



INTERNATIONAL JOURNAL OF  
INNOVATION AND  
INDUSTRIAL REVOLUTION  
(IJIREV)

[www.gaexcellence.com/ijirev](http://www.gaexcellence.com/ijirev)




## THE GAP VALUES THAT BIND: PERSONAL VALUES AND ORGANISATIONAL COMMITMENT IN MALAYSIAN CONSTRUCTION

Khairizzani Mat Hairi<sup>1</sup>, Nor Lelawati Jamaludin<sup>2\*</sup>, Noor Adila Abdul Raub<sup>3</sup>, Mohd Fikri Ishak<sup>4</sup>, Nurul Illahi Zainal Abidin<sup>5</sup>, Faizah Md Sohid<sup>6</sup>

<sup>1</sup>Arshad Ayub Graduate Business School, Universiti Teknologi MARA, Malaysia

 [izkhairizzani@gmail.com](mailto:izkhairizzani@gmail.com)

 <https://orcid.org/0009-0007-6784-4071>

<sup>2</sup>Department of International Business and Management Studies, Universiti Teknologi MARA, Malaysia

 [norlelawati0019@uitm.edu.my](mailto:norlelawati0019@uitm.edu.my)

 <https://orcid.org/0000-0002-1223-8951>

<sup>3</sup>Department of International Business and Management Studies, Universiti Teknologi MARA, Malaysia

 [adilaraub@uitm.edu.my](mailto:adilaraub@uitm.edu.my)

 <https://orcid.org/0009-0004-1463-2671>

<sup>4</sup>Department of International Business and Management Studies, Universiti Teknologi MARA, Malaysia

 [fikriishak@uitm.edu.my](mailto:fikriishak@uitm.edu.my)

 <https://orcid.org/0000-0003-2274-3254>

<sup>5</sup>Department of International Business and Management Studies, Universiti Teknologi MARA, Malaysia

 [nurulillahi@uitm.edu.my](mailto:nurulillahi@uitm.edu.my)

 <https://orcid.org/0009-0003-0604-4899>

<sup>6</sup>Department of International Business and Management Studies, Universiti Teknologi MARA, Malaysia

 [faiza746@uitm.edu.my](mailto:faiza746@uitm.edu.my)

 <https://orcid.org/0009-0004-6620-4150>

\*Corresponding Author

### Article Info:

#### Article history:

Received date: 24.03.2026

Revised date: 06.04.2026

Accepted date: 17.05.2026

Published date: 03.06.2026

### Abstract:

The primary objective of this study is to investigate the correlation between personal values (stimulation, universalism, achievement, benevolence, and self-direction) and organizational commitment for local technical personnel at a selected construction company. The literature review indicates that there is limited research examining the relationship between the studied variables within the Malaysian social and cultural context, specifically from the perspective of local workers in the construction industry. Data were analysed utilizing Statistical Package for Social Science 26 (SPSS26) to evaluate the factors impacting organizational commitment in this context. This study enhances the existing evidence that personal values are important to organizational commitment, with practical implications for recruitment, regulation, and policy development, particularly in how these values

**To cite this document:**

Mat Hairi, K., Jamaludin, N. L., Raub, N. A. A., Ishak, M. F., Abidin, N. I. Z., & Md Sohid, F. (2026). The Gap Values That Bind: Personal Values and Organisational Commitment in Malaysian Construction. *International Journal of Innovation and Industrial Revolution*, 8(25), 01-17.

can be integrated into hiring practices and organizational policies to improve employee retention in the Malaysian construction industry.

**DOI:** 10.35631/IJIREV.825001

**Keyword:**

Organisational Commitment, Personal Value (Achievement), Personal Value (Benevolence), Value (Self-Direction), Personal Value (Stimulation), Personal Value (Universalism)



© The authors (2026). This is an Open Access article distributed under the terms of the Creative Commons Attribution (CC BY NC) (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits non-commercial re-use, distribution, and reproduction in any medium, provided the original work is properly cited. For commercial re-use, please contact [ijirev@gaexcellence.com](mailto:ijirev@gaexcellence.com).

## Introduction

Prior research on value congruence (e.g., Schwartz, 1992; Broner & Babb, 2021; Iddrisu, 2024) demonstrates that the alignment of employees' personal values with organizational values is associated with positive outcomes, such as improved job performance, decreased turnover, and heightened prosocial behaviour (Kristof-Brown et al., 2018; Gelle-Jimenez et al., 2023). People who believe the same things as their companies do tend to be happier at work, more committed, and generally healthier (Ogunyemi & Babalola, 2019; Safeer, 2023). On the other hand, differences in values can make it harder to work together and lower commitment to the organization (Kraaykamp et al., 2019).

