

# **AN EXAMINATION INTO SELF-ESTEEM AND WORK COMMITMENT LEVELS OF EMPLOYEES OPERATING WITHIN NON- PROFIT ORGANIZATION**

(A STUDY ON AIESEC'S MEMBER IN UNIVERSITAS BRAWIJAYA)

## **UNDERGRADUATE THESIS**

Submitted to Obtain the Degree of Bachelor of Business Administration  
at Faculty of Administrative Science Universitas Brawijaya

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MALANG  
2018**

# MOTTO

A MIND IS LIKE A PARACHUTE:  
IT DOES NOT WORK IF IT IS NOT

OPEN

(AL FATIHAH ADALAH KUNCI)

—FRANK ZAPPA



*Dedicated to my beloved parents,  
my family, and all of my friends for their never ending support.*



## APPROVAL SHEET

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of Employees Operating within Non-Profit Organization.

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## DECLARATION

To the best of my knowledge, this thesis “An Examination into Self-Esteem and Work Commitment Levels of Employees Operating within Non-Profit Organization (A Study at AIESEC Universitas Brawijaya) contains no material previously published by any other person except the citations written in this text and mentioned in the references.

If it turns out there is a plagiarism in this thesis, I am willing to cancel this thesis and my academic degree (S-1) will be revoked, and processed according to the applicable laws and regulations (Undang-undang Nomor 20 Tahun 2003, Pasal 25 Ayat 2 dan Pasal 70).

Malang, 17 December 2018



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## ABSTRACT

Geby Mariska, 2018, An Examination into Self-Esteem and Work Commitment Levels of Employees Operating within Non-Profit Organization (A Study on AIESEC's Member in Universitas Brawijaya), Tri Wulida Afrianty, S.Sos., M.Si., MHRM., Ph.D 118 hal + xiv

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AIESEC is one of the biggest youth non-profit organization worldwide. In Universitas Brawijaya itself, AIESEC has established since 1987 and is 2<sup>nd</sup> oldest entity in Indonesia, located at Unit Kegiatan Mahasiswa (UKM) Building 4<sup>th</sup> floor, Jalan MT. Haryono 161 A, Malang, East Java, Indonesia. The vision of the organization is "Peace and Fulfilment of Humankind's Potential" in which AIESEC believes that young people hold the key to a better future and they must learn to adapt quickly and solve the problems.

This study aims to (1) analyze the factors that affect employees' self-esteem and work commitment levels in AIESEC Universitas Brawijaya, and (2) examining the attempts implemented by AIESEC Universitas Brawijaya to improve self-esteem and work commitment levels of its employees. The type of this research is qualitative and using phenomenological design. Data analysis method used is data reduction, data display, conclusion, and triangulation using qualitative software program QSR NUD\*IST Vivo 10 (NVivo 10).

The results of this study indicate that others perceptions, criticism, and performance are the main factors which can affect employees' self-esteem in AIESEC Universitas Brawijaya. Meanwhile, learning and development, sense of belonging, and loyalty are the factors that keep the employees committed. Based on Allen and Meyer's components of commitment implementation in AIESEC Universitas Brawijaya employees, it is revealed that affective commitment ranks higher than normative and continuance commitment. On the other hand, organizations make a lot of efforts to maintain its employees, appreciation is one of the attempts that has succeeded in increasing employee's self-esteem. Meanwhile, Local Committee (LC) activities are considered influential to maintain and increase employee commitment.

The conclusion is that AIESEC Universitas Brawijaya more and less has been able to help employees to improve their self-esteem and make them committed to the organization with various attempts that are considered quite successful. However, it is necessary for the organization to look for a method to raise its employees' awareness to contribute and being involved in activities held by the organization.

Keywords: Self-Esteem, Work Commitment, Organizational Commitment, Non-Profit Organization

## RINGKASAN

Geby Mariska, 2018, *An Examination into Self-Esteem and Work Commitment Levels of Employees Operating within Non-Profit Organization (A Study on AIESEC's Member in Universitas Brawijaya)*, Tri Wulida Afrianty, S.Sos., M.Si., MHRM., Ph.D 118 hal + xiv

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AIESEC adalah salah satu organisasi pemuda terbesar di dunia. Di Universitas Brawijaya sendiri, AIESEC telah berdiri sejak tahun 1987 dan merupakan entitas kedua tertua di Indonesia. AIESEC Universitas Brawijaya berlokasi di Gedung Unit Kegiatan Mahasiswa Lantai 4, Jalan MT. Haryono 161 A, Malang, Jawa Timur, Indonesia. Visi dari organisasi ini adalah "*Peace and Fulfillment of Humankind's Potential*" dimana AIESEC percaya bahwa para pemuda memegang kunci untuk masa depan yang lebih baik dan mereka harus belajar untuk cepat beradaptasi dalam menyelesaikan masalah.

Penelitian ini bertujuan untuk (1) menganalisis faktor-faktor yang mempengaruhi tingkat *self-esteem* dan komitmen kerja karyawan di AIESEC Universitas Brawijaya, dan (2) mengetahui upaya yang diimplementasikan oleh AIESEC Universitas Brawijaya untuk meningkatkan *self-esteem* dan komitmen kerja karyawannya. Jenis penelitian ini adalah kualitatif fenomenologi. Metode analisis data yang digunakan adalah reduksi data, penyajian data, konklusi, dan triangulasi menggunakan QSR NUD\*IST Vivo 10 (NVivo 10)

Hasil dari penelitian ini mengindikasikan bahwa persepsi orang lain, kritik, dan kinerja karyawan merupakan faktor utama yang dapat mempengaruhi *self-esteem* karyawan di AIESEC Universitas Brawijaya. Sementara itu, pembelajaran dan pengembangan, rasa kepemilikan, dan loyalitas merupakan faktor yang membuat karyawan tetap berkomitmen pada organisasi. Berdasarkan komponen komitmen Allen and Meyer, karyawan di AIESEC Universitas Brawijaya memiliki tipe komitmen afektif yang lebih tinggi jika dibandingkan dengan komitmen normatif dan *continuance*. Di sisi lain, organisasi menerapkan berbagai upaya untuk mempertahankan karyawannya. Apresiasi merupakan salah satu usaha yang berhasil dalam meningkatkan *self-esteem* karyawan. Sementara itu, kegiatan LC (*Local Committee*) dianggap berpengaruh untuk menjaga komitmen karyawan.

Kesimpulannya adalah AIESEC Universitas Brawijaya sedikit banyak mampu membantu karyawan untuk meningkatkan *self-esteem* mereka dan membuat mereka berkomitmen terhadap organisasi dengan berbagai upaya yang cukup berhasil. Meskipun begitu, perlu kiranya organisasi mencari metode untuk meningkatkan kesadaran karyawannya agar mereka bersedia untuk berkontribusi dan terlibat dalam aktivitas yang diadakan oleh organisasi.

Kata Kunci: *Self-Esteem*, Komitmen Kerja, Komitmen Organisasi, Organisasi Nirlaba





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Malang, November 2018

Author

## TABLE OF CONTENTS

	Pages
<b>MOTTO .....</b>	<b>ii</b>
<b>BOARD OF EXAMINERS APPROVAL .....</b>	<b>iii</b>
<b>DECLARATION.....</b>	<b>v</b>
<b>ABSTRACT .....</b>	<b>vi</b>
<b>RINGKASAN.....</b>	<b>vii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>viii</b>
<b>TABLE OF CONTENTS.....</b>	<b>x</b>
<b>LIST OF TABLES .....</b>	<b>xii</b>
<b>LIST OF FIGURES .....</b>	<b>xiii</b>
<b>APPENDIX .....</b>	<b>xiv</b>
<b>CHAPTER I INTRODUCTION.....</b>	<b>1</b>
A. Background .....	1
B. Research Problems .....	8
C. Research Objectives .....	9
D. Research Contributions .....	9
E. Systematic Discussion.....	10
<b>CHAPTER II LITERATURE REVIEW .....</b>	<b>12</b>
A. Previous Researches.....	12
1. Alatrasta and Arrowsmith (2004) .....	12
2. Poorgharib et al. (2013).....	14
3. Bang et al. (2013).....	15
4. Word and Park (2015).....	17
B. Theoretical Frameworks.....	22
1. Self-Esteem .....	22
2. Work Commitment .....	30
3. Non-Profit Organization.....	36
4. Social Exchange Theory .....	47
C. Mind Map.....	51
<b>CHAPTER III METHODOLOGY .....</b>	<b>52</b>
A. Research Type .....	52
B. Research Focus.....	54
C. Research Location.....	54
D. Sources of Data .....	55
E. Data Collection Techniques .....	56
F. Instruments of Research.....	57
G. Data Analysis Methods .....	60
<b>CHAPTER IV RESULTS AND DISCUSSION .....</b>	<b>63</b>
A. General Overview of the Organization .....	63
1. History of the Organization.....	63



2. Location of the Organization .....	66
3. Organizational Structure .....	66
4. Vision, Mission and the Objectives .....	68
B. General Overview of the Informants.....	71
C. Data Presentation .....	72
1. Self-Esteem and Work Commitment Levels of AIESEC Universitas Brawijaya Employees .....	72
a. Self-Esteem .....	72
b. Work Commitment .....	75
2. Factors Affecting Self-Esteem and Work Commitment Levels of AIESEC Universitas Brawijaya Employees ..	85
a. Self-Esteem .....	85
b. Work Commitment .....	89
3. Improving Self-Esteem and Work Commitment Levels of AIESEC Universitas Brawijaya Employees .....	94
a. Self-Esteem .....	95
b. Work Commitment .....	98
D. Data Analysis .....	100
1. Factors Affecting Self-Esteem and Work Commitment Levels of AIESEC Universitas Brawijaya Employees	102
a. Self-Esteem .....	103
b. Work Commitment .....	106
2. Improving Self-Esteem and Work Commitment Levels of AIESEC Universitas Brawijaya Employees .....	110
a. Self-Esteem .....	111
b. Work Commitment .....	113
<b>CHAPTER V CONCLUSION .....</b>	<b>118</b>
A. Conclusion .....	118
B. Suggestion.....	119
<b>REFERENCES.....</b>	<b>121</b>
<b>APPENDIX.....</b>	<b>133</b>

## LIST OF TABLES

	Pages
Table 2.1 Previous Researches.....	19
Table 2.2 Prerequisites for Organizational Commitment.....	32



## LIST OF FIGURES

	Pages
Figure 2.1 Self-Esteem Meaning Matrix with Basic Types of Self-Esteem .....	27
Figure 2.2 Components of Commitment.....	32
Figure 2.3 Types of Non-Profit Organization .....	38
Figure 2.4 Focus of Non-Profit Organization .....	40
Figure 2.5 Social Exchange Theory .....	47
Figure 2.6 Correlation between Self-Esteem and Work Commitment in Non-Profit Organization .....	51
Figure 4.1 AIESEC Logo .....	63
Figure 4.2 AIESEC Evolution .....	64
Figure 4.3 Organizational Structure .....	67
Figure 4.4 AIESEC Vision.....	68
Figure 4.5 AIESEC Inner and Outer Journey .....	71
Figure 4.6 Factors Affecting Self-Esteem of Employees at AIESEC Universitas Brawijaya .....	105
Figure 4.7 Types of Work Commitment of Employees in AIESEC Universitas Brawijaya .....	107
Figure 4.8 Types of Work Commitment of Employees in AIESEC Universitas Brawijaya .....	108
Figure 4.9 Factors Affecting Work Commitment Levels of Employees at AIESEC Universitas Brawijaya .....	109
Figure 4.10 Organizational Strategies to Improve Employee Self-Esteem .....	112
Figure 4.11 Reward and Recognition AIESEC Universitas Brawijaya.....	114
Figure 4.12 Walk for SDGs AIESEC Universitas Brawijaya.....	115
Figure 4.13 Local Committee Gathering .....	115
Figure 4.14 Organizational Strategies to Increase Work Commitment .....	116

## APPENDIX

	Pages
1. Curriculum Vitae.....	128
2. Interview Guidelines .....	129
3. Application Guidelines.....	
4. NVivo Analysis Results .....	132



## CHAPTER I

### INTRODUCTION

#### A. Background

Non-profit organizations (NPOs) are highly developed today. Many organizations have emerged by raising various social missions. Some examples of NPOs are United Nations, Save The Children, Ted Talks, Green Peace, World Wildlife Fund, and many more. One of the largest organizations that have been long established since the World War II and still operating until now is International Association of Students in Economic and Commercial Sciences (AIESEC). AIESEC was originally a French acronym for *Association Internationale des Etudiants en Sciences Economiques et Commerciales*. AIESEC is a non-political, independent, not-for-profit organization run by students and recent graduates of institutions of higher education. Its member are young people who are interested in world issues, leadership and management which makes this organization has its own characteristics. AIESEC is in consultative status with the United Nations Economic and Social Council (ECOSOC), affiliated with the United Nations Department of Public Information (UN DPI), member of International Coordination Meeting of Youth Organizations (ICMYO), and is recognized by United Nations Educational, Scientific, and Cultural Organization (UNESCO).

