment involves complex psychological and social processes that impact an individual's level of job satisfaction, psychological well-being, and work productivity. Job suitability is one of the main aspects of work adjustment. It refers to the degree to which individuals feel that their work matches personal characteristics, such as interests, values, skills, and experience. When individuals feel that their work matches their personal characteristics, they tend to feel more satisfied and engaged in the job. Work roles are roles assumed by individuals in the context of their work. This includes the responsibilities, duties, and expectations attached to the job. Clear and well-defined job roles help individuals in adapting to their jobs. The work environment includes factors such as company culture, team dynamics, social support, and organizational structure. A positive and supportive work environment can help individuals adapt better. On the other hand, an environment that is not in accordance with individual values or does not support employee welfare can hinder work adjustment. Work values are the values that individuals place on their

work. This includes aspects such as financial rewards, development opportunities, work-life balance, and so on. Individual work values can change over time and experience. The work adjustment process involves a series of actions taken by individuals to overcome discrepancies or challenges in their work. This process may involve changing attitudes, adjusting expectations, learning new skills, or seeking help and support from coworkers or management. Job well-being is the final result of work adjustment. This includes the individual's level of job satisfaction, engagement in work, and psychological well-being. When work adjustment goes well, individuals tend to feel satisfied with their work and have high psychological well-being. Work adjustment is a relevant concept for human resource management, industrial and organizational psychology, as well as studies of job satisfaction. Understanding work adjustments helps organizations design jobs that suit employee characteristics and create a supportive work environment, which ultimately can increase employee productivity and retention (Cable, 2022; Chatman, 2021).

### **Job involvement**

Job involvement is a concept that refers to the level of involvement or engagement of individuals in their jobs. It describes the extent to which an employee feels emotionally connected, committed, and focused on their work. Job involvement includes individuals' feelings towards their job, the extent to which the job has meaning for them, and their level of involvement in carrying out job tasks. Job involvement involves feelings of emotional attachment to work. This includes positive feelings such as enthusiasm, pride, and a sense of ownership of the work undertaken. Employees who have a high level of emotional attachment tend to feel more satisfied and involved in their work. Job involvement also includes the level of individual commitment to their work. Individuals who feel committed to their work tend to be more loyal and



try harder to achieve their work goals. They are also more likely to stay in the job long term. One important aspect of job involvement is the extent to which individuals feel that their work has meaning and relevance in their lives. When individuals see their work as important and having a positive impact, they tend to feel more engaged. Job involvement also includes the extent to which work is part of an individual's identity. Individuals who feel that their work reflects who they are and what they care about will feel more engaged in their work. Job involvement includes an individual's level of concentration and focus on work. Engaged employees tend to be more focused on carrying out their work tasks, which in turn can increase productivity and performance (Deci, 2020; Edwards, 2016).

### **Work value**

Work values are a group of values or beliefs held by individuals related to their work. Job values reflect an individual's preferences, needs, and expectations for the work they do. These values play an important role in shaping job preferences, job satisfaction, and commitment to work. These include components of salary, bonuses, allowances, and other financial benefits. Some individuals may place a high priority on large financial compensation, while others may focus more on other aspects such as career development. Work-life balance reflects an individual's desire to have sufficient time for personal life, family, and recreation apart from work. Individuals who place a high value on work-life balance may look for jobs with flexible hours or companies that encourage flexibility. Career advancement and development include the desire to develop, learn, and move up in a career. Individuals who place high marks on this aspect may seek jobs that offer opportunities for career development and advancement. Psychological Well-being reflects an individual's desire to have a work environment that supports their psychological well-being. This includes having supportive coworkers, a

positive work environment, and manageable stress levels. Some individuals place a high value on the importance aspect of work because they want to do work that suits their interests and hobbies. They tend to feel more engaged in work they enjoy. Recognition and Appreciation include rewards and recognition for work results. Employees who place a high value on recognition may seek rewards and positive feedback for their efforts. Some individuals may place a high value on aspects of social contribution because they want to feel that their work has a positive impact on society or the surrounding environment. They tend to look for jobs that support social or environmental values they care about. Autonomy encompasses an individual's desire to have more control over tasks and decisions in their work. They may look for jobs that give them a high degree of autonomy. Work value is a very subjective concept and can vary from individual to individual. Understanding employee work values is an important aspect of human resource management and organizational development. Organizations that are able to accommodate employees' work values will be more likely to retain and motivate a productive workforce. Conversely, a mismatch between an individual's work values and the work they do can lead to low job satisfaction and high turnover rates (Hackman, 2016; Hofstede, 2020; Judge, 2021).

### **3. Methods**

This study is research with a quantitative approach and uses primary data obtained from a survey process using a questionnaire, where the survey process was carried out online. The independent variable in this study is job involvement (Y). The dependent variables in this study are work value (X1), and work adjustment (X2). Each variable was assessed using questions with answer choices. A five-point Likert scale was adopted to measure the selected items, ranging from 1 (strongly disagree) to 5 (strongly agree). The current research population consists of employees from the private sector who work in companies operating in the



hospitality sector in Ambon, Indonesia. A total of 306 research subjects participated in this study. The sampling process was carried out by purposive sampling. Data analysis was carried out using SPSS version 25 software. Univariate analysis was carried out to present the frequency distribution of the data. Skewness and kurtosis are used to ensure data normality. Cronbach's alpha for checking the reliability and internal consistency of the data. Average variance extracted (AVE) to ensure convergent validity. Multiple regression analysis was used to investigate the causal relationships between the study's variables.