Organizational commitment is recognized as a crucial factor for organizational performance and competitive advantage (Nahak & Ellitan, 2022), yet empirical evidence regarding its antecedents remains inconclusive. Some studies show a positive link between commitment and performance, while others show unclear or negative links (Meyer & Herscovitch, 2001).

More research is necessary to understand the factors that support commitment (Meyer, 2002; Sungu et al., 2020). Existing findings remain inconclusive, with several studies reporting inconsistent or ambiguous results (Jamaludin et al., 2021). This lack of clarity underscores the need for further empirical investigation to establish a more comprehensive understanding of the antecedents and mechanisms that foster organizational commitment across diverse contexts.

In addition, an interview with the human resources manager of a well-known construction company in Malaysia has revealed numerous challenges faced by the human resources department within the organization, and most of the problems they face have to do with the local technical staff. Because of this, the human resources department was affected by the actions of some employees, which meant that they had to hire new people to fill the gaps left by those who left the organization due to dissatisfaction or other issues.

The organization is also spending a lot of money on hiring, training, and replacing their technical staff. This ongoing problem will put a strain on the organization's time and money, which will lower productivity, ultimately affect employee morale and increase turnover rates. Randstad (2024) says that many people looking for jobs are looking for companies that offer good pay and many programs to help employees stay healthy.

Consequently, it is imperative to examine the relationship between personal values and organizational commitment, particularly in the Malaysian context and among local technical personnel. This gap makes it harder for organizations to create effective human resource strategies that support the national agenda and encourage long-term employee commitment and organizational success, particularly when these strategies do not align with the personal values of employees.

Based on the preceding discussion, the present study was designed to investigate whether a significant relationship exists between personal values and organizational commitment among local technical workers employed in a selected company within Malaysia's construction industry. In particular, the study seeks to determine how individual value orientations such as achievement, benevolence, stimulation, and self-direction may influence employees' level of commitment to their organization. By focusing on technical workers in the construction sector, the research aims to provide context-specific insights into the interplay between personal values and organizational commitment, thereby contributing to both theoretical understanding and practical applications in human resource management within Malaysia's industrial landscape.

## **Literature Review**

This section described the relationship between the dependent variable, organizational commitment, and each of the independent variables: personal value (stimulation), personal value (universalism), personal value (achievement), personal value (self-direction), and personal value (benevolence).

### ***Personal Values and Organizational Commitment***

Schwartz & Sortheix (2018) characterized personal values as self-direction, universalism, compassion, achievement, and stimulation. These values also showed the growth that is needed for value. Research has also demonstrated that a person's growth needs intensify when they achieve the goals their values aim for. The findings from Schwartz & Bardi (2001), Finegan (2000), and Fejoh and Onanuga (2023) show that there is a link between personal values and organizational commitment. To accurately understand commitment, Sunaryo, Yusnita, and Radnawati (2024) posit the necessity of examining and assessing the relationship between commitment and values. Here, we can comprehend the identification of the value systems

within which the mechanisms and processes operate, which is essential for understanding how these values influence organizational commitment and employee behaviour.

Furnham (2005) also expanded the theory of why values are related to commitment. He mentioned that affective nature has a big effect on how people see the world, including their job or organization. This study demonstrates that the phenomenon occurs due to the distinct personalities of individuals, leading to varied responses to environmental stimuli, which in turn influences their levels of organizational commitment and engagement with their jobs. The results of this study also support the assertion that certain individuals possess a value system that prioritizes commitment more than others, which can influence their engagement and performance within their job or organization.

Meyer and Allen (1997) assert that a thorough understanding of organizational commitment requires a study of its various features, prompting researchers to analyse the diverse forms and origins of commitment within the context of organizations. A positivist approach is deemed suitable due to the nature of the hypothesis testing in this study, aimed at understanding how to obtain essential knowledge and improve the understanding of the relationships between independent and dependent variables, ultimately yielding significant results. This research enhances the positivist philosophy and grounds its conclusions on the subsequent hypotheses:

*Hypothesis 1: Personal value of stimulation has a positive and significant relationship with organisational commitment*

*Hypothesis 2: Personal value of universalism has a positive and significant relationship with organisational commitment*

*Hypothesis 3: Personal value of achievement has a positive and significant relationship with organisational commitment*

*Hypothesis 4: Personal value of self-direction has a positive and significant relationship with organisational commitment*

*Hypothesis 5: Personal value of benevolence has a positive and significant relationship with organisational commitment*

## **Methodology**

### ***Research Design***

After examining the study's objectives and recognizing the limited research and published literature in Malaysia, the researcher decided to explore additional studies and prior research to conduct hypothesis testing and administer the questionnaire to local employees within the chosen organization. This allowed the researcher to better understand the problem's context and make the issue clearer. This study utilizes correlational methods, demonstrating that personal values affect the concept of organizational commitment.