Organizations must not consider people as variable expenses, but as assets and have to keep in mind that they are precious and a source of competitive advantage (Singh, 2004). The management may hold their



employees in the institution by preserving their organizational commitment, and this, in the end, will encourage qualified personnel on the outside to join the institution. According to the social exchange theory (Blau, 1964), a social exchange relation takes place between employees and organization, which means that the opportunities presented the employees of the organization makes the employee feel the responsibility to give something back to the organization. Research on the motivations and choice of career paths of individuals in the public and for-profit sectors has been well done (Rainey and Steinbauer, 1999; Park and Rainey, 2007; Perry and Wise, 1990; Boyne, 2002; Wright, 2001). However, very few studies have examined the motivation of non-profit employees to choose careers serving their communities (Word and Park, 2015).

This research seeks to determine the factors influencing employees' self-esteem and their commitment to work in the non-profit sector and what are the attempts implemented by the non-profit organization (NPO) to build self-esteem and work commitment of its employees. The findings of this research will develop a deeper understanding of what makes NPOs are able to connect to their employees emotionally. Amidst the abundant amount of academic literature on the employment in other sectors, research on the non-profit human resource (HR) has mainly focused on issues related to incentives and compensation and volunteer management practices (Leete, 2006). Today's NPOs are more professionalized and formal than in the past (Herman and Renz, 1998; Salamon, 1987). As the non-profit sector has become more

professionalized and specialized in terms of training, development, and identity, the need to understand issues and employee motivation is vital to improve both the employee management and the organizational strategies.

It is undeniable that in fact, non-profit organizations are interconnected with for-profit and public organizations. Almost all over the world, non-profit organizations are agents of change for a better community's way of life. It touches the corners of the world that the government cannot even serve. Therefore, public and for-profit organizations usually collaborate with non-profit organizations to achieve mutual benefits. With this collaboration, the company wants to build a positive image to the community, improve relationships with customers, and look for new opportunities for marketing activities. All of them aim to increase customer loyalty. Another benefit that can be achieved is increasing the loyalty, productivity, and morale of company employees. As for non-profit organizations, this collaboration can be used as an opportunity to introduce the organizations itself, so that organizations can reach more people through the company's database. In addition, non-profit organizations usually also cooperates with companies related to funding, in terms of partnership or sponsorship in their projects. As an example is the collaboration between Cadbury chocolate manufacturer and Save The Children. This collaboration aims to raise funds for Save The Children and enhance community-based programs to improve Cadbury's image. (jakartaconsulting.com)

The non-profit sector is traditionally an under-studied sector in the literature. With the universal reduction in government funding, non-profits, similar to the other public sector institutions, are increasingly asked to do more with less. Generally, non-profits are organized around a social mission (Quarter and Richmond, 2001) and act as advocates and obtains of services for their clients or members (Alexander and Weiner, 1998; Greenwood and Hinings, 1996; Salamon et al., 2004). Hudson (1999, p. 37) asserts that NPOs “are at their most effective when the people involved share common values and assumptions about the organization’s purpose and its style of operation”. Along these lines, Acar et al. (2001) found that NPOs place a significantly greater emphasis on their social responsibilities compared with for-profit organizations, while Alexander and Weiner (1998, p. 223) identified values such as participation, due process and serving their community as very strong in non-profits and representative of their “collective conscience”. Salamon and Anheir (1992), define NPOs as being a formal, private, non-profit, self-governing and voluntary organization. Moreover, Jager et al. (2009) state that the employment of volunteers, therefore, non-salaried, is one of the typical traits of NPOs.

Committed and enthusiastic volunteers are a valuable asset to NPOs. In today’s unstable economy, most NPOs suffering from lack of financial resources massively relies on a volunteer workforce. Volunteer organizational commitment can be considered as one’s attitude toward an organization related to the willingness to dedicate a significant time and effort to the

organization without monetary compensation. Although volunteers work for an organization without remuneration, they are likely to have unique expectations or beliefs concerning the organization. Volunteers, for instance, may expect some intrinsic rewards from the organization (Lavelle, 2010). Philips and Philips (2010) found that individuals can volunteer to improve their personal satisfaction as well as increase their self-esteem.

According to James (1890), self-esteem is determined by the relationship between our reality and our expectations. As such, self-esteem can increase or decrease according to the values assigned to the factors above. Self-esteem based on being is much more solid, deeper and longer-lasting than self-esteem based on doing and accumulating (Dolan, 2007, p. 78). The esteem, recognition and admiration perceived from those relevant individual people establish relationships with throughout their lives, are the essential source of perception of psychological success and self-esteem. Thus, self-esteem directly relates to a person's feeling of self-worth. For an adult in the workplace, self-esteem appears to depend on three variables: self concept, feelings of self worth derived from one's job and feelings of self-worth related to one's personal life (Barefield, 1983).

The emotional recognition for a job well-done is so important in the work context, something that occurs less frequently that it should. An adequate level of self-esteem in the people who make up an organization is fundamental for its effectiveness. Firstly, self-esteem is a necessary preceding condition for initiative, amiability and creative productivity, all the variables

necessary for a successful competitive organization. Secondly, self-esteem increases the openness to processes of unlearning and change, two absolutely necessary factors for organizational adaptability in complex environments. However, self-esteem is made more difficult by the fear found in the workplace. Bandura (1977) proposed that people with the perceptions of greater self-efficacy and higher self-esteem usually have higher performance standards and goals, exhibit more positive job attitudes and put forth greater effort to accomplish challenging tasks (Katzel and Thompson, 1990). These positive attitudes and behaviours result in an increased commitment to the organization's performance (Muse and Stamper, 2007).

The concept of work commitment has attracted a great deal of attention from many scholars in recent years. It entails loyalty toward a number of different work-related entities, among them one's job, career or profession, organization, union, and even the work itself. Managers have expressed a great deal of interest in this concept because employees who demonstrate high levels of commitment are assumed to be more motivated, more satisfied with their jobs, and less likely to leave their firms. Work commitment is a function of personal characteristics, including dispositional qualities, and presents a facet design of work commitment that includes work ethic, career commitment, organizational commitment (affective and continuance), and job involvement (Morrow, 1993). Commitment is not just the physical act of follow-through, but also an emotional necessity or obligation. Committed

people in organizations are tied intellectually and emotionally to the values and goals of the organization.

Kinlaw (1999) had the opportunity to observe firsthand the commitment of employees to perform consistently at their very best, and it was obvious that one reason these employees demonstrated such commitment was that they had such a clear understanding of what was important and stayed focused on it. Founded in 1948 in Rotterdam, The Netherlands, AIESEC creates positive impact through personal development and shares global experiences. This organization provides young people with self-driven, practical, global experiences as a platform to fulfil their potential. In Universitas Brawijaya itself, AIESEC has established since 1987 and is 2<sup>nd</sup> oldest entity in Indonesia. With around 200 members coming from student of Universitas Brawijaya, AIESEC in Universitas Brawijaya delivers more than 100 AIESEC experience to their customers per year.

The experience that AIESEC offers are volunteer abroad and internship abroad. In recruiting their members or commonly known as AIESECers, AIESEC believes to anyone who believes in the AIESEC vision, supports the mission of AIESEC, and lives by the AIESEC values. This statement corresponds to Hudson (1997) theory earlier that NPOs are at their most effective when the people involved share common values. AIESEC has values that must be implemented by each member in performing daily operations. By providing every AIESECer a set of core values that they live by everyday, AIESEC able to develop the leadership potential of young

people by engaging them early-on with a value-based environment that shapes their behaviors. AIESEC enables young people to build a strong foundation of core values as they develop into responsible and entrepreneurial young leaders. Enabling them to be empowered to carry these AIESEC values throughout their lives in making more responsible decisions that will positively impact the world.

This undergraduate thesis would like to explain and analyze the factors that affect self-esteem and work commitment levels of employees to work in a non-profit organization as well as the attempt of the organization itself to motivate its employees in terms of building and developing their self-esteem and work commitment. The research is conducted at AIESEC in Universitas Brawijaya. Therefore, with all rationalizations, this research entitled “**An Examination into Self-Esteem and Work Commitment Levels of Employees Operating Within Non-Profit Organization**”.

## **B. Research Problems**

Based on the existing background, then the research problems in this study, are as follows:

1. What are the factors that affect employees' self-esteem and work commitment levels in AIESEC Universitas Brawijaya?
2. What attempts are implemented by AIESEC Universitas Brawijaya to build self-esteem and work commitment levels of its employees?

### **C. Research Objectives**

Based on the research problems, the purposes of this study are, as follows:

1. Analyzing the factors that affect employees' self esteem and work commitment levels in AIESEC Universitas Brawijaya.
2. Examining the attempts implemented by AIESEC Universitas Brawijaya to improve self-esteem and work commitment levels of its employees.

### **D. Research Contributions**

The result of this study are expected to contribute, both theoretical and practical contribution, as follows:

#### **1. Theoretical Contribution**

This research is expected to give better understanding about Human Resource Management (HRM) specifically on employees' self-esteem and work commitment levels. Moreover, due to the limited studies about this topics, this research contributes to examine the self-esteem and work commitment levels of employees as well as their motivation to choose careers in a non-profit organization.

#### **2. Practical Contribution**

This research is expected to provide consideration material and additional knowledge for the non-profit organizations in order to build self esteem and work commitment levels of its employees.



## E. Systematic Discussion

Systematic discussion is needed to obtain an overview of the concept of thinking used by author to explain the problems and understand the contents of the study systematically, as follows:

### CHAPTER I INTRODUCTION

Chapter I illustrates general views or background, research problems, research objectives, research contributions, and systematic discussion.

### CHAPTER II LITERATURE REVIEW

Chapter II illustrates the explanations and descriptions of previous researches and theoretical studies, including the theories from various references which are relevant to the theme of research, as the basis of scientific foundation in this research.