#### 4. Results and Discussion

A total of 306 research subjects took part in this study. The majority of research subjects were male, 209 (68.3%) while 97 (31.7%) were female. The

majority of research subjects were 35-45 years old, 202 (66.01%). Acceptable skewness values should be 2 or lower and kurtosis values should be 7 or lower. Based on the results mentioned in Table 1, all skewness and kurtosis values correspond to the recommended levels. To check the reliability of the data, a reliability test was carried out using Cronbach's alpha. Table 2 shows the values of this test. Statisticians consider a Cronbach's alpha of 0.6 or higher to be acceptable. Table 2 lists the scores for these tests. The Cronbach's alpha ( $\alpha$ ) values for these variables range between 0.692 and 0.994, which means that all variables are statistically reliable. Additionally, to ensure convergent validity of the data, average variance extraction (AVE) was performed, and the value of this test should be 0.50 or greater.

Table 1. Normality distribution of data.

Variable	Item	Skewness	Kurtosis
Work value (X1)	Self-achievement orientation	-.181	.0151
	Self-realization orientation	-.532	1.663
	Dignity orientation	-.171	-.622
	Social interaction orientation	-.033	-.701
	Organizational safety and economy orientation	-.153	-.142
	Stability and freedom from anxiety orientation	-.135	-.242
	Leisure health and transportation orientation	-.063	-.721
Work adjustment (X2)	Work capacity	-.013	-.216
	Work personality	-.121	-.217
	Working objective	-.216	-.744
Job involvement (Y)	Degree of individual agreement with the job	-.148	-.951
	Degree of individual participation in work	-.211	.547
	Self-contribution	-.152	.119
	Individual attitudes toward job tasks	-.148	.214

Table 2. Reliability test.

Variable	Cronbach's Alpha( $\alpha$ )	Convergent validity (AVE)
Work value	0.692	0.69
Work adjustment	0.754	0.72
Job involvement	0.771	0.71



Table 3. Regression analysis.

Model	Unstandardized coefficients		Standardized coefficients	(t) value	Sig.
	B	Std. Error	Beta		
Work value → Job involvement	.238	.017	.266	6.548	.000
Work adjustment → Job involvement	.289	.011	.279	7.632	.000
Work value → Work adjustment	.298	.012	.287	7.845	.000

The study results show that there is a significant relationship between work value and job involvement,  $p=0.000$ . The study results also show that there is a significant relationship between work adjustment and job involvement,  $p=0.000$ . The study results also show that there is a significant relationship between work value and work adjustment,  $p=0.000$ .

The connection between work values and work adjustment is that work values play an important role in shaping the extent to which individuals can adapt to their work. Work adjustment refers to an individual's ability to adapt to their job, while work value reflects an individual's values and preferences related to the job. Work values can influence the extent to which individuals feel their work is in line with their values and preferences. If an individual's values do not align with the tasks or work environment they face, they may have difficulty adapting to the job. Job values can motivate individuals to try to adapt to their work. If individuals see value in their work, they may be more motivated to adapt to the tasks and challenges at hand. Work values can also influence the level of job satisfaction. If a job reflects an individual's values, they tend to feel more satisfied with the job. On the other hand, if work conflicts with their values, this can reduce job satisfaction and affect psychological well-being. Job values can influence the extent to which individuals can adapt to changes in their jobs. If the change is in line with the individual's values, they may adapt more easily. However, if the change conflicts with values, the individual may have difficulty adjusting. Work values also influence individual job choices. People tend to look for jobs that align with

their values. Therefore, choosing a job that is in line with an individual's values can facilitate better work adjustment. The suitability of job values to actual work can influence employee retention rates. Employees who feel that their work aligns with their values are more likely to stay in their jobs (Locke, 2016; Lyons, 2020; Porter, 2014).

The relationship between work adjustment and job involvement is very close because work adjustment can influence the extent to which individuals feel involved in their work. Work adjustment includes the extent to which work fits an individual's values, preferences, and expectations. When individuals feel that their work aligns with their values, they tend to feel more emotionally connected to the job, which can increase levels of job involvement. Work adjustment also includes the extent to which the duties and responsibilities in the job match the individual's skills, knowledge, and abilities. If the job exceeds or underrepresents the individual's abilities, this can affect the level of job involvement (Rousseau, 2020; Saks, 2020; Schneider, 2017). A mismatch between tasks and abilities can lead to stress or job dissatisfaction, potentially reducing engagement in work. Work adjustment also includes the extent to which individuals feel they receive support from colleagues, superiors, and the work environment. Social support can increase job involvement by creating a sense of attachment to the team and organization. Conversely, a lack of social support can reduce engagement. Good work adjustment tends to have a positive impact on job satisfaction. High job satisfaction is often related to higher levels of job



involvement. When individuals feel that their job is a good fit and they are able to adapt well, they tend to be more satisfied and engaged in the job. Individuals who have high levels of work adjustment may be more likely to be committed to their jobs and organizations. This commitment to work can increase job involvement because individuals feel that their work is an important part of their identity and career. Work adjustment also includes an individual's ability to handle conflicts and challenges in their work. Individuals who are effective in resolving conflicts or overcoming challenges tend to have higher levels of job involvement because they feel capable of overcoming obstacles at work. Thus, good work adjustment can create a strong foundation for positive job involvement. Good management often tries to ensure that employees have good work adjustment by paying attention to suitability for tasks, organizational values, and social support in the workplace. By creating conditions that support optimal work adjustment, organizations can maximize the level of job involvement, which in turn can increase productivity, employee retention, and overall organizational success (Tett, 2021; Van Vianen, 2021; Warr, 2019).

## 5. Conclusion

Work values play a role in work adjustment, and work adjustment will play a role in job involvement in hotel industry employees in Ambon, Indonesia.

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