The study setting encompasses various elements, leading to the designation of the organization as the study area. A variety of traits were looked at in a natural setting, specifically in a business where everyday tasks go on as usual with little help from researchers, including traits such as teamwork, communication, and adaptability, which are essential for understanding organizational commitment.

As a result, this study is a quantitative examination. The data was collected through a questionnaire and distributed within one month, in September 2025, using questionnaires developed by the researcher based on credible sources from previous researchers. This study utilizes minimal research interference. The unit of analysis consisted of the responses from individual local technical personnel.

### ***Sampling***

The target population consists of only local technical workers, which comprises 80 employees. The reason why the researchers only focus on the local technical workers is because the issues that the Human Resource Department is facing are specifically towards local technical workers, where there is a high turnover towards this sample group.

Simple random sampling is used where every member of the target population has an equal chance of being selected (McCombes, 2019). Based on Krejcie & Morgan (1970), for a given population of 80, the sampling size is 66. Therefore, the sampling size for the current study is 66 respondents, who are local technical workers. Hence, the researchers had consulted the representatives from the Human Resources Department to randomly select the number of participants from their list, whereby they had distributed the questionnaires to 70 participants.

### ***Data Collection***

For this study, surveys or questionnaires were collected in the form of Google Forms and were distributed to the respondents with the help of the representatives from the Human Resource Department.

### ***Research Instruments***

#### ***Demographic***

Section A consists of questions that are included in the questionnaires regarding the personal characteristics of the respondent. The items asked of the employees are age, academic education, years of service, and work position. Through this section, the researchers are able to identify if the respondents are among the local technical workers in which according to Rothwell (2015), technical workers consist of *blue-collar* occupations (installation, maintenance and repair, protective service), engineers, electricians, building inspectors, computer support, and many others.

#### ***Personal Values***

Section B consists of 40 questions that are designed to measure 5 dimensions of the personal values variables, which are stimulation, benevolence, achievement, universalism, and self-direction. The items were adopted and adapted based on a scale developed by (Schwartz, 2012). The personal value was preferences that were measured using the latest version of the Portrait Values Questionnaire (PVQ). For each of the portraits, respondents respond to the question "How much like you is this person?" on a six-point scale (1 = not like me at all to 6 = very much like me). Sample questions are as follows: "Thinking up new ideas and being creative is important to him. He likes to do things in his own original way".

### ***Organisational Commitment***

Section C consists of 18 questions designed to measure the organisational commitment: continuance commitment. The items were adopted and adapted based on a scale developed by (Meyer et al., 1990). The OCQ was developed by (Meyer et al., 1990) is used to predict employee commitment measures on a six (6) - point scale (1 = strongly disagree to 6 = strongly agree) and the set question also used in the study by (Jamaludin et al., 2021). This questionnaire is composed, in its full length, of 18 items, six (6) items in each of the following claimed dimension commitment scales: affective, continuance and normative commitment. Sample questions are as follows: It would be very hard for me to leave my job at this organisation right now even if I wanted to (continuous commitment scale).

### ***Statistical Analysis***

#### ***Data Screening***

The analysis was conducted through IBM SPSS 28. In this study, two statistical procedures, validity testing and reliability testing were conducted to determine whether the data obtained from the respondents' questionnaires were usable, valid, accurate, and effective.

#### ***Descriptive Analysis***

Descriptive analysis is an analysis of data that would assist in describing and summarising the data points. Hence, standard deviation and mean were used in this analysis as they explained the basic features of the sample and measures that are used in this research. The respondent's profiles were presented using percentages and frequencies to demonstrate the characteristics of the studied samples.

#### ***Correlation Analysis***

The power and relationship between all the variables the researcher tests are confirmed through correlation analysis. Only values between -1 and +1 were acceptable for the correlation coefficient (r) for this study, where the sign denotes whether the correlation is positive or negative.

#### ***Pearson Correlation Analysis***

The rule of thumb was used to gauge the strength of the relevant variable. A value between 0 and 1 is determined using the Pearson correlation analysis, where 0 indicates no correlation, 1 indicates a total positive correlation, and -1 indicates a total negative correlation (Nettleton, 2014).

#### ***Multiple Regression Analysis***

This study employed multiple regression analysis. The study's objective can be attained through the application of multiple regression analysis. Multiple regression analysis facilitates an objective evaluation of the extent and nature of the relationship between independent and dependent variables.

Employing multiple regression enables researchers to ascertain the overall fit (variance explained) and demonstrates the strength and extent to which the independent variables influence the chosen dependent variables. The regression coefficient illustrates the relative significance of each variable in predicting the dependent variable (Plonsky and Ghanbar, 2018).

The R square was subsequently evaluated to assess the independent variables in relation to the dependent variables. The value is understood as a percentage. The values in the columns  $\beta$  under the Standard Coefficient were compared, with the highest value interpreted as the strongest unique contribution to the dependent variable. Any negative sign is disregarded, as each independent variable in the column shares the same scale (Pallant, 2020).

## Results

### *Data Screening and Response Rate*

Data screening was performed to guarantee data accuracy and completeness. No missing values were identified; however, one respondent was removed due to a standard deviation of zero, suggesting potential straight-lining behavior. The final sample comprised 66 local technical staff, resulting in a 97% response rate.

The sample size is adequate for a population of 80 at a 95% confidence level, as per Krejcie and Morgan (1970). Normality was validated as the skewness and kurtosis values for all variables, including organizational commitment, and personal value dimensions, remained within the acceptable  $\pm 2$  range (Hair et al., 2010). The Normal Q-Q plot of regression standardized residuals also exhibited points closely aligned with the diagonal line, confirming the normality of the error term.

### *Reliability Test*

All the variables in the table show the value of Cronbach's Alpha for both independent variables and dependent variables. All independent and dependent variables are reliable. For organisational commitment they recorded at 0.887, stimulation at 0.730, achievement at 0.90, universalism at 0.902, benevolence at 0.864 and self-direction at 0.822 for their cronbach's alpha respectively.

### *Demographic Analysis*

**Table 1: Demographic Analysis**

Demographic Variable	Categories	Frequency	Percentage (%)
Age	16 - 25 years	16	24.2
	26 - 35 years	34	51.5
	36 - 45 years	9	13.6
	46 years and above	7	10.6
Years of Service	Less than 1 years	16	24.2

	1 years	9	13.6
	2 years	5	7.6
	3 years	5	7.6
	More than 4 years	31	47
<b>Academic</b>	High School	8	12.1
	Diploma	18	27.3
	Bachelor's Degree	29	43.9
	Master's degree	3	4.5
	SKM 3	1	1.5
	<i>Sijil</i>	1	1.5
	<i>Sijil Asas Pendawaian Elektrik</i>	1	1.5
	<i>Sijil Teknologi</i>	3	4.5
	<i>Sijil Kejuruteraan Awam Pembinaan</i>	1	1.5
	Professional Degree	1	1.5
<b>Work Position</b>	Apprentice Civil	4	6.1
	Assistant Documents Controller	1	1.5
	Chargeman A4	1	1.5
	Civil Engineer	2	3
	Civil Technician	2	3
	Crew Outlet	1	1.5
	Documents Controller	1	1.5
	Drafter	1	1.5
	Engineer	4	6.1
	Executive Civil	8	12.1
Executive Landscape	10	15.2	

Table 1 shows that there are four items that have to do with the respondents' demographic background. The age group with the most responses is 26 to 35 years old, which is 51.5% of the total and 34 people. The second largest group of respondents under 25 years old is 24.2%, or 16 people. The third largest group is 36 to 45 years old, with 13.6%, or 9 people. The group with the fewest people, those over 46, makes up 10.6% of the total, or 7 people. 66 people took part in this survey.

The next thing to look at in the demographic is years of service. The length of time that local technical staff has worked shows that the largest group, 47.0% (31 people), has worked for more than four years, while the second largest group, 24.2% (16 people), has worked for less than one year. The third longest time served was 1 year (13.6%), with 9 people. The shortest times served were 2 years and 3 years (15.2%), with 10 people each.

The third question in the demographic survey is about the person's academic position. The 29 people who answered the survey and had the highest level of education all had a bachelor's degree, which is 43.9% of the total. A diploma is the second highest qualification, and 18 people (27.3%) have one.

Next, 8 people with a high school education, or 12.1%, answered. There are 6 people with a master's degree and a *Sijil Teknologi*, which is the fourth highest qualification. This is 9.0% of the total. Five people, or 7.5% of the total, have the lowest qualifications, which include *SKM 3*, *Sijil*, *Sijil Asas Pendawaian Elektrik*, *Sijil Kejuruteraan Awam Pembinaan*, and Professional Degree.

The demographic survey shows that the most common job is Executive Landscape, which 10 people hold (15.2% of the total). Executive Civil is in second place, with 8 people making up 12.1% of the total. Apprentice Civil and Engineer, also with 8 people, is next, making up 12.2%. There are only five people in the least represented positions: Assistant Documents Controller, Chargeman A4, Crew Outlet, Document Controller, and Drafter. This is 7.5% of the total.

### ***Descriptive Analysis***

The result presents the average score and standard deviation for all relevant variables. The mean scores for stimulation, universalism, self-direction, achievement, and benevolence on a 6-point scale are 4.84, 5.54, 5.05, 4.86, and 5.04, respectively, indicating elevated levels.

Among the five independent variables, universalism exhibits the highest mean of 5.54, indicating that respondents concur that universalism significantly contributes to organizational commitment in comparison to stimulation, self-direction, achievement, and benevolence. The average score for organisational commitment on a 6-point scale is 4.03, indicating a high level of commitment.

The standard deviations for the independent variables of stimulation, universalism, self-direction, achievement, and benevolence are 0.56, 0.54, 0.57, 0.80, and 0.70, respectively, which are deemed satisfactory. Furthermore, the standard deviation of the dependent variable, organisational commitment, is 0.75, which is deemed satisfactory.

*Correlation Analysis*

**Table 2: Pearson Correlation**

<b>Pearson Correlation</b>	<b>OC</b>	<b>PVS</b>	<b>PVA</b>	<b>PVU</b>	<b>PVB</b>	<b>PVSD</b>
<b>Organizational Commitment (OC)</b>	1.000					
<b>Personal Values Stimulation (PVS)</b>	.505**	1.000				
<b>Personal Values Achievement (PVA)</b>	.513**	.629**	1.000			
<b>Personal Values Universalism (PVU)</b>	.207**	.440**	.470**	1.000		
<b>Personal Values Benevolence (PVB)</b>	.558**	.523**	.506**	.470**	1.000	
<b>Personal Values Self-Direction (PVSD)</b>	.408**	.702**	.589**	.552**	.506**	1.000

\*\* . Correlation is significant at the 0.01 level (1-tailed)

\* . Correlation is significant at the 0.05 level (1-tailed)

Based on the result in Table 2, the correlation analysis for all variables involved in this study. personal values of stimulation and organisational commitment adaptation are moderately positively significant ( $r=0.505$ ,  $p<0.05$ ).

In contrast, personal values of universalism and organisational commitment is positively significant with a weak correlation ( $r=0.207$ ,  $p<0.05$ ), followed by personal values of self-direction and organization commitment is also positive correlation and also moderate correlation ( $r=0.408$   $p<0.05$ ), personal values of achievement and organisational commitment also have positive significant with an average correlation ( $r=0.513$   $p<0.05$ ), personal values of benevolence and organisational commitment has moderately positive correlation ( $r=0.558$ ,  $p<0.05$ ).

**Multiple Regression Analysis**

Based on the results, the value of the R square is 0.470, which indicates that 47% of the dependent variable can be explained by all the independent variables involved in this research. Another 53% can be explained by other factors not included in this study.

Further, the analysis was run to predict organisational commitment from stimulation, achievement, universalism benevolence and self-direction. Results shows that these variables

are significant predictors of organisational commitment,  $F= 8.729$   $P<0.05$ ,  $R\text{ Square}= 0.470$ . All the independent variables are significant with organisational commitment.

### Coefficient

**Table 3: Coefficient Table**

	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	b	Std. Error	Beta		
(Constant)	0.800	0.812		0.985	0.329
Personal Values Stimulation	0.227	0.194	0.171	1.167	0.025
Personal Values Achievement	0.215	0.123	0.231	1.745	0.046
Personal Values Universalism	-0.287	0.164	-0.208	-1.745	0.086
Personal Values Benevolence	0.372	0.131	0.348	2.830	0.006
Personal Values Self-Direction	0.045	0.193	0.034	0.233	0.017

Note. a. Dependent Variable: Organisational Commitment

Based on the results for coefficient in Table 3, results show all dependent variables except for the personal value of universalism contributed significantly to the organisational commitment. The significant value for stimulation is ( $p= 0.025$ ,  $p<0.05$ ) (H1), followed by achievement ( $p= 0.046$ ,  $p<0.05$ ) (H3), benevolence with ( $p= 0.006$ ,  $p<0.05$ ) (H5), and self-direction ( $p=0.017$ ,  $p<0.05$ ) (H4). While for universalism (H2) showed an insignificant relationship to organisational commitment with ( $p=0.086$ ,  $p>0.05$ ).

Based on the regression equation above, it shows that personal values (stimulation, achievement, benevolence, and self-direction) were positively related to organisational commitment while personal values (universalism) showed a negative relationship with organisational commitment. Therefore, it can be concluded that all independent variables, contribute to organisational commitment except for universalism.

### Discussion

The primary objective of this study is to investigate the influence of personal values (stimulation, universalism, self-direction, achievement, and benevolence) on organisational commitment, among local technical employees in selected construction-related firms in Malaysia.

The study focused on one main research question:

*RQ1: Is there a significant correlation between personal values and organizational commitment among local technical workers in a selected company within the construction industry in Malaysia?*

Results show that four personal values (stimulation, achievement, self-direction, and benevolence) (H1, H3, H4, H5) have strong positive links to organisational commitment. On the other hand, there was no strong link between personal values universalism and organizational commitment (H2 was not supported). Universalism's emphasis on understanding, tolerance, and the protection of human and well-being did not significantly predict commitment to these organizations. A reasonable hypothesis is that the nature of technical work and the immediate demands of the organization may elevate values such as stimulation, achievement, self-direction, and benevolence in daily work behaviours and organizational commitment, whereas universal concerns regarding broader societal issues may be less directly linked to commitment in this context.

These results confirm prior studies demonstrating that personal values positively influence organizational commitment (e.g., Kumasey, Bawole & Hossain, 2017; Verasamy et al., 2020). This study shows that employees who value challenge and excitement (stimulation), personal success (achievement), autonomy and independence (self-direction), and caring about the well-being of others (benevolence) are more loyal to their companies.

From a practical perspective, these findings underscore that organizational commitment can be regarded as a substantial attitudinal outcome that is partially shaped by individuals' personal value systems. When senior management and the human resources department know which values are most closely linked to organizational commitment, they can make policies and procedures that are more focused. For instance, the hiring and selection processes can be changed to find people whose personal values match the organization's culture and work needs, especially stimulation, achievement, self-direction, and benevolence. during the probationary period, socialization and training initiatives can foster organizational norms and practices that align with these values, thereby strengthening employees' psychological attachment and commitment.

## **Conclusion**

This study offers empirical data about the crucial influence of personal values on organizational commitment among local technical employees in the Malaysian construction sector. The findings emphasize that commitment is not only a result of institutional or economic incentives but is fundamentally embedded in the psychological value orientations of the workforce. The values of stimulation, achievement, self-direction, and compassion emerged as strong positive predictors, jointly explaining 47% of the variance in organizational commitment. Notably, universalism did not exhibit a direct predictive correlation, indicating that for technical workers in this setting, commitment is influenced more by personal development, autonomy, and interpersonal kindness than by wider social or altruistic considerations.

This research theoretically enhances the literature by connecting individual value theory with organizational behaviour in the construction business, a domain frequently characterized by technical and economic discussions. The study provides a comprehensive understanding of the

internal mechanisms that promote workforce stability by identifying the specific value aspects that resonate with local technical personnel. The findings indicate that human resource professionals in construction companies should transcend conventional retention techniques. To foster a really dedicated workforce, organizations must create work environments and leadership methods that correspond with employees' requirements for achievement, autonomy, and supportive workplace connections.

Notwithstanding these findings, the study possesses certain limitations. Concentrating on a singular construction firm in Malaysia may restrict the applicability of the results to other sectors or cultural contexts. Moreover, the 47% variation explained indicates that additional unobserved factors such as leadership styles, work-life balance, or psychological well-being, may significantly influence the outcomes. Subsequent research should, thus, broaden these inquiries across various industrial and cultural contexts, while examining potential mediators and moderators. These initiatives will enhance our understanding of the intricate relationship between personal beliefs and commitment in the changing environment of contemporary organizations.

### **Theoretical contribution**

This study addresses a significant gap in the literature by utilizing Basic Value Theory within the distinct socio-technical framework of local technical personnel in the Malaysian construction sector. It transcends conventional commitment models to examine how personal value systems act as predecessors to organizational commitment.

This research enhances the knowledge of how value alignment promotes sustainable human resource management, offering both theoretical insight and empirical evidence for firms aiming to improve talent retention in high-pressure industrial settings.

### **Practical implications**

The results underscore that organisations wishing to remain competitive should not only focus on structural and financial incentives, but also on psychological and value-based factors. Integrating personal values into recruitment, selection, training, and development, can enhance organisational commitment and reduce costly turnover among technical employees.

These implications are especially relevant for construction companies in Malaysia. Because construction projects are so hard, with frequent site moves, safety risks, and tight deadlines, management should give employees clear career paths, freedom to make technical decisions, and opportunities to work on projects that are good for society or the environment to align job design and project assignments with their core values (like achievement, self-direction, and compassion).

Organization can also make human resource rules that fit with Malaysian culture, which includes respect for hierarchy, working in multicultural and multireligious settings, and collectivist values. This could include rewards for working together, open communication, and ways to show appreciation that honour both individual and group efforts.

When hiring and choosing new employees, make sure that their values match the company's focus on safety, quality, teamwork, and integrity. These are very important issues for Malaysian construction companies that must meet strict regulatory and customer demands.

Malaysian construction companies can build a more dedicated and stable technical workforce by making value-based management part of their daily operations. This will improve project performance, safety results, and long-term competitiveness in the local sector.

### **Suggestions for Subsequent Research**

Future research could investigate supplementary predictors of personal values beyond those already examined (stimulation, universalism, self-direction, achievement, and compassion). Researchers are urged to investigate additional mediating and moderating variables that may affect organizational commitment (e.g., factors that elucidate or alter the intensity of the link).

Research should be structured to more accurately represent the realities of local workers, including concerns pertaining to occupational stress or prejudice. Additional qualitative research is advised to obtain more profound, open-ended views and viewpoints (Weller et al., 2018).

### **Limitations of the Research**

Access to data was restricted by a non-disclosure agreement with the corporation, stipulating that it could only be utilized for educational reasons and required company authorization. The sample was confined to local technical personnel from selected company under construction industry in Malaysia, leading to a limited sample size. A smaller sample may mitigate tiredness and errors, although also constrains generalizability; future research should employ bigger samples to more effectively identify differences.

The study employed a cross-sectional design, wherein data were collected at a single point in time, rendering it less effective for elucidating changes and causal relationships in comparison to longitudinal designs. Future study should employ longitudinal studies to monitor variables over time and obtain more robust insights into the influence on dependent variables.

**Acknowledgements:** The authors would like to acknowledge and extended special gratitude to the Puncak Niaga Construction Sdn. Bhd, who granted the data collection for this project.

**Funding Statement:** This research received no financial support.

**Conflict of Interest Statement:** The authors declare that there is no conflict of interest regarding the publication of this paper. All authors have contributed to this work and approved the final version of the manuscript for submission to the International Journal of Innovation and Industrial Revolution (IJIREV).

**Ethics Statement:** This study was conducted in accordance with ethical research standards. All procedures involving human participants were reviewed and approved by the Arshad Ayub Graduate Business School. Informed consent was obtained from all participants prior to data collection. Participation was voluntary, and respondents were assured of confidentiality and anonymity. The data collected were used solely for academic purposes.

**Author Contribution Statement:** All authors contributed significantly to the development of this manuscript. [Nor Lelawati Jamaludin] was responsible for the conceptualization, methodology, and overall supervision of the study. [Khairizzani Mat Hairi] handled data collection, analysis, and interpretation of results. [Noor Adila Abdul Raub, Mohd Fikri Ishak, Nurul Illahi Zainal Abidin, Faizah Md Sohid] contributed to the literature review, drafting, and critical revision of the manuscript. All authors read and approved the final version of the manuscript prior to submission.

---

## References

- Broner, M. A., & Babb, D. (2021). *Exploring organizational values of the organizations and employee-owners in worker-owned cooperatives* (Doctoral dissertation, Walden University). ScholarWorks. <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=12325&context=dissertations> (scholarworks.waldenu.edu)
- Fejoh, J., & Onanuga, P. A. (2023). Personal values, psychological attachment as correlates of organizational commitment among public service employees in South-West Nigeria. *Malaysia Online Journal of Psychology & Counselling*, 10(2), 48-55.
- Furnham, A., Petrides, K. V., Tsaosis, I., Pappas, K., & Garrod, D. (2005). A cross-cultural investigation into the relationships between personality traits and work values. *The Journal of Psychology*, 139(1), 5-32.
- Gelle-Jimenez, M. H., Jimenez, F. C., & Aguilung, H. M. (2023). Designing a values-based performance management system towards promoting congruence of personal and organizational core values. *International Journal of Research in Business & Social Science*, 12(4), 1-12.
- Hayes, A. F. (2018). *An introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (2nd ed.). Guilford Press.
- Iddrisu, S. (2024). The effect of job satisfaction on organizational performance: The mediating role of managerial values congruence. *Journal of Human Resource Management*, 27(2), 183-200.
- Jamaludin, N. L., Azhar, S., & NM, N. (2021). The influence of personal values on organization commitment among foreign workers in Malaysia's construction industry. *International Journal of Academic Research in Business and Social Sciences*, 11(1), 126-145.
- Kraaykamp, G., Cemalcilar, Z., & Tosun, J. (2019). Transmission of work attitudes and values: Comparisons, consequences, and implications. *The ANNALS of the American Academy of Political and Social Science*, 682(1), 8-24.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Kumasey, A. S., Bawole, J. N., & Hossain, F. (2017). Organizational commitment of public service employees in Ghana: Do codes of ethics matter? *International Review of Administrative Sciences*, 83(1\_suppl), 59-77.
- McCombes, S. (2019, September 19). Sampling methods: Types, techniques & examples. *Scribbr*. <https://www.scribbr.com/methodology/sampling-methods/>
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications.
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of Applied Psychology*, 75(6), 710-720.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299-326. [https://doi.org/10.1016/S1053-4822\(00\)00053-X](https://doi.org/10.1016/S1053-4822(00)00053-X)
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52.
- Nahak, M., & Ellitan, L. (2022). Organizational commitment and organizational sustainability. *International Journal of Trend in Scientific Research and Development*, 6(4), 604-609.

- Nettleton, D. (2014). *Commercial data mining: Processing, analysis and modelling for predictive analytics projects*. Elsevier.
- Ogunyemi, A. O., & Babalola, S. O. (2019). Personal-organisational value congruence in relation to organizational citizenship behaviour and work engagement among the academic staff in South-West Nigerian universities. *Annual Journal of Technical University of Varna, Bulgaria*, 3(2), 1-9.
- Pallant, J. (2020). *SPSS survival manual* (7th ed.). Routledge. <https://doi.org/10.4324/9781003117452>
- Plonsky, L., & Ghanbar, H. (2018). Multiple regression in L2 research: A methodological synthesis and guide to interpreting R<sup>2</sup> values. *The Modern Language Journal*, 102(4), 713-731. <https://doi.org/10.1111/modl.12509>
- Randstad. (2024). Salary and benefits recorded largest employee expectations gap in Malaysia: 2025 employer brand research. <https://www.randstad.com.my/hr-trends/employer-brand/salary-and-benefits-largest-talent-expectations-gap-2025/>
- Rothwell, J. T. (2015). Defining skilled technical work. *SSRN*. <https://doi.org/10.2139/ssrn.2709141>
- Safeer, R. (2023). *A cure for the common company: A well-being prescription for a happier, healthier, and more resilient workforce*. John Wiley & Sons.
- Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. In M. P. Zanna (Ed.), *Advances in experimental social psychology* (Vol. 25, pp. 1-65). Elsevier.
- Schwartz, S. H. (2012). An overview of the Schwartz theory of basic values. *Online Readings in Psychology and Culture*, 2(1), 11.
- Schwartz, S. H., & Bardi, A. (2001). Value hierarchies across cultures: Taking a similarities perspective. *Journal of Cross-Cultural Psychology*, 32(3), 268-290.
- Schwartz, S. H., & Sortheix, F. (2018). Values and subjective well-being. In E. Diener, S. Oishi, & L. Tay (Eds.), *Handbook of well-being*. DEF Publishers.
- Sunaryo, W., Yusnita, N., & Radnawati, D. (2024). Examination of the influences of personal value and job satisfaction dimensions on professional commitment. *Cogent Education*, 11(1), 2364472.
- Sungu, L. J., Weng, Q., Hu, E., Kitule, J. A., & Fang, Q. (2020). How does organizational commitment relate to job performance? A conservation of resource perspective. *Human Performance*, 33(1), 52-69.
- Verasamy, P., Majid, A. H. A., & Jamaluddin, N. A. (2020). Generational diversity, personal attributes and organizational commitment among employees of corporate consultancies. *Jurnal Manajemen dan Kewirausahaan (Journal of Management and Entrepreneurship)*, 22(1), 65-72.
- Weller, S. C., Vickers, B., Bernard, H. R., Blackburn, A. M., Borgatti, S., Gravlee, C. C., & Johnson, J. C. (2018). Open-ended interview questions and saturation. *PLOS ONE*, 13(6), e0198606. <https://doi.org/10.1371/journal.pone.01986>