### CHAPTER III METHODOLOGY

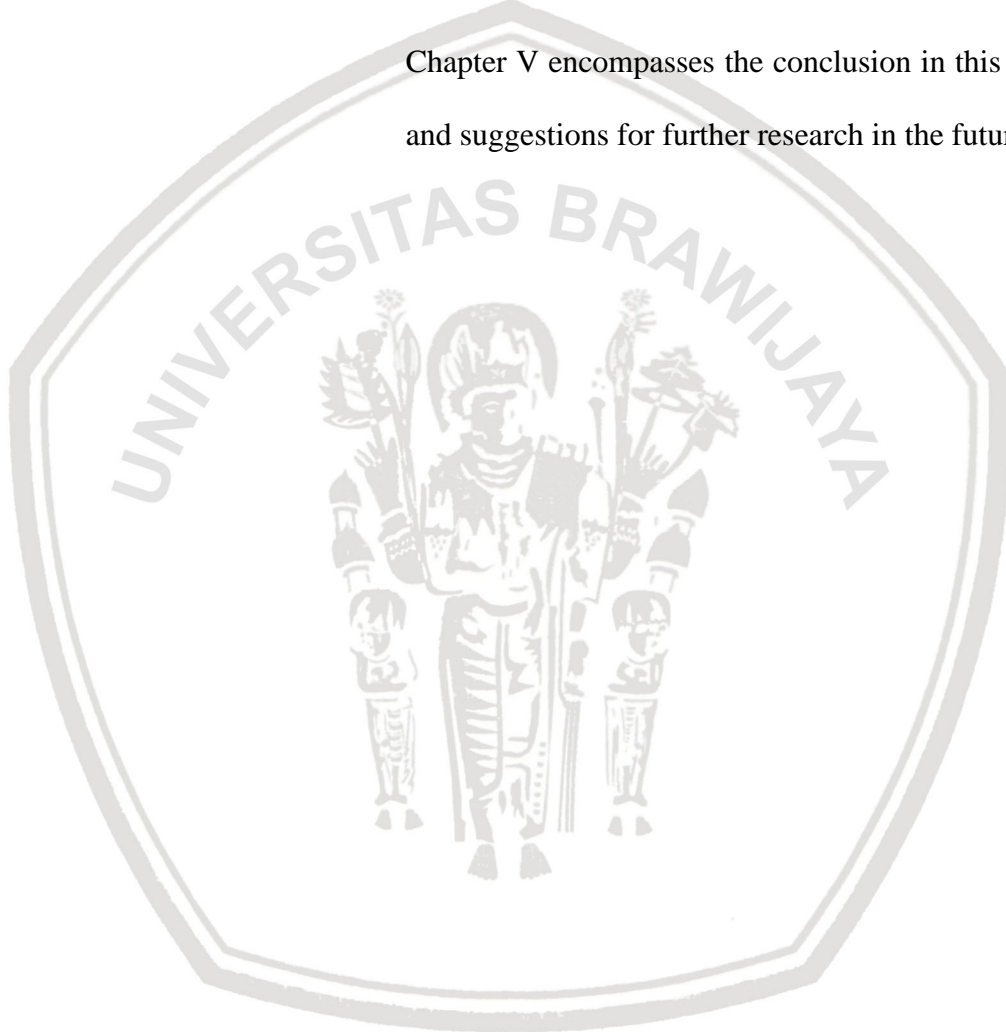
Chapter III examines the type of research, focus of research, location of research, sources of data, data collection techniques, instrument of research, and data analysis methods used by author in this study.

#### CHAPTER IV RESULTS

Chapter IV explains the results of research, data presentation, as well as data analysis and interpretation used by author in this study.

#### CHAPTER V CONCLUSION

Chapter V encompasses the conclusion in this study and suggestions for further research in the future.



## CHAPTER II

### LITERATURE REVIEW

#### A. Previous Researches

##### 1. Alatrasta and Arrowsmith (2004)

Securing the commitment of employees to their organization is in some respects the “holy grail” of human resource management (HRM). This may be pursued in a number of ways, including through team-working techniques, performance appraisals oriented to employee development, highly developed bilateral communication processes, employee stock ownership, a commitment to employment security, and forms of union-management “partnership”. The underlying principle is often mutuality — in terms of goals, influence, respect, responsibility, rewards — with the desired outcome of better employee development and performance. In this view, workers who feel that the organization is committed to them are likely to have a positive perception of HRM practices and hence be committed to the organization.

For many workers in NPOs, jobs are not secure, career development opportunities are limited and pay is relatively low. As a result, labour turnover in the sector, which is often treated as a negative indicator of commitment to the organization is rising. The difficulties for managers in generating and sustaining organizational commitment are compounded by the structural and demographic features of the sector, such

as small organizational size, relatively higher incidence of educational qualifications, a high concentration of female, part-time and temporary employment, and a reliance on unpaid overtime.

In addition to use of the open interview technique, this research also use extensive methods in the form of a questionnaire survey of staff issued by the organization prior to the field research. The case study organization, Premier Trust, is a national charity founded in 1984 that provides services to adults with learning disabilities. The organization has 500 workers of which 80 percent work in the registered homes, either as a support worker (350 people) or as a team manager (60 people). The results of this research suggest that managerial efforts to improve employee commitment towards the organization can be particularly difficult in the voluntary and non-profit sector because HRM interventions face particularly well-developed competing commitments.

The existing research used a number of techniques, which are: staff opinion survey which distributed throughout the organization; in-depth interviews with the personnel director, trade union steward and eight members of staff who were designed sequentially as part of a grounded approach; and the researcher of existing study shadowing the personnel director for a week and working in the organization as a personnel assistant for 2 months prior to the formal fieldwork in the Premier Trust, United Kingdom. In this study, researcher will conduct the research at AIESEC in Universitas Brawijaya by analyzing primary and secondary

data, by descriptive qualitative approach. The similarities between this existing study and the researcher's study is the purpose of both studies to examine the intrinsic commitment to the job held by employees in the non-profit sector.

## **2. Poorgharib, Abzari, and Azarbayejani (2013)**

Self-Esteem is a basic human need for which we constantly strive. Managers' efficaciousness is of more concern in today's world since the economic environment has turned to be competitive, and this has appeared to be significant in the management literature that fruition would not augment without it. Achievements will not come about unless managers seek to promote the competitiveness spirit among the employees by internalizing organizational attachment (OA) in them. On the other hand, one could argue that self esteem in general, and OA and its components in particular, affect the quality of work life (QWL). Quality of work life could be defined as the degree to which working conditions can satisfy an employee's needs and engender a sense of satisfaction in that person.

The method used in this research is the descriptive research of the type of correlation. From the population, which comprises a total number of 391 people, 195 staff members were selected as the statistical sample by using simple random sampling techniques. A questionnaire was developed and subsequently distributed among them. In order to analyze the data, Pearson correlation and multiple regression analyses were utilized. The results showed a significant relationship between self-esteem,

organizational attachment, and perception of quality of work life of the employees. Furthermore, the components of self-esteem and organizational attachment were found to be able to predict different levels of quality of work life.

The type of existing research is quantitative, and using questionnaire to collect the data. The staff in Jahad-e-Kashavarzi (Agricultural Movement) Organization in Isfahan province formed the population of the study. 195 participants were selected through simple random sampling to take part in the research project. In this study, researcher will conduct the research at AIESEC in Universitas Brawijaya by analyzing primary and secondary data, by descriptive qualitative approach. The similarities between this existing study and the researcher's study is the purpose of both studies to examine the relationship between self-esteem and organizational attachment.

### **3. Bang, Ross, and Reio Jr. (2013)**

Committed and enthusiastic volunteers are a valuable asset to NPOs. In today's unstable economy, most NPOs suffering from lack of financial resources heavily rely on a volunteer workforce. Volunteers' organizational commitment is an important element in retaining volunteers in NPOs, as it seems to discriminate between those who stay and those who leave. Volunteer organizational commitment can be considered as one's attitude toward an organization related to the willingness to dedicate a significant time and effort to the organization without monetary

compensation. Although volunteers work for an organization without remuneration, they are likely to have unique expectations or beliefs concerning the organization. Individuals' fulfilled motivation encourages the individuals to improve their performance and contributes to their degree of commitment. Thus, when volunteers receive functionally relevant benefits (i.e. specific motives for volunteering) directly related to the quality of their volunteer experiences, they are more likely to be satisfied.

The type of this research is quantitative, obtained from 22 non-profit sport organizations containing 2,000 continuous volunteers in a Midwestern state of the USA, of which the list of organizations were provided by the National Center for Charitable Statistics (NCCS). The results from structural equation modeling analysis supported the partial mediation role of job satisfaction. The values factor of volunteers' motivation had a significant direct impact on affective commitment, and job satisfaction partially mediated the relationship between values and affective commitment. The type of research used in this study is different from the type of researcher's study, which is quantitative research, with a survey data of 2,000 continuous volunteers from 22 non-profit sport organizations in Midwestern state of the USA. In this study, researcher will conduct the research at AIESEC in Universitas Brawijaya by analyzing primary and secondary data, by descriptive qualitative approach. The similarities between this existing study and the researcher's study is

the purpose of both studies to examines the mediating role of job satisfaction in the relationship between volunteers' motivation and affective organizational commitment in NPOs.

#### **4. Word and Park (2015)**

Most delivery of public services is now done through contracts carried out by either for-profit or not-for-profit organizations (NPOs) that share some but not at all of the characteristics of the traditional public service. In fact, more recent examinations of public service motivation (PSM) have tended to include non-profit human service workers and managers in examining PSM without exploring possible underlying differences between the sectors. Employment within the public and non-profit sectors is somewhat unique. Non-profit managers are more involved in their jobs than public sector managers. This study employs data collected as part of the National Administrative Studies Project (NASP-III) in order to identify the nature and the antecedents of job choice motivation in the non-profit sector and the resulting social outcomes for the communities.

The type of research used by this study is quantitative data. The survey was distributed to 430 managers working in non-profits in Illinois and Georgia. The sample included 305 non-profit organizations in two states, with 107 (25 percent) of the respondents from Georgia and 323 (75 percent) from Illinois. The data were then analyzed using a hierarchical regression model. The results of this research support the idea of intrinsic



motivation is an important aspect of job choice motivation for individuals in the non-profit workforce. In addition, the findings suggest other characteristics, including policies that enhance work-life balance (WLB) advancement, and job security, are important to understand the job choice motivations of non-profit managers. This research also found not all types of non-profit agencies attract similarly motivated individuals, or lead to equivalent community outcomes.

The type of research used in this study is different from the type of research in researcher's study, which is quantitative data, with a survey distributed to 430 managers working in non-profits in Illinois and Georgia. In this study, researcher will conduct the research at AIESEC in Universitas Brawijaya by analyzing primary and secondary data, by descriptive qualitative approach. The similarities between this existing study and the researcher's study is the purpose of both studies to examine the factors influencing the individuals to work in the non-profit sectors.

**Table 2.1 Previous Research**

No.	Title/Authors/Year	Methodology	Results
1.	Managing Employee Commitment in the Non-Profit Sector (Alatrasta and Arrowsmith, 2004)	This research use open interview technique, and an extensive methods in the form of a questionnaire survey of staff issued by the organization.	The results of this research suggest that managerial efforts to improve employee commitment towards the organization can be particularly difficult in the voluntary and non-profit sector because HRM interventions face particularly well-developed competing commitments.
2.	The Relationship between Self-Esteem, Organizational Attachment, and Perception of Quality of Work Life in Jihad-e-Keshavarzi Organization of Isfahan (Poorgharib,	The method used in this research is the descriptive research of the type of correlation. From the population, which comprises a total number of 391 people, 195 staff members were selected as the statistical sample by using simple random sampling techniques. A questionnaire was developed and	The results of this study that self-esteem and organizational attachment is positively correlated with quality work life of staff in Jihad-e-Kashavarzi (Agricultural Movement) Organization in Isfahan.

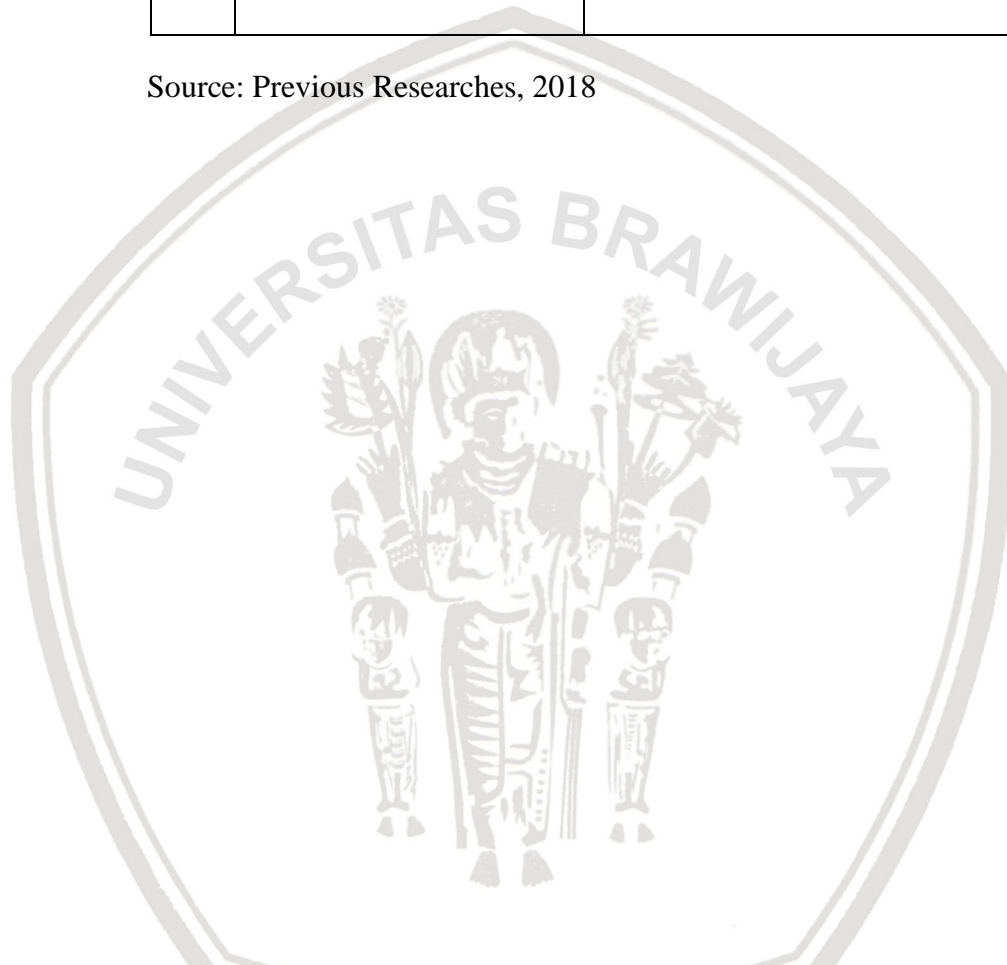
**Table 2.1 Previous Research**

No.	Authors/Year	Methodology	Results
	Abzari, and Azarbayejani, 2013)	subsequently distributed among them.	
3.	From Motivation to Organizational Commitment of Volunteers in Non-Profit Sport Organizations (Bang, Ross, and Reio, Jr., 2013)	This research conducted a mail survey with a sample of 214 individuals who volunteered at 22 non-profit sport organizations in a Midwestern state of the USA.	The results from structural equation modeling analysis supported the partial mediation role of job satisfaction. The values factor of volunteers' motivation had a significant direct impact on affective commitment, and job satisfaction partially mediated the relationship between values and affective commitment.
4.	The New Public Service? Empirical Research on Job Choice Motivation in the Non-Profit Sector (Word, and Park, 2015)	This research employed data from the National Administrative Studies Project (NASP-III) survey, which measured the mid- and upper-level managers working in NPOs	The results of this research supported the idea that intrinsic motivation is an important aspect of job choice motivation for individuals in the non-profit workforce as well as other characteristics, including policies that enhance work-life balance

**Table 2.1 Previous Research**

No.	Authors/Year	Methodology	Results
		in Illinois and Georgia. The data were then analyzed using a hierarchical regression model.	advancement, and job security. Not all types of NPOs attract similarly motivated individuals, or lead to equivalent community outcomes.

Source: Previous Researches, 2018



## B. Theoretical Frameworks

### 1. Self-Esteem

#### a. Definition of Self-Esteem

Researchers and clinicians from many disciplines focus on self-esteem as an area of importance (Guindon, 2009). Self-esteem affects motivation, functional behavior, and life satisfaction, and is significantly related to well-being throughout life. Studies of self-esteem include experiments, observations, and case studies on the effects of self-esteem in the areas of identity, self-worth, grouping, disability, learning, achievement, and success inclusive of both intrinsic and extrinsic career success (Barclay, 2011). It is possible that behaviours meant to maintain and enhance a positive sense of self are universal, that self-esteem is a basic human need (Greenberg, 2008). Self-esteem is a person's overall evaluation of his or her worth, which is normally arrived at by that person's attending to his or her qualities. Self-esteem indicates one's attitude regarding self-acceptance, or non-acceptance. It is the degree to which a person believes in his or her capabilities, values, and achievements (Branden, 1982). According to Branden, self-esteem comprises six pillars:

1. Living consciously: the practice of being aware of what affects actions, intentions, values, and objectives.
2. Self-acceptance: the practice of owning trust regarding one's thoughts, emotions, or behaviors; of being kind

toward oneself with respect to the; and of being “for” oneself in a basic sense.

3. Self-responsibility: the practice of owning one’s authorship, of one’s actions, and of one’s capacity to be the cause of the effects one desires.
4. Self-assertiveness: the practice of treating one’s needs and interest with respect, and of expressing them in appropriate ways.
5. Living purposefully: the practice of formulating goals and formulating and implementing action plans to achieve them.
6. Personal integrity: the practice of maintaining alignment between one’s behaviors and convictions.

Having high self-esteem apparently provides benefits to those who possess it: They feel good about themselves, they are able to cope effectively with challenges and negative feedback, and they live in a social world in which they believe that people value and respect them. Although there are negative consequences associated with having extremely high self-esteem (Baumeister, 1998), most people with high self-esteem appear to lead happy and productive lives. By contrast, people with low self-esteem see the world through a more negative filter, and their general dislike for themselves colors their perceptions of everything around them. Self-esteem depends on the

value or attitude one has toward oneself. Thus, self-esteem directly relates to a person's feelings of self-worth. For an adult in the workplace, self-esteem appears to depend on three variables: self-concept, feelings of self-worth derived from one's job, and feelings of self-worth related to one's personal life (Barefield, 1983).

### ***1. Self-concept***

Self-concepts are acquired over time, and both heredity and environment play part in their development. Gabriel (2016) states from Erikson's stages of psychological development that a basic sense of trust or distrust is developed during the first year of life. Thus, self-concept appears to depend on how well the developing child's needs for such a things as love, discipline, and skill development are met. Adolescence reinforces the self-concept developed in childhood. How well a person copes with the developmental tasks of adolescence is an important factor in adult self-concept. By the time a person reaches the early twenties, self-concept has been fairly well molded by childhood and adolescent experiences.

### ***2. Job-related self-esteem***

A person's work is important not only as it pertains to satisfying lower-level needs, i.e. Maslow's psychological and safety needs, but it is also important in responding to the higher-level needs of love, esteem, and self-actualization. Job-

related self-esteem has at least three basic components: the perceived status of the organization; the perceived status of the particular department, division, or position in which a person works; and the perceived importance of the place one has in one's own work group.

### **3. *Non-job-related self-esteem***

This aspect of self-esteem is composed of all aspects of life that affect valuing ourselves off the job. There are many aspects of non-job-related self-esteem, but two that are of importance are the interpersonal and the material. The interpersonal component pertains to extent to which our needs for affiliation and love are met. Material possessions also affect self-esteem. Auto-mobiles, houses, clothes they all influence self-value. Successful marketing of products depends in part on responding to esteem needs.

Self-esteem is the evaluation aspect of the self-concept that corresponds to an overall view of the self as worthy or unworthy (Baumeister, 1998). This is embodied in Coopersmith's (1967) classic definition of self-esteem:

The evaluation which the individual makes and customarily maintains with regard to himself: it expresses an attitude of approval and indicates the extent to which an individual believes himself to be capable, significant, successful and worthy. In short, self-esteem is a personal judgement of the worthiness that is expressed in the attitudes the individual holds towards himself. (pp. 4-5)



Thus, self-esteem is an attitude about the self and is related to personal beliefs about skills, abilities, social relationships, and future outcomes. Self-esteem is the emotional response that people experience as they contemplate and evaluate different things about themselves (Heatheron and Wyland, 2003).

#### b. Levels and Types of Self-Esteem

Research is indicating that the level of self-esteem a person holds within types can change. The easiest way to see this phenomenon may be in the difference between global versus situational self-esteem (Harter, 1999). In this case, a person may hold one level of self-esteem in one domain or type of situation and a different level in another. For example, Harter and Whitesell (2003) found that for some people, self-esteem is relatively stable but for others it varies considerably over time or in different situations, or both.

In addition, there is emerging research suggesting that either high or low self-esteem may be lived at two different levels in regard to one's conscious awareness of it. One is called "explicit" self-esteem, which is one's conscious experience of self-esteem, and the other is termed "implicit" self-esteem and is un- or non-conscious (Devos & Banaji, 2003). If so, then additional variations in levels of self-esteem may occur. A phenomenological perspective on self-esteem meets two of these criteria: Self-esteem is understood as consisting of

competence, worthiness, and the relationship between them, and such a view is consistent with one of the established theoretical perspectives of the field, namely, the humanistic position (Mruk, 2006).

Figure shows that when *competence* and *worthiness* are placed in dynamic relation to one another, as required by the fundamental structure of self-esteem, the result is the formation of four quadrants, each of which is qualitatively and quantitatively distinct from the others.

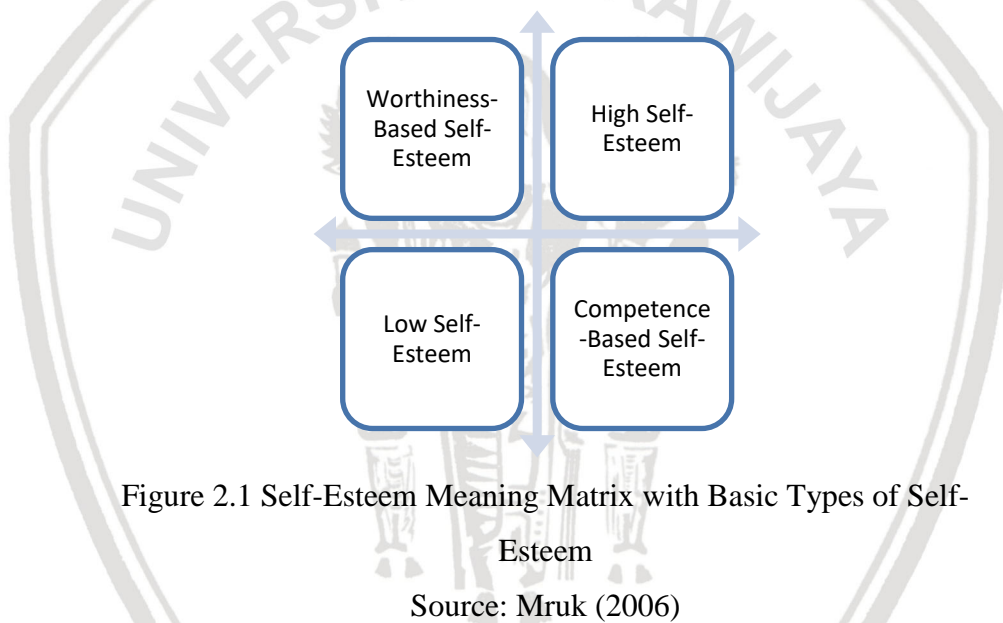


Figure 2.1 Self-Esteem Meaning Matrix with Basic Types of Self-Esteem

Source: Mruk (2006)

As the diagram indicates, low self-esteem involves living both a lack of competence and a lack of worthiness. Such a configuration only occurs in the lower left quadrant of the matrix. Low self-esteem is usually associated with such things as caution, timidity, lack of initiative, conflict avoidance, insecurity, anxiety, depression, and so forth. People with high self-esteem typically exhibit a positive degree

of both competence and worthiness. This configuration is only found in the upper right-hand quadrant.

c. Career Development and Self-Esteem

Herr (1989) notes that high levels of career uncertainty and occupational dissatisfaction are positively correlated with high levels of psychological and physical distress. High levels of unemployment have been associated with increased rates of chemical dependency, interpersonal violence, suicide, criminal activity, and admissions to psychiatric facilities (Herr, Cramer, and Niles, 2004). Clearly, individuals with an authentic sense of positive self-esteem rarely commit such acts. Thus, difficult career situations often translate to difficult life situations, and such situations will negatively impact a person's self-esteem. When people experience low self-esteem, they often struggle considering career options, implementing their career choices, or managing their careers once their choices have been implemented. The choice of an occupational is the implementation of one's self-concept in an occupational role, then low self-esteem will undoubtedly cloud one's self-perceptions and negatively influence one's career decision-making process.

Positive career development experiences can foster positive global and contingent self-esteem, and low self-esteem can limit the person's opportunities for experiencing positive career situations by restricting the person's perceived opportunities. The relationship

between career development and self-esteem is strong and bidirectional. If a person has a “successful career,” people tend to make a number of very positive attributions to the person who is success. The corresponding assumption is that the “unsuccessful” person is inferior. The denial of the sociological factors influencing the pattern of one’s career development, and the centrality of work in culture, become problematic for many people because such assumptions underscore the ways in which people link work with self-esteem (Subich, 1993). Obviously, if a positive sense of self-esteem is substantially dependent upon how one feels about his or her work contributions, then one’s self-esteem can unravel fairly quickly if one’s work situation goes awry (Herr et al., 2004).

Linking work with self-esteem also becomes problematic when individuals develop unrealistic expectations for work. O’Toole (1981) suggests that work should contribute to the self-esteem, to the sense of self-fulfillment, through the mastering of one’s self and one’s environment, and to the sense that one is valued by society. Much of the research that includes self-esteem as a variable of interest is based upon developmental or cognitive career development theories. For example, Betz (2001) postulated that self-esteem has a relationship with career development, particularly as a moderator in the development of career goals.

## 2. Work Commitment

### a. Understanding of Work Commitment

Work commitment has been defined as the relative importance between work and one's self (Loscoco, 1989). Work commitment is seen as a person's adherence to work ethic, commitment to a career/profession, job involvement, and organizational commitment (Morrow, 1993). This study will focus on the commitment of employees to their organization. Organizational commitment is the employees' state of being committed to assist in the achievement of the organization's goals, and involves the employees' level of identification, involvement, and loyalty (Caught and Shadur, 2000). It is an emotional response that can be measured through people's behaviors, beliefs, and attitudes and can range anywhere from very low to very high. Without commitment, influence is minimal; barriers are unbreachable; and passion, impact and opportunities may be lost (Maxwell, 1999). Organizational commitment has been extensively researched as an important factor in employee retention and motivation. There has been considerable interest in this construct due to its reported relationship with organizational efficiency and effectiveness (Beck and Wilson, 2000). In addition, a number of studies have shown a positive correlation between organizational commitment and job performance (Hunter and Tatcher, 2007; Pool and Pool, 2007)

b. Allen and Meyer's Three Components of Model

John Meyer and Nancy Allen (1997) have identified three components of organizational commitment: affective, continuance, and normative. **Affective or moral commitment** occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved with the organization and feel personally responsible for the organization's level of success. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization. **Continuance or calculative commitment** occurs when individuals base their relationship with the organization on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., pay, benefits, associations). These individuals put forth their best effort only when the rewards match their expectations. **Normative commitment** occurs when individuals remain with an organization based on expected standards of behavior or social norms. These individuals value obedience, cautiousness, and formality. Research suggests that they tend to display the same attitudes and behaviors as those who have affective commitment. Of all the types of organizational commitment, affective commitment has shown the strongest correlation with desirable organizational outcomes. Hence, organizational typically strive to foster this type of commitment among their employees (Meyer and Allen, 1997).



Figure 2.2 Components of Commitment

Source: Allen and Meyer (1997)

c. Prerequisites for Organizational Commitment

Personal Characteristics	Age
	Gender
	Education
	Perceived Competence
	Protestant Work Ethic
Job Attitudes	Job Satisfaction
	Organizational Citizenship Behavior
Job Characteristics	Job Level
	Position Tenure
	Job Skills
	Autonomy
	Challenges

	Role Stress	Ambiguity
		Conflict
		Overload
Relationships with Co-workers and Supervisors	Group Cohesiveness	
	Leadership	Initiating Structure
		Consideration

Table 2.2 Prerequisites for Organizational Commitment

Source: Mathieu and Zajac (1990)

Regardless of what companies do, some employees display greater organizational commitment than others. Researchers have found that certain characteristics, attitudes, and relationships may play key roles in environments with high levels of organizational commitment. **Personal characteristics** are important factors in the development of an individual's level of organizational commitment. Mathieu and Zajac (1990) have identified several personal characteristics:

**1. Age**

Older workers tend to be more committed than younger ones. Some researchers have emphasized negative reasons for this finding, older workers have fewer occupational alternatives and would risk their benefits if they left an organization. Others have focused on findings that older workers have greater job satisfaction and have better jobs.





## 2. *Gender*

Men tend to be somewhat less committed to organizations than women.

## 3. *Education*

More highly-educated workers tend to be less committed. One explanation is that they may have greater expectations of the organization which cannot always be met.

## 4. *Perceived competence*

Employees who perceive themselves as having higher levels of competence tend to display greater organizational commitment. It has been proposed that this occurs because these workers can use the organization to meet their needs for growth and achievement.

## 5. *Protestant (or Puritan) work ethic*

Employees who believe in the intrinsic value and necessity of work also believe that the organization is the place where their need to do work can be satisfied.

**Job attitudes** also contribute to an individual's level of organizational commitment. *Job satisfaction* is the only attitude variable studied more than organizational commitment. Job satisfaction is "the degree to which people like their jobs" (Spector, 1997, p. 7) based on "what they receive from working compared to what they expect, want, or think they deserve" (Klinger and

Nalbandian, 1993, p.175). *Organizational citizenship behavior (OCB)* is another attitude-linked concept that has been studied with organizational commitment. Robinson and Morrison (1995, p.289) explain that OCB refers to “employee behavior that is extra-role, that promotes organizational effectiveness, and that is not explicitly recognized by an organization’s reward system.” Research findings indicate that there is a clear link between organizational commitment and OCB (Morrison & Robinson, 1997). It is widely believed that organizations could not survive unless employees were willing to occasionally engage in OCB.

**Job characteristics** also influence the development of organizational commitment. Those whose *job level* is high tend to show greater organizational commitment. This may be related to other findings that older workers and those with longer *position tenure* are more committed. Workers who can apply a variety of *job skills* have greater *autonomy* on the job, find greater *challenges* in their jobs, and tend toward greater organizational commitment (Mathieu and Zajac, 1990). Employees can experience *role stress* at work, and away from work, as well. Lack of clarity in work role (*role ambiguity*), inconsistencies between role expectations (*role conflict*), and unreasonable expectations of time and energy in a role (*role overload*) all contribute to low organizational commitment.

**Relationships with co-workers and supervisors** also appear to be related to organizational commitment. *Group cohesiveness* refers to the forces that keep a group of coworkers together. For group cohesiveness to occur, members of the group must be committed to the group and identify with the organization. Thus, group cohesiveness may be a prerequisite for organizational commitment. Studies of *leadership* have found that two complementary behaviors are important for effective leadership. The extent to which leaders define their own and their subordinates' roles (*initiating structure*) and the extent to which leaders are concerned with the well-being of their subordinates (*consideration*) are both positively related to organizational commitment.

### 3. Non-Profit Organization

#### a. Definition of Non-Profit Organization

According to Reche, Lopez and Manzanares (2009), when it comes to define Non-Profit Organizations (NPOs) there is no accord in the literature on what kind of organizations should be included. Also, there is no legal definition that helps to characterize these organizations. Wolf (1999) stated the term NPO connotes an entity that does not generate and share profit. These organizations are sometimes defined as third sector, as a complement to public and private sector. There are differences which distinguish the voluntary sector from the public and private sector (Armstrong, 1992): first, organizations in the

voluntary sector tend to be strongly value-led. Second, the people who choose to work for these organizations may do so because they are committed to its cause. Third, professional managers in voluntary organizations are likely to be accountable to a number of interest groups (trustees, providers of funds, voluntary workers and users of the service). Fourth, organizations in this sector may be subject to complex decision-making processes and are often run by groups or committees, making decision-making a long and complex process. Five, funding streams may be irregular and unpredictable, making long-term planning difficult.

Mission is critical component that differentiates non-profit from for-profit organization. For profit entities engage in commercial activities to maximize profit for the owners and profit is given to the shareholders; while in NPOs, ownership is hard to define. Although non-profits do sometimes have surplus, it is either ploughed back to the entity, or transferred to other NPOs in case of liquidation. It is the unique characteristics of non-profits that attract volunteers and employees to NPOs. Frumkin (2002) listed the characterized non-profits as: (1) organizations that do not share profits to shareholders, (2) with no forceful participation, and (3) blurring line of ownership and accountability (Frumkin, 2002, p. 3). A non-profit has multiple owners whose needs and expectations are different.

b. Types of Non-Profit Organizations

Hansmann (1987) suggest different types of NPOs arise in order to meet different needs of the market. The typology of NPOs can be determined by examining their sources of income, and the ways in which they are controlled. The typology separates donative non-profits (non-profits that receive a substantial portion of their income from donations) from commercial non-profits (non-profits deriving their income primarily from sales of goods or services). This model also distinguishes non-profits by their mode of control. Non-profits that elect a board of directors are classified as mutual non-profits; non-profits in which the board is self-perpetuating are classified as entrepreneurial non-profits. Hansmann’s model delineates four types of non-profits: donative-mutual, donative-entrepreneurial, commercial-mutual, and commercial-entrepreneurial.

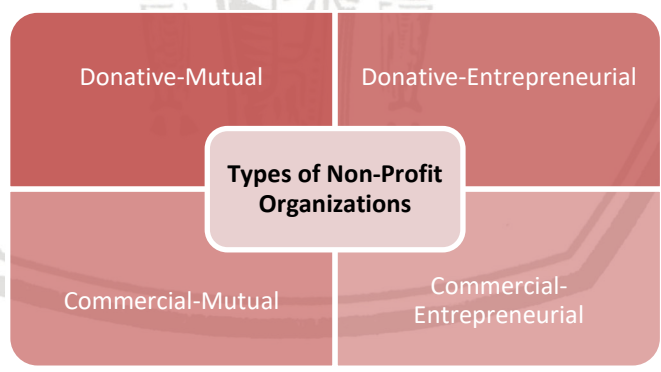


Figure 2.3 Types of Non-Profit Organization

Source: Powell (1987)

Different types of NPOs serve different purposes (Hansmann, 1987). *Donative-entrepreneurial NPOs* mostly serve broadly defined



public interest by achieving those ends primarily through donations or government subsidies. *Donative-mutual NPOs* mainly benefit dues-paying members, but can also benefit more broadly defined public and societal interests. In contrast, *commercial-entrepreneurial* and *commercial-mutual NPOs* tend to provide goods and services on a fee-for-service basis, and the benefits are meant to accrue only for those paying for the services, similar to the way in which for-profit business deliver goods and services to paying customers.

c. The Focus of Non-Profit Organizations

NPOs rely upon volunteers to assume both operational and leadership responsibilities (Bowers, 2012). Volunteer leaders rely on other volunteers to perform tasks and accomplish goals, these volunteers are motivated by potential rewards and benefits other than monetary compensation, and volunteer leaders often have fewer resources at their disposal (Pearce, 1982; Rowold and Rohmann, 2009). Non-profit research generally appears to focus on three general areas: structure and governance, volunteer satisfaction and motivation, and performance measurement (Bowers, 2012).

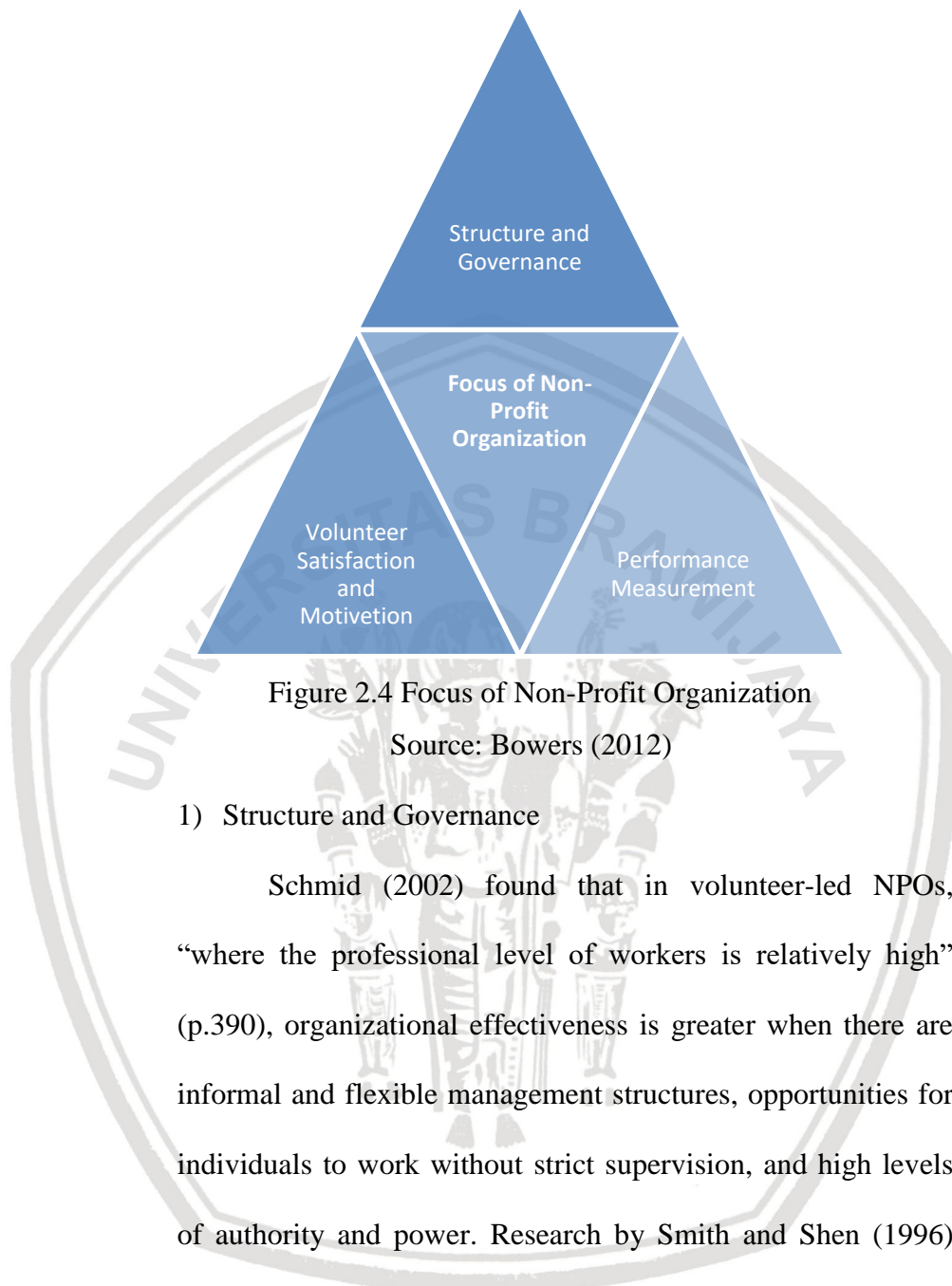


Figure 2.4 Focus of Non-Profit Organization

Source: Bowers (2012)

1) Structure and Governance

Schmid (2002) found that in volunteer-led NPOs, “where the professional level of workers is relatively high” (p.390), organizational effectiveness is greater when there are informal and flexible management structures, opportunities for individuals to work without strict supervision, and high levels of authority and power. Research by Smith and Shen (1996) focused exclusively on volunteer non-profit organizations (VNPOs), those led and managed by volunteers. Smith and Shen indicated that groups with governing officers and a board of directors were rated as more effective. The number of directors (size of the board) was positively correlated with

effectiveness. Groups with active committees were also viewed as more effective and a greater number of committees resulted in a greater effectiveness rating. Careful selection of committee chairs and the presence of a nominating committee also contributes to effectiveness ratings.

These results are supported by Kaufman (2007) who also found that local board performance was perceived as higher, “from local boards that were larger, had higher meeting attendance, and had directors with longer tenures” (p. 154). However, Brown (2005) found no correlation between board size, frequency of board meetings, and board performance. Brown did discover that organization size affected board performance. While Smith and Shen (1996) did focus on volunteer-led NPOs, their study measured organizational effectiveness as determined by specific structural and functional variables. Smith and Shen did not focus on the behavior of individual leaders. Volunteer leaders provide both managerial and operational support to volunteer members (McClusky, 2002). Volunteer members have full-time careers and have professional and technical expertise. This suggests that less formal leadership that provides a great deal of autonomy and provides volunteers with the authority and



power to perform specific responsibilities is more effective (Schmid, 2002).

## 2) Volunteer Satisfaction and Motivation

A variety of variables contribute to the level of satisfaction experiences by volunteers. One variable, participation in training and development activities. Gaston and Alexander (2001) discovered that one-third of the volunteers who resigned indicated they were dissatisfied with the training provided and one-quarter of serving volunteers expressed the same dissatisfaction. Jamison (2001, 2003) reported that NPOs do benefit from professional training provided to staff and high-level leaders; however there appeared to be a lack of investment in training at lower leadership levels within the organization. Sobeck (2008) indicated that investment in activities that build greater capacity to accomplish organizational goals, including training, did result in increased effectiveness.

In addition to the need for training, Jamison (2001) indicated that active volunteers reported the highest levels of satisfaction when they worked directly by staff and when the work done was meaningful. Volunteers who functioned without significant interaction with other volunteers, staff, or high-level leaders were less satisfied. Volunteers also expressed the need

to feel empowered, to feel as if they were part of the organization. Positive staff relations also fostered a sense of relatedness to the organization and its mission, increasing volunteer commitment (Shin & Kleiner, 2003). Shin and Kleiner (2003) found that rewards and recognition also contribute to a sense of connection to the overall organization and its mission. An enhanced sense of achievement can be produced when efforts are appropriately recognized and rewarded. "Showing appreciation satisfies the volunteer's need for self-fulfillment and self-esteem" (Shin & Kleiner, 2003, p. 70). Rewards and recognition also contribute to the belief that efforts and accomplishments are valued (Gaston & Alexander, 2001).

Leaders must be concerned with providing personal connection, training, and recognition for volunteers, and volunteers should be properly matched to tasks. Houle, Sagarin, and Kaplan (2005) suggested volunteers have varying motives and their participation in volunteer activities satisfies one of six intrinsic motivations: (a) meeting altruistic values, (b) learning and understanding, (c) career building, (d) meeting social needs, (e) assuaging feelings of guilt, or (f) enhancing self-esteem.

Training provides volunteers with interaction and relationship building with leaders and others within the organization (Jamison, 2001, 2003). This interaction and relationship building is critical to a feeling of connectedness and commitment to the organization (Farmer & Fedor, 1999; Gaston & Alexander, 2001; Wisner et al., 2005). Volunteer leaders play a critical role in helping volunteers feel connected and committed to the organization. Therefore, it is important to measure the extent to which volunteer leaders empower volunteers, facilitate their participation in the organization, design the experience to meet their personal goals and expectations, and recognize their accomplishments. All of these are important to a volunteer's motivation and sense of satisfaction (Houle et al., 2005; Li et al., 2007; Shin & Kleiner, 2003).

### 3) Performance Measurement

How performance is measured within a specific NPO determines how effective leaders are identified. Macpherson (2001) discussed the importance of defining appropriate measures of performance in NPOs. Ideal measures are those generated in a top-down approach, first focusing on mission, vision, products and services, customers and other stakeholders, then identifying desired outcomes that support

these elements. Macpherson (2001) specifically identified the processes of planning, prediction, and budget as indicators appropriate for measurement. Herman and Renz (1998) support using such procedure compliance as a measure of effectiveness. One result of their research was that perceived performance, as reported by other non-profit leaders, was not measured by outcomes, but rather by inputs and processes (Herman & Renz, 1998). The list of measures of organizational effectiveness included the presence of a mission statement, existence of by-laws, planning documents, and initiation of financial audits. Herman and Renz suggested that when organizational effectiveness is difficult to measure, as in the case of non-profits serving the public, stakeholders rely on processes and inputs as measures, rather than on outcomes. In volunteer-led organization, volunteers lead at all levels of the organization and paid staff provides support functions to the organization. These support functions are many of the inputs and processes defined by Herman & Renz (1998), Macpherson (2001), Schmid (2002), and Smith & Shen (1996).

#### d. Contributions of Non-Profit Organizations

NPOs contribute to the economic development of many countries. Frumkin (2002) contests that non-profit “occupies an increasing critical and visible position in our political, social, and

economic life” (Frumkin, 2002, p. 1). Furthermore, he supported the idea that non-profits “contributed to democratization around the world” (Frumkin, 2002, p. 1); despite non-profits’ disputable boundaries with private and public sectors, he characterized non-profits as “economic powerhouse” (Frumkin, 2002, p. 2) in terms of its central role in national employment and contributions to national gross domestic product (GDP). The reason for supporting and promoting non-governmental (NGO) or non-profits (NPO) is similar across cultures. NGO provides employment and economic development; they alleviate the suffering of the poor (Obiyan, 2005) not only by providing their needs but also by challenging them to engage in participatory and collaborative solution to their problems. The World Bank, United Nations (Obiyan, 2005) and philanthropists like Oprah Winfrey, Bill Gates, and President Clinton understand that their programs will not yield the expected results without routing their efforts through NGO.

#### 4. Social Exchange Theory

##### a. Understanding of Social Exchange Theory



Figure Social Exchange Theory

Source: Blau (1964)

Social exchange theory is predicted on a voluntary exchange of behaviors and rewards between people (Cropanzano & Mitchell, 2005). Early research in the field of social exchange indicated that employees respond positively when their workplace expectations are met by the employees's provision of intrinsic and extrinsic rewards (Blau, 1964). Extending social exchange theory toward the research of this study, if employees have a need to volunteer and the employer provides an opportunity to do so, the employees should respond with a higher degree of workplace efficacy. Exchange of similar symbolic, intangible, and tangible resources between employer and employee create the foundation of social exchange theory (Blau, 1964). Sustaining positive relational balance is necessary for maintaining

employee-employer relationships (Blau, 1964). Social exchange theory provides a plethora of similar workplace examples of the interchange of action and reaction by actors (employees and employers), but fully understanding the applicative value requires a developmental perspective.

#### b. Historical Development of Social Exchange Theory

A historical review of human social interaction study and theory is critical to understanding modern social exchange theory (Dutton and Dukerich, 1991). However, the concepts upon which social exchange theory are based are not new. Ancient philosophers observed social interactions and surmised that people often engage in relationships with others to receive benefits or fill personal voids. Greek philosophers were the first to record specific observations about social exchanges (Broadi and Rowe, 2002). Aristotle observed that people naturally form a personal relationships to receive utility and pleasure (Kirby, 1991). Plato also observed that people naturally seek specific qualities in others that are absent in themselves, and then seek to fill the void through friendship (Kirby, 1991). Through continuing observation and recording of similar human behavior, Greek philosophers provided the catalyst for centuries of research into social exchanges.

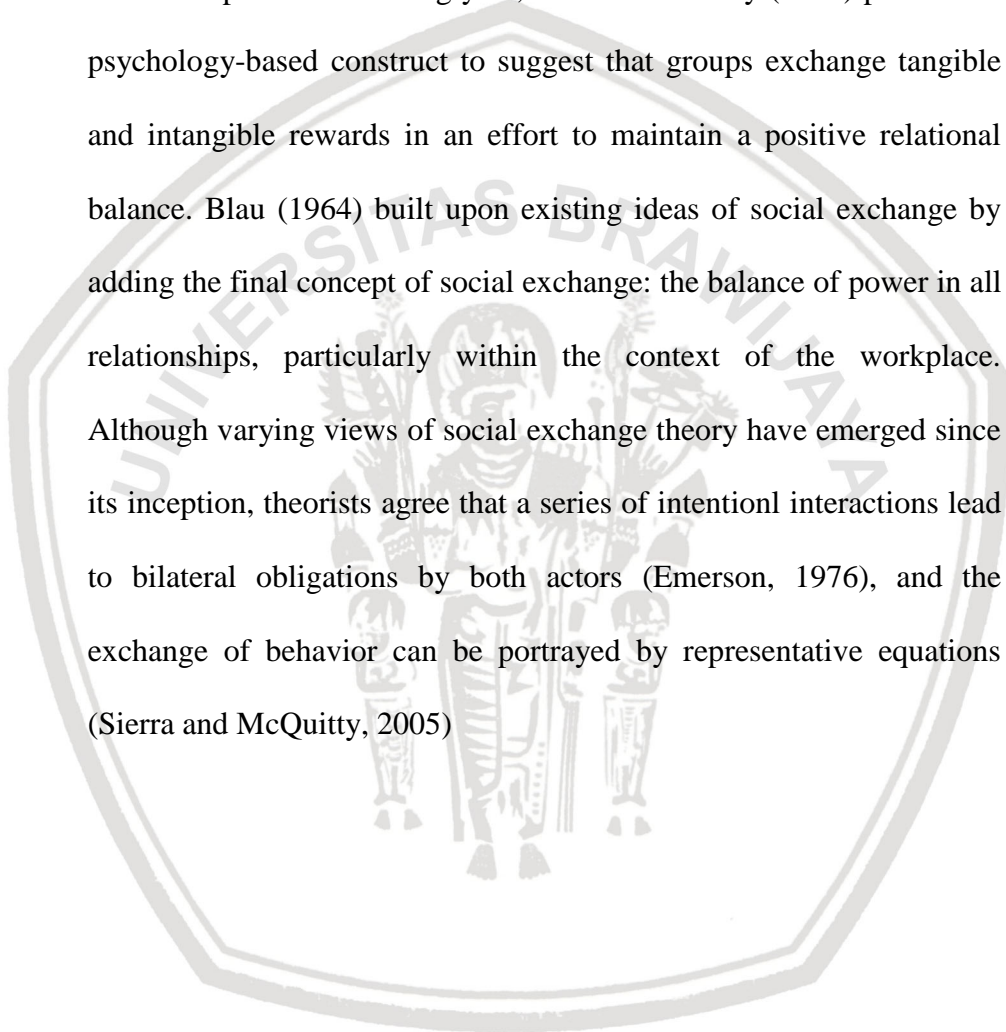
Western European philosophers continued to ponder social exchanges throughout the 16<sup>th</sup>, 17<sup>th</sup>, and 18<sup>th</sup> centuries (Cropanzano

and Mitchell, 2005). During this time, positivism thrived in social exchange theory and philosophers began to think of themselves as neo-researchers of behavior theory. Scholars and students increasingly sought quantifiable ways to describe how human exchange behavior for rewards. Lewin, Lippett and White (1939) was the first researcher to design research balanced in theoretical considerations and practical concerns of design. Lewin's et al. (1939) research was a catalyst for the exploration of socially significant problems of the time such as frustration, leadership, and attitude. Specifically, warehouse workers were observed during periods of organizational change; observations indicated that employees experienced a decrease in frustration levels and increase in output when pay and benefits were raised to meet the expectation of employees. Because of Lewin's et al. (1939) research, the construct of workplace social exchanges and relating effect of employee behavior was established for the first time.

Follett (1940) was the first 20<sup>th</sup> century researcher to dedicate research to the subject of workplace relationships as they relate to personal-level exchanges between employee and manager. The research of Follett (1940) found that employers and employees find equilibrium when the desires of both sides are accepted and neither side perceives significant sacrifices. Centuries of social exchange observations and theory ranging from Greek philosophy to Follett's (1940) research culminated in the 1950s and 1960s with the formal



development of social exchange theory. Four researchers developed near simultaneous formal presentations of social psychology. Homas (1958) theorized that human behavior is, in and of itself, a primary medium for social exchange in the open market of workplace relationships. The following year, Thabut and Kelly (1959) provided a psychology-based construct to suggest that groups exchange tangible and intangible rewards in an effort to maintain a positive relational balance. Blau (1964) built upon existing ideas of social exchange by adding the final concept of social exchange: the balance of power in all relationships, particularly within the context of the workplace. Although varying views of social exchange theory have emerged since its inception, theorists agree that a series of intentional interactions lead to bilateral obligations by both actors (Emerson, 1976), and the exchange of behavior can be portrayed by representative equations (Sierra and McQuitty, 2005)



C. Mind Map

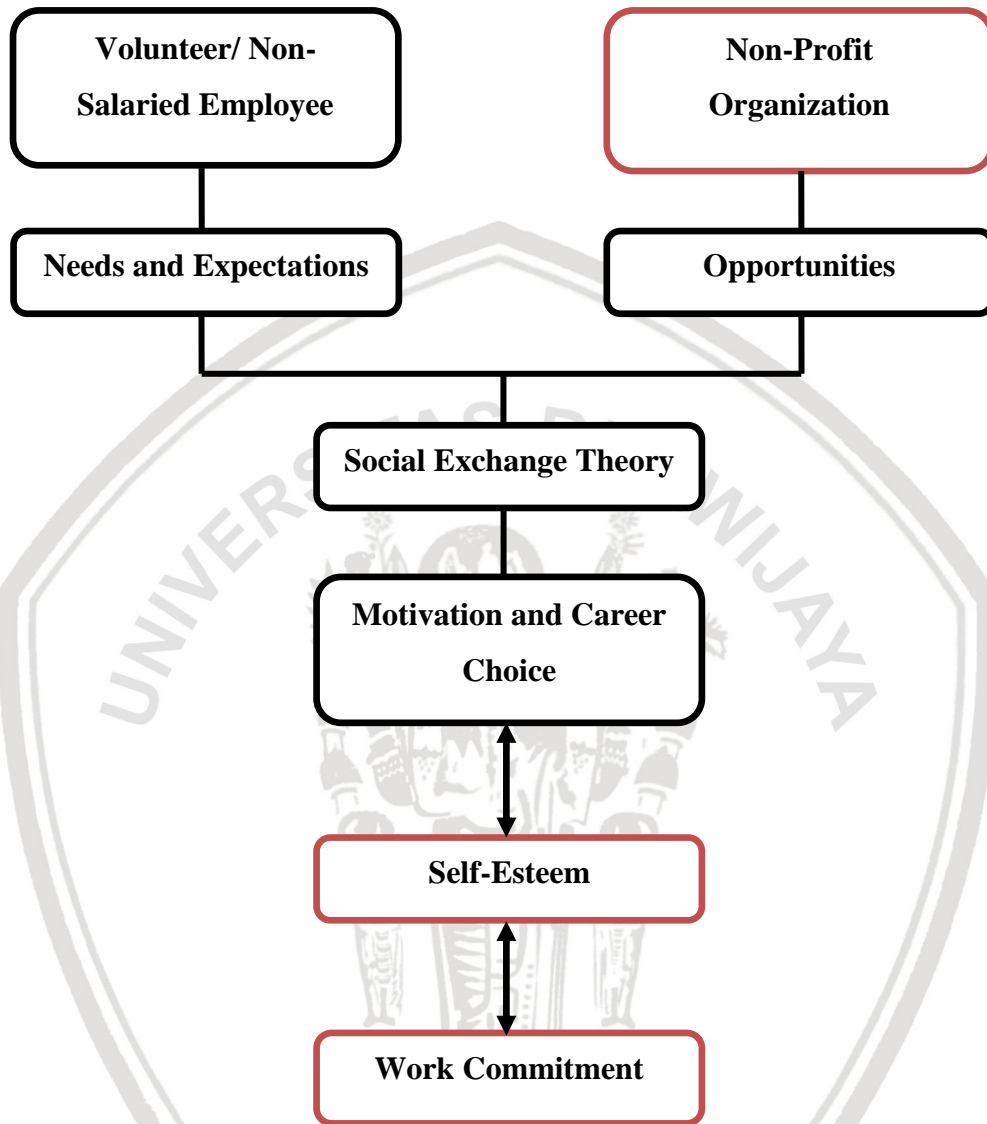


Figure 2.6 Correlation between Self-Esteem and Work Commitment in Non-Profit Organization

Source: Mind Map, 2018

## CHAPTER III

### METHODOLOGY

#### A. Research Type

The type of research used in this study is phenomenological research with qualitative approach. According to Miles and Huberman (1994), the strength of qualitative data is that it is rich and holistic with strong potential for revealing complexity nested in a real context. Qualitative research design focuses on a bounded system, usually under natural conditions, so that the system can be understood. One cannot understand human behavior without first understanding the framework to interpret thoughts, feelings, and actions (Lincoln and Guba, 1985). Qualitative study also hinges on the fact that human behavior is significantly influenced by environmental surroundings (Marshall and Rossman, 2006). Both factors are integral to qualitative research design. Qualitative research explores detailed and in-depth experiences of an individual's life in their own words and on their own terms resulting in rich information (Patton, 1986). Participants are viewed subjectively on an individual basis. The research is designed to capture the meaning of the experience while at the same time maintaining a holistic perspective.

Qualitative research method is a research method based on postpositivism philosophy, used to examine the natural condition of the object, where the researcher is a key instrument, the sampling of the data source is done by purposive and snowball, collecting technique with triangulation, the data analysis is inductive / qualitative, and qualitative research results emphasize the meaning of generalization (Sugiyono, 2013, p. 14)

The primary instrument for collecting data in a qualitative study is the researcher (Merriam, 2002), meaning data are generated by asking questions in personal interviews or focus groups, making observations and recording notes, possibly participating in an event and reflecting on this participation, or taking photographs. Questions are usually open-ended, and the researcher tries to acknowledge, then set aside, preconceived ideas about the answer to the question. Qualitative research data are usually text data, narratives, and stories told by people about their experiences, these data are then examined descriptively to notice similarities and differences in the data, categories, patterns, and themes that are then described and sometimes interpreted to provide a rich description of the experience-as-lived.

Meanwhile, qualitative study is one that is philosophic in tradition, influenced or informed by one of the major qualitative designs such as phenomenology, ethnography, narrative inquiry, grounded theory, and others, yet is limited in scope (e.g., research question, sample size, data generation and analysis methods, and interpretation) to allow a clear description of a specific phenomenon or experience (Magilvy & Thomas, 2009). This study is using phenomenological research who seeks to understand the essence of the human experience using in-depth data collection involving multiple sources of information rich in context. Phenomenological design enabled the researcher to examine the human experience through detailed descriptions of people being studied (Creswell, 1994). In phenomenology the interviewer's questions create the context as the story unfolds (King, 1994). The intent is not to

analyze and explain but to describe what appeared to be the participants' sense of their experiences. Once written records of the interviews were available, the analysis involved the coding of data and the identification of points or structures. Data reduction is necessary including data aggregation (Miles and Huberman, 1994).

## **B. Research Focus**

Research focus is the limitation of the problem, which contains the subject matter which is still general. According to Sugiyono (2013, p. 377), in qualitative research, the determination of focus is more directed at the level of novelty information to be derived from social situations. In this study, the focus of research are as follows:

1. Factors affecting employees' self-esteem and work commitment levels in AIESEC in Universitas Brawijaya
2. Strategy used by AIESEC in Universitas Brawijaya to build self-esteem and work commitment levels of its employees

## **C. Research Location**

Research location is a place used by researcher to conduct the research process, as well as where the data sources and information needed, related to the topic of research in this study can be achieved. Nasution (2003, p.43) described location of research as a social location, and activities which can be observed. In this research, author is interested to conduct a research at

AIIESEC Local Committee Universitas Brawijaya, otherwise known as AIIESEC in Universitas Brawijaya.

AIIESEC is a non-political, independent, not-for-profit organization run by students and recent graduates of institutions of higher education. AIIESEC in Universitas Brawijaya is one of the local committee of AIIESEC Indonesia. It is located at *Gedung Unit Kegiatan Mahasiswa (UKM)* Universitas Brawijaya. The research will be conducted in Talent Management Department, as the field is considered relevant to the research conducted by researcher.

#### **D. Sources of Data**

According to Arikunto (2013, p. 172), sources of data refer to the subject from which the data can be obtained. Indrianto and Supono (2013, p. 142) defined sources of data as important factors to be considered in the determination of data collection methods, besides the type of existing data which has been made. Therefore, the sources of data in this study are as follows:

1. Primary Data

This data is mainly gather through in-depth interview. Sugiyono (2013, p. 402) defined primary data are the sources that directly provide data to the researcher. The primary data obtained by doing interviews with related research objects, such as members of AIIESEC in Universitas Brawijaya.

## 2. Secondary Data

This data is an indirect data obtained from literature reviews, documents, archives, etc., related to the research objectives. According to Sugiyono (2013, p. 402), secondary data is a source of data which indirectly provides data for the researcher, it can be received from other related people or documents. In relation to the topic of this study, the secondary data which will be used, such as company profile, vision and mission, organizational culture, and archives.

### **E. Data Collection Techniques**

According to Sugiyono (2013, p. 401), data collection techniques are the most substantial step in this research, because the main purpose of the research is to collect the data. Therefore, the data collection techniques in research, as follows:

#### 1. Interview

Esterberg in Sugiyono (2013, p. 410) described interview as a meeting of two people to do exchange of information and idea through questions and answers, so that it can be deliver the purpose of certain topics. In this study, the research will be conducted by a semi-structure interview with in-depth interview technique. In-depth interview technique is an interview process conducted by following the situation where the interviewer must be good at guiding the interviewee, as well as the interview creates the main questions based on the research problems which has been proposed (Narbuko and Achmadi, 2013, p.

85). Determination of informants is conducted by purposive sampling technique and certain considerations by choosing certain people who are considered capable of providing information and data for this study.

## 2. Documentation

Narimawati, Anggadini, and Ismawati (2010, p. 39) described documentation as the activity of collecting the data by analyzing those documents in a company. In this research, author will collect the data from Talent Management archives.

## **F. Instruments of Research**

According to Sugiyono (2013, p. 398) instrument of research is a research tool to measure the natural phenomena or social phenomena which is observed. This instrument of research can be used to seek for further information about the problems that exist, either natural phenomena or social phenomena. Therefore, the instrument of research in this study, as follows:

### 1. Researcher

Researcher will be the instrument of its own research. According to Sugiyono (2013, p. 400), researcher as an instrument must also be validated of how the researcher is ready to conduct further research into the field. Researcher will be in charge of planning and conducting the research, analyzing data, as well as reporting the results and making conclusion.

### 2. Interview Guide



According to Nazir (2003, p. 193), interview guide is a tool which is used by researcher when doing the interview. Interview guide is sets of guiding questions which lead into better questions related to the theme of the research. In order to seek further information about the factors that affect self-esteem and work commitment levels of employees to work in AIESEC Universitas Brawijaya as well as the strategy of the organization itself to build willingness of its employees, then the researcher conducts in-depth interview with certain informants related to the field, as follows:

a. Team Leader

- 1) Vice President of Talent Management at AIESEC in Universitas Brawijaya. Talent Management is a department that is responsible for human resources in AIESEC Universitas Brawijaya. Thus, the informant is expected to be able to provide information about how the organization engages, manages and develops its employees, particularly in the context of self-esteem and work commitment.
- 2) Team Leader of Human Resource and Capacity Coordinator at AIESEC in Universitas Brawijaya. As a team leader in a middle management board, the informant is expected to provide information related to how the leader communicates with its member to increase their self-esteem and work commitment, as well as providing an overview of

the current level of self-esteem and work commitment of employees in AIESEC Universitas Brawijaya.

b. Team Member

- 1) Team Member of Community and Government at AIESEC in Universitas Brawijaya. In this study, a team member was randomly selected by the researcher. The researcher is expected to find out firsthand about self-esteem and work commitment levels of employee to this organization, and to discover how far the organization's strategy to improve self-esteem and employee work commitment can be implemented properly from the employee's perspective.
- 2) Team Member of Human Resource and Capacity Coordinator at AIESEC in Universitas Brawijaya. A team member was randomly selected by the researcher. The researcher is expected to find out firsthand about self-esteem and work commitment levels of employee to this organization, and to discover how far the organization's strategy to improve self-esteem and employee work commitment can be implemented properly from the employee's perspective.

### G. Data Analysis Methods

According to Basrowi and Suwandi (2008, p. 192), data analysis is the process to select, sort, dispose, and classify to answer two main issues, as

follows: (1) what theme can be found in those data; (2) how far those data can support the theme. In order to help researcher to organize, sort, and search for information, this research using qualitative software program QSR NUD\*IST Vivo 10 (NVivo 10). Miles and Huberman in Prastowo (2012, p. 242) described data analysis methods as four models.

### 1. Data Reduction

Data reduction is a process of selecting, centralizing the attention to simplifying, abstracting, and transforming preliminary data arisen from written notes in the field. This data reduction takes place continuously when the qualitative research is held. In the beginning, it can be organized through conceptual framework, problem approaches, and data collection. During the data collection, it can be organized by creating summary, coding, writing notes, etc. in this data reduction process, the researcher actually seeks for the valid data. When the validity of the data is doubted, the research must seek any further information with other informants.

### 2. Data Display

In this method, researcher explores the description of structured information to draw a conclusion and take action. Data is generally displayed in narrative text, where the researcher describes the information which has been classified before, also presents the conclusion. In this data display process, the researcher classifies the similar information as a category.

### 3. Conclusion/Verification

Researcher draws a conclusion and verifies the data by searching for the meaning of each symptom derived from the field, recording any regularities or configurations that may exist, as well as the flow of causality from phenomena and any proportions. In this process, the researcher draws a conclusion from previously concluded data, then the researcher tries to match them with any notes obtained in the research. The next step which the researcher must achieve is to report the results by new findings which are different from the existing findings.

### 4. Triangulation

Triangulation is a technique of examining the data for the purpose of checking the validity, as well as doing a comparison about the data which has been obtained by the researcher. Meanwhile, Sugiyono (2013, p. 423) stated that triangulation can be conducted by combining data from various data collection techniques and sources of data that already exist. By using this technique, author will combine the data from the results of doing interviews, and documentation.

## CHAPTER IV

### RESULTS AND DISCUSSION

#### A. General Overview of the Organization

##### 1. History of the Organization

AIESEC is a global platform for young people to explore and develop their leadership potential. AIESEC was originally a French acronym for *Association Internationale des Etudiants en Sciences Economiques et Commerciales* or International Association of Students in Economic and Commercial Sciences. However, the full name is no longer officially used as members can now be graduate and undergraduate from any university background. AIESEC is a non-political, independent, not-for-profit organization run by students and recent graduates of institutions of higher education. It is a global network of young leaders under the age of 30 who strive to better themselves and the communities around them. Its members are passionate about world issues, leadership development, cultural understanding and experiential learning.



Figure 4.1 AIESEC Logo

Source: [www.aiesec.org](http://www.aiesec.org), 2018

AIESEC established in 1948 after World War II, as it represents in the logo, there are seven youths across seven countries which are Belgium, Denmark, Finland, France, Netherlands, Norway, and Sweden who had a

dream of building cross-cultural understanding across nations, hoping to change the world. The idea of forming AIESEC itself had appeared when the world had just risen up from “Great Depression” in economics, which had caused all trade channels and communication to collapse at that time. At that moment, Europe was in the midst of recovery from the war that dealt grave losses to its population. Factories and enterprises were in desperate need of executives, managers and leaders. The continent needed more than just a business development, however, the war had severely damaged relations between European nations, and many members of the community felt steps needed to be taken to address this problem. Youth student organizations in the Scandinavian and other European economic and trade schools began to collaborate to take steps to restore European stability in various fields. One of the things that must be done immediately is the improvement in the education field, especially understanding and cooperation in international relations.



Figure 4.2 AIESEC Evolution

Source: [www.aiesec.org](http://www.aiesec.org), 2018

In the following few years, AIESEC quickly became global by establishing its first North American member, the United States, in 1957, and its first South American and African members, Colombia, Venezuela, and South Africa in 1958. By 1977, AIESEC was present in 50 countries across six continents. To this date, over 40,000 young people around the world has

participated in a leadership development experience. In the 1980s, AIESEC was increasingly well-known among students, organizations, companies, and other institutions. Finally, in this decade AIESEC decided to start the *year round exchange*, which is student exchanges that continue to exist throughout the year and are no longer limited to certain seasons. In 2010, AIESEC crosses 10,000 experiences delivered in one year alone for the first time. By now, over 230,000 experiences have been provided, all facilitated by youth for youth. In 2015, AIESEC's youth leaders from 126 countries and territories in collaboration with the Office of the Secretary-General's Envoy on Youth gathered at the United Nations Headquarters to promote and drive youth participation in implementing the Sustainable Development Goals (SDGs). The relevance and contribution of AIESEC is clearer than ever.

The expansion of AIESEC in Indonesia itself began when Abdul Gani, Patia Mamontang, and two others, which are four main founders of AIESEC Indonesia, were sent by the Faculty of Economics, University of Indonesia to attend the AIESEC conference held in Osaka, Japan. After attending the conference, the four people were very interested in starting AIESEC in Indonesia. In 1984, the existence of AIESEC Indonesia was first recognized in the international forum. Furthermore, AIESEC is expanding in all regions in Indonesia. AIESEC in Universitas Brawijaya or UB or UNIBRAW is recognized internationally in 1987 at the Faculty of Economics and Business (FEB), and now has become a student activity unit (UKM). AIESEC in Universitas Brawijaya has been developing for 31 years until now, and has

become the second oldest entity in Indonesia. All active students in Universitas Brawijaya can join the recruitment of AIESEC Universitas Brawijaya. