

VALUE-BASED ORGANIZATIONAL COMMITMENT IN IMPROVING HUMAN RESOURCES PERFORMANCE IN HIGHER EDUCATION

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Abstract

This study aims to reveal value-based organizational commitment in senior tertiary institutions in East Java, namely University Pesantren Tinggi Darul Ulum Jombang and Sunan Giri University Surabaya. From the various data obtained by researchers, it was found that the two tertiary institutions had each attempted to increase value-based organizational commitment. Organizational commitment is an attitude, the determination of employees who have the desire to show membership behavior or an attitude that reflects loyalty, employee loyalty to their organization on an ongoing basis where members of the organization express their concern for the organization, which includes; a) a strong desire to maintain membership in the organization, b) a desire to encourage various efforts so that the organization has a high level, c) trustworthiness and acceptance of the goals and culture of the organization.

Keyword: Organizational Commitment, Value, Performance, Human Resources.

INTRODUCTION

In the era of development of science and technology, higher education institutions have a moral responsibility to increase the excellence of all academics¹. Excellence that is able to meet changing human needs results from the high ability and commitment of human resources in higher education. Human resources are an absolute force to compete Dessler argues that in today's world of global markets and intense competition human resources are the main objective for realizing excellence.²³

To building these advantages requires several supporting factors, one of which is the factor of higher education leadership in building the commitment of its employees or subordinates.⁴. Organizational commitment is not limited to personnel holding functional or structural positions, but to the entire range of personnel within the tertiary institution. College commitment and the commitment of every personnel in the organization are basically very much influenced by the characteristics of the organization. Personnel with a high performance base will be increasingly

¹ H. Sukrisno, L. T. Muharlisiani, and D. Chamidah, "Development of Lecturer Capacity in Higher Education: Solution Reduces Burn out by Design E-Tri-Angle," *IOP Conference Series: Materials Science and Engineering* 434, no. 1 (2018).

² A Van Der Bijl and L J Oosthuizen, "Deficiencies in Technical and Vocational Education and Training Lecturer Involvement Qualifications.," *South African Journal of Higher Education* 33, no. 3 (2019): 205–221.

³ Gary Dessler, *Human Resource Management* (New Jersey: Prentice Hall Inc, 1997).

⁴ Sukrisno, Muharlisiani, and Chamidah, "Development of Lecturer Capacity in Higher Education: Solution Reduces Burn out by Design E-Tri-Angle."

developed ⁵when working in an organizational environment that has a high performance commitment.

An organization that has a high work culture usually requires its personnel to have a high work commitment with a high work ethic as well. Such a work environment will make every personnel motivated to exert all efforts to achieve high work performance. The more productive the organizational culture, the more influential it will be on increasing the work culture of personnel⁶with high work commitment which will further affect the process of growth and development of all personnel both individually, in groups and work units within the organization.

The performance of each personnel is influenced by the work group, and vice versa group performance is determined by the performance of group members. A dynamic relationship between the two is needed to maximize opportunities to produce high organizational productivity. To be able to achieve this success, every member of the personnel and the leadership of the organization must be familiar with the theory or approach that underlies high-performance personnel and methods for creating a work environment that is committed to productive work.

Porter and Smith stated that organizational commitment is:

“A relative strength of an individual's identification with and involvement in a particular organization. It can be characterized by at least three factors: 1) a strong belief in and acceptance of the organization's goals and values, 2) a willingness to exert considerable effort on behalf of the organization and 3) a strong desire to maintain membership in the organization”⁷.

Organizational commitment as a relative strength of the individual identify and involve themselves in the organization. This is marked by three things, namely: 1) a strong belief in and acceptance of the values and goals of the organization, 2) the willingness to work really hard on behalf of the organization, 3) the desire to maintain membership in the organization.

Organizational commitment includes elements of loyalty to the organization, involvement in work, and alignment with organizational values and goals. Organizational commitment is a condition in which employees are very interested in the goals, values and goals of their organization. Commitment to the organization means more than formal membership, because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization in order to achieve goals.

Several definitions of organizational commitment from several experts above have almost the same emphasis, namely the process of individuals (employees) in identifying themselves with organizational values, rules, and goals. In addition, organizational commitment implies something more than passive loyalty to the organization, in other words, organizational commitment implies an active employee relationship with the organization. Because employees who have high organizational commitment have a desire to provide more energy and responsibility in supporting the welfare and success of the organization where they work.

Organizational commitment as a relative strength of the individual in identifying and involving himself into the organization. This is marked by three things, namely 1) strong belief in and acceptance of the values and goals of the organization, 2) readiness and willingness to work really hard on behalf of the organization, 3) the desire to maintain membership in the organization.).

⁵ Khanittha Saleemad, Sumate Noklang, and Jitra Dudsdeemaytha, “Leadership Characteristics for Muslim School Leaders in a Multicultural Context in Thailand,” *International Journal of Instruction* 15, no. 2 (2022): 293–306.

⁶ Jill Alexa Perry, “Changing Schools of Education Through Grassroots Faculty-Led Change” (2014): 155–168.

⁷ Luma Ghazi et al., “The Quality of Work Life and Turnover Intentions among Malaysian Nurses : The Mediating Role of Organizational Commitment” 9 (2020).

Pesantren Tinggi Darul Ulum University or often called Unipdu Jombang is a university that stands in the middle of the Pesantren Tinggi Darul Ulum University. A university that has grown tremendously and has become an attractive choice for all Indonesian people. So there is no difference between rich and poor, what makes the difference is quality. Fulfillment of service standards and quality of education is a priority of this university. Educational services and quality will ensure that students can compete with other universities.

Sunan Giri University Surabaya, which was later called Unsuri Surabaya, is a university founded by NU in 1960, and is the oldest university in Surabaya. Judging from the year it was founded, it is only fitting that this university is more mature and more independent in its development.

This research is a follow-up research, where previous research only discussed organizational commitment. Organizational commitment as an important instrument for assessing personnel in tertiary institutions, namely as a basis for transfers, promotions, training, and progress of tertiary institutions. Another consideration is that private tertiary institutions usually pay less attention to the welfare of their human resources. This study emphasizes value-based organizational commitment in improving the performance of higher education human resources. This research is important because it is to explore the performance of human resources in private university.

RESEARCH METHOD

This research is a type of qualitative descriptive research. Research that describes value-based organizational commitment in improving human resource performance in tertiary institutions, with case studies at Unipdu Jombang and Unsuri Surabaya. The approach used by researchers is a qualitative approach. Researchers aim to explore or build the meaning behind the reality that takes place in the field (Hadari Nawawi, 1996: 73). Researchers will describe the reality of value-based organizational commitment in improving performance at Unipdu Jombang and Unsuri Surabaya.

Furthermore, this research was also supported by interview guidelines, observations and documentation. This study interviewed the chancellor, lecturers, and staff at both tertiary institutions. Furthermore, the existing research data is analyzed by reducing the collected data, presenting selected data, for verification or concluding research results. This is done to find out whether the data used is valid and appropriate in a study, so the authors use the triangulation method and Focus Group Discussion (FGD) by inviting experts.

FINDINGS AND DISCUSSION

1. Value-Based Commitment to Employees in Higher Education.

Value-based commitment to human resources in working at Unipdu and Unsuri, this is an effort made by top leaders such as: foundations, rectors, deans, heads of study programs, and all University residents in realizing a value so that commitment is created in the University. Value-based commitment is basically formulated to facilitate the University in achieving University goals in present and future conditions in a systematic and comprehensive manner.

Value-Based Commitment to Employees at the Pesantren Tinggi Darul Ulum University (UNIPDU) Jombang

Value-based commitment analysis is formulated in the form of a university vision as the spirit of higher education. The entire higher education community is required to know and make it a guideline. This vision is spelled out in the university's mission and goals. These visions and missions were prepared by all members of the tertiary institution, starting from the university senate, chancellor, vice-chancellor, dean, head of study program, lecturers and university staff. Once formed, the next step is the socialization of the vision and mission. One way to achieve the vision and mission is to create a code of ethics, as the interview with the Chancellor of Unipdu is as follows;

"Partly through lectures. The other part is through instilling a student code of ethics, staffing code of ethics etc. That is part of the process of achieving the vision and mission."

In addition to the above activities, value-based commitment at Unipdu is formed by delegation of authority and work culture in accordance with standard operating procedures (SOP) with the characteristics of pesantren. The delegation of authority is still the authority of the rectorate and the foundation. The characteristics of the highlighted pesantren are; Congregation of dhuhur prayers, smiles, greets, greetings (3S), recitation activities once a month (instilling moral values easy to employees), etc.

As the interview with Mr. Imsin:

"The advantage of friends who join Unipdu is that most of them are based in pesantren or even alumni. This commitment may not be owned by other campuses. I serve, here there are values that may not be measured financially. Precisely the strength of our work is there, in the end what? My friends have more faith that it turns out that Allah has calculations that we cannot do mathematically, meaning that there is no need to provide sustenance here (Interview with Mr. Imsin at UNIPDU on 30 September 2018).

To increase organizational commitment at Unipdu, almost all of the interviewees interviewed by researchers said that by implementing a code of ethics, rewards and punishments for employees. Added by Abdullah Riqza that "For employees who are disciplined every month there is an award from the university" (Interview with FAI lecturer at Unipdu Jombang on 30 September 2019). With these rewards and punishments it can also influence human resources to realize the university's vision and mission.

Meanwhile, strategies and steps that can be taken to achieve organizational goals according to Abidatun maysaroh "that is by fostering students and lecturers".

"Meanwhile, according to Abdullah Riqza that "strategies and steps that can be taken to achieve organizational goals are by increasing popularity, building trust so that universities get electability"(Interview with a lecturer at Unipdu Jombang on October 1 2019).

Another opinion states that the growth of commitment with habituation of discipline and planting programs that have been planned. As the following interview:

Yes, especially from the level of discipline huh. Be it time discipline, performance discipline and obedience discipline. Then we also have programs called the year of communication, year of management, year of competition, year of discipline and year of clean and healthy (Interview with the Chancellor at UNIPDU Jombang on 1 October 2019).

From the observations the researcher also saw that Unipdu lecturers and staff were punctual, friendly, proud of the Unipdu campus, and never complained (Results of observations by researchers at Unipdu Jombang on 1 February 2020). Meanwhile, according to faizin haji, "That to foster the value of organizational commitment is by increasing togetherness, openness and reminding each other between all lines of positions"(Interview with FAI lecturer at Unipdu Jombang on 1 October 2019).

As observed by researchers;

"Researchers witnessed that many employees already have cars, motorbikes, branded personal equipment (watches, bags, cellphones, etc.). Besides this, there is also an affordable housing redemption program for Unipdu employees. Results of observations by researchers at UNIPDU Jombang on October 1 2019."

Unipdu is one of the campuses in Indonesia that incorporates of pesantren into its teaching and learning activities. This is also used as a reference for Unipdu employees; (1). Its performance is based on Islamic boarding schools, this university has four excellent programs, namely Al-Qur'an development through PSQ (Al-Qur'an Study Center), language development through PSB (Language Study Center), computer and internet technology development through Puskomnet (Computer Center). and the Internet, and most recently learning about ASEAN countries through PSA (Asean Studies Center) (Observation Study at Unipdu Jombang on 1 October 2017).”

(2) Plans prepared to build performance of human resources based on the aspect of increasing personal abilities, which are implemented through various University activity programs that involve all University residents.

(3), performance at Unipdu is also formed by the existence of research and community service programs. Based on observations about the performance of human resources at Unipdu, the performance was very good with evidence that the lecturers at the faculty were accepted for research grants and community service.⁸

(4).High performance can also be seen from the existence of incentives and a conducive work environment, including family catering programs every 6 months, healthy Sundays and holding tahlil once every two weeks.

Table
Value-based Commitment Triangulation in working at Unipdu

	Interview	Observation	Documentation
1. How is the value-based commitment in improving human resources at UNIPDU?	<ul style="list-style-type: none"> ➤ the formulation of the organization's vision and mission is carried out together with the university senate, ➤ the faculty is tasked with breaking down the university's vision and mission”. ➤ Socialization of vision and mission. ➤ improve togetherness, openness and mutual reminders between all lines of office. ➤ <i>rewards and punishments</i> ➤ instill the value of worship, and 	<ul style="list-style-type: none"> ➤ the vision and mission are displayed in every faculty office, campus roads, highways, brochures, pamphlets, TV media. ➤ encouraging lecturers to study again through educational scholarships. ➤ There are CCTV cameras and finger absent ➤ branded personal equipment (watches, bags, cellphones, etc.). ➤ The division of labor is clear 	<ul style="list-style-type: none"> University vision and mission document Study assignment document Code of Ethics SOPs for activities Rewards and punishments Habit of work discipline. Togetherness and openness among employees. The Four Dharmas of higher education

⁸Observation study at UNIPDU Jombang on 1 October 2017

	psychological influence ➤ For employees who are disciplined every month there is an award	➤ SOPs for each event. ➤ Infrastructure as needed. ➤ Employees can redeem affordable housing	(education, research, community service, and Da'wah Islamiyah)
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Value-Based Commitment to Employees of the University of Sunan Giri Surabaya (Unsuri).

Value-based commitment analysis at Sunan Giri University in Surabaya refers to the vision and mission and goals of the university that have been jointly established by the foundation and the university senate. Dissemination of the university's vision and mission through pamphlets, brochures, the university's website and direct outreach to new students. Meanwhile, socialization to staffing is carried out when there is a meeting with the leadership”(Interview with a lecturer at Unsuri Surabaya on 4 October 2019).

Value-based commitment at Unsuri is formed through training for human resources and also motivation from the leadership”(Interview with university secretary at Unsuri Surabaya on 4 October 2019). In addition, the foundation also provides rewards to employees every year and provides incentives for employees”(Interview with the secretary of the foundation at Unsuri Surabaya on 4 October 2019).

In addition to the activities above, other ways are carried out, namely by making an employee code of ethics and campus operational rules. This will encourage human resources to realize that commitments must be made within the organization.

Other steps have been taken to foster the value of commitment within the organization in a number of ways, for example encouraging lecturers to study again through educational scholarships, and also through lecturer certification (Observation Study at Unsuri Surabaya on 4 October 2019).

Table
Employee Value-based Commitment Triangulation in Working at Unsuri

Question	Interview	Observation	Documentation
1. How is the value-based commitment in improving the performance of human resources at Unsuri?	➤ The formulation of the vision and mission includes the university senate, rectorate and foundations ➤ Direct monitoring ➤ Trainings ➤ There are lecturer learning assignments through scholarships ➤ Lecturer certification ➤ There are rules and SOPs	➤ "Vision-mission socialization is carried out through pamphlets, brochures, university websites and direct outreach to new students ➤ Rewards and incentives. ➤ There is CCTV footage and Finger is absent ➤ Activities according to SOP	University vision and mission Brochure pamphlet Financial administration document SOP for activities Rewards every year Employee training employee code of

			ethics Education scholarships
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Discussion

In order to capture value-based organizational commitment in improving performance in tertiary institutions which in this study used a case study approach at Pesantren Darul Ulum University Jombang and Sunan Giri University Surabaya, there were several things that became the focus of research discussion: how is the value-based commitment in improving performance at Unipdu Jombang and Unsuri Surabaya?.

There are several things that university leaders do to make that happen Value-based commitment in improving the performance of human resources (HR). At Unipdu, with the background of standing and being brought up by Kyai, of course the commitment of the employees is based pesantren, implementing Chinese and European management, Chinese namely family and European, namely professional. The strategy adopted by the leadership in improving HR performance is by setting a good example, providing training, providing job descriptions for each HR, distributing power at the appropriate level and continuing to supervise.

Elementi is the oldest campus in Surabaya with a Nahdliyyin background, the commitment of its employees is based on Nahdlatul Ulama. The steps used to realize employee value-based commitments at work are character training, which is then further tightened with regulations (normative). The foundation is more dominant in making norms/regulations.

Employees are the core in the development of the organization. Employees should work based on the values adopted and upheld by the organization. Value (value), indicating a sense of confidence in accepting organizational goals and a strong desire to develop the organization. Continuance, showing the desire to become a member of the organization. If both of these are carried out by members of the organization, then what happens is that the employee will do work beyond the specified hours without expecting an additional salary, and think of owning and raising the organization and even believing that the Almighty will reward you in the afterlife.

One of the aspects that results in high commitment is a strong desire, willing to sacrifice, working hard without regard to direct rewards and even willing to work extra even though it is not paid. Such employees are the nature of employees who have a high sense of belonging to the organization.

Steers and Porter put forward several aspects that influence employee commitment (Steers and Porters. 1983. Pp :426-427):

- a. Personal characteristics (personal characteristics), consisting of factors of age, tenure, achievement motivation, and education
- b. Characteristics related to work (job or related characteristics), consisting of job enrichment and roles that are clear and appropriate.
- c. Structural Characteristics related to the level of formalization, functional dependence and decentralization, participation in decision making and employee ownership and organizational control.

According to Luthans, organizational commitment is determined by personal and organizational variables if the non-organizational has little effect. Increasing employee careers will have a major effect on increasing high organizational commitment. Organizational commitment can

also decrease due to the loss of seniors, for example due to promotions, leaving (moving organizations) (Luthans, 2001, p. 236). According to Luthans the development of commitment within the organization includes:

- a. Understanding the values held by members of the organization: The treasurer should be a manager's trust/honest, trustworthy.
- b. Clarify the mission and communicate it: clarify the mission and ideology, condition them to be authoritative use the value base in practice (job implementation) emphasizing the orientation of the organization which is based on value traditions, which is carried out in value-based orientation and training.
- c. Create organizational justice guarantees: create comprehensive procedures to accommodate employee complaints and develop two-way communication.
- d. Creating an organizational community: Building the ability to value-based homogeneity, building cooperation and togetherness.
- e. Developing employee enthusiasm for work; commit on stating commitment, enrichment, empowerment, promotion and organizational development.

The increased commitment of employees in formal organizations is inseparable from the function of a Head of Office as the highest leader. Nawawi and Martini stated "employee commitment grows from within each other, commitment is also influenced by the Head of Office as a leader" (Nawawi and Martini; 1993). Other elements that can increase commitment to the organization where one works are determined by the level of wages, working conditions, various types of welfare benefits, good job security, rewards and incentives.

In addition, verbal expressions in the form of: praise, appreciation, thanks from leaders and colleagues are very influential in increasing one's commitment. The positive incentive system shown clearly by the Head of Office is in the form of; filling positions is always prioritized for employees who have long served in the organization's institutions, as well as career development. The elements described above are external influences that come from the Head of Office as a leader, colleagues, as well as from the wider community.

Table
Level of Employee Commitment

Low Commitment	High Commitment
1. Lack of concern for the problems of colleagues.	1. have concern for colleagues.
2. Insufficient time and energy to think about task-related problems.	2. Always provide sufficient time and effort to help colleagues.
3. Only care about routine tasks.	3. Can care about colleagues and immediate superiors.
4. Lack of concern for the main task.	4. Always care about the main task.

Source: Sabertian

Based on interviews and observations at the two universities studied, the continuity of value-based commitment to employees at both universities lies in the character of their leaders. In accordance with Luthan's opinion, "Organizational commitment is determined by personal and

organizational variables".

Unipdu was established and raised by Kyai in this case of course (1) the commitment of its employees is based pesantren, implementing Chinese and European management, Chinese namely family and European, namely professional. And not only that, employees are also based on the motto of prioritizing quality and legality.

The second way is by making job descriptions through SOP, training/workshops, giving rewards, instilling togetherness, openness, and reminding each other, and giving rewards.

The third (3) way to foster employee commitment is by building two-way communication, getting used to the Islamic boarding school culture.

Elementi is the oldest campus in Surabaya with a Nahdliyyin background, in this case of course the commitment of its employees is based on Nahdlatul Ulama'. The way to foster employee commitment is by means of; (1). Submission of vision and mission, implementation of vision and mission in the form of activities, training. (2) by motivating human resources to study through scholarship programs, awarding lecturer certification, monitoring leaders, regular meetings.

Basically an employee in carrying out his duties is expected to show the best performance, besides that the performance shown by an employee is influenced by various important factors. Factors that affect performance according to Mangkunegara are:(a)ability factor, (b)motivational factors (Motivation)

Psychologically, ability (ability) consists of potential ability (IQ) and reality ability (Knowledge and skill). The motivational factor is defined as the attitude of leaders and employees towards work situations within their organizational environment. The work situation in question includes, among other things, work relations, work facilities, work climate, leadership policies. In the opinion of Mc. Cleanland work motivation occurs if; (a) the need for achievement; Employees prefer to receive prompt recognition about their achievements, motivated by the need to complete challenging tasks. (b) the need for affiliation; a need to cultivate close friendships and receive affection. (c) the need for power; the need to gain and maintain control over suggestions that affect others.

The performance of employees at the two universities that we examined is continuously monitored so that they will achieve the target as stated in the strategic plan of each university. Which in this case the two universities have distinctive ways to improve and strengthen employee performance, including namely;

At Unipdu: (a). Willingness to work with Islamic boarding schools (sincere and enthusiastic, high loyalty).(b). Plans prepared to build HR performance based on aspects of personal ability improvement.(c).the existence of research programs and community service.(d).incentives and a conducive work environment. (e). mutation system, payroll and reward systems.

In Unsuri, to evaluate the performance of the leadership on human resources, the leadership can see how their subordinates behave; (1). Attitude when carrying out tasks (sincere, passionate, loyal, etc.) and (2). Improved discipline by looking at HR attendance journals. (3) performance appraisal, (4). the imposition of punishment for employees. (5). Employee performance is also motivated by the existence of a payroll and reward system. (5). To appreciate the performance of Unsuri employees, they also gave the Karya Bhakti Setya badge award to lecturers and staff. The awards consist of three categories of gold, silver, bronze, which are in accordance with the decree No.001/G.6/U/5/2015 issued by the Chancellor of Unsuri namely Prof. Dr. H. Sunaryo ST.M.Pd regarding the Karya Bhakti Setya Televisi award. For the gold category with 30 years of service,observational study at Unsuri Surabaya on 5 October 2017).

Departing from the analysis at the research location above, several conclusions can be drawn, including the problem of personal abilities and performance motivation concerning various issues:

- a) Willingness to work based on pesantren (for Unipdu), sincere and enthusiastic so that organizational goals are achieved effectively.
- b) Invite members to have high loyalty to their organization. For this reason, efforts are made to ensure that one's personal interests run in accordance with organizational goals.
- c) Fulfilling the needs of members of the organization, so that morale does not decrease and the desire for achievement can be maximally motivated to achieve organizational goals.
- d) Organizational members remain consistent and are not easily influenced by other parties to take actions that are contrary to organizational goals.

How important it is to increase personal abilities and motivation in terms of motivating and stimulating employee performance so that the organizational goals that have been set can be achieved optimally.

Effectiveness employee performance can be improved if the organization within an agency is able to create a conducive climate and atmosphere and develop a clear division of labor. According to the Mangkunegara in order to improve performance, there are at least seven steps that can be taken as follows: (1) Recognize any deficiencies in performance. This can be done in three ways: (a) identification of problems through data and information, (b) identification of problems through employees. (c) analyze existing problems. (2) regarding deficiencies and level of seriousness. Some information is needed, including: (a) identification of the problem, (b) determining the level of seriousness of the problem. (3) identification of the causes of deficiencies, both related to the system and related to the employees themselves. (4) development of a follow-up plan to overcome the causes of these deficiencies. (5) follow-up plan implementation. (6) problem evaluation.

Meanwhile, according to Mangkunegara stated that there are 24 (twenty four) points in increasing the effectiveness of employee performance, as follows: (1) Create a modern mindset, (2) identify benefits, (3) performance management, (4) work with employees, (5) plan right on target, (6) unite employee goals, (7) determine performance incentives, (8) be easy to find people, (9) two-way communication, (10) often face to face, (11) avoid risks, (12). Avoid categorization, (13) prepare for assessment, (14) initiate review properly, (15) identify causes, (16) cooperative communication, (17) focus on behavior and results, (18) acknowledge success, (19) clarify performance, (20) conflict management, (21) gradual use of discipline, (22) document performance, (23) human resource development, and (24) improving the work system.

Value-based commitments that can increase the effectiveness of human resource work at Unipdu and Unsuri are almost similar and each has characteristics that are already entrenched in their environment.

At Unipdu routine steps that can increase the effectiveness of human resource performance are by; (1). improve skills (IQ, experience, abilities) through workshops, training programs, advanced doctoral studies, and collaboration with various parties. (2). by fostering a sense of brotherhood and tolerance among colleagues. (3). by creating and using work program applications.(4). Provide rewards/bonuses for disciplined employees. (5). The value of dedication accompanied by transparency. (6). Making programs with standard operating procedures (SOP). (7)There is financial transparency by creating and using networking applications.

At Unsuri, a value-based commitment in increasing the effectiveness of human resource performance is carried out with several strategies, namely;(1). Employee restructuring, by replacing employees who are less loyal to universities.(2). Purchase local networking applications,This

networking application is very necessary because the delay in the siakad program can affect the performance of several faculties.(2). Awarded the Karya Bhakti Setya Badge award for lecturers and staff.

CONCLUSION

From the research results it can be concluded:

- 1) High commitment will be formed at Unipdu Jombang and Unsuri Surabaya if the leaders are able to distribute power at an appropriate level, so that it can be accepted and seen as something that encourages the academic community (human resources) who have high organizational commitment and have the desire to provide high energy and responsibility. more in supporting the welfare and success of the organization in which he works.
- 2) Organizational commitment is an important management instrument for assessing personnel (both leadership and employee motivation) as a basis for carrying out transfers, promotions, training, as needed and fair compensation for personnel. At Unipdu commitment will be an opportunity to improve high performance if it is supported by transparency. Meanwhile, in the restructuring of the Unsuri Surabaya, it is hoped that motivation and commitment will have an effect on the high performance of the leadership and employees if it is balanced with delegation at the appropriate level from the foundation, but if the foundation and the leadership are still not delegating their authority, the opposite will occur.
- 3) Pesantren-based commitment is the motto of Unipdu Jombang's development. What is meant by karakter of pesantren here at Unipdu uses the four dharma of higher education; tridharma of higher education in general and one must recite 'mengaji'. Commitment based on norms/rules as well as character training will be able to increase performance effectiveness, foundations are more dominant in Unsuri Surabaya. The role of the leadership in understanding the characteristics and complexity of the diversity of capabilities, attitudes and behavior of personnel in the two tertiary institutions is very important.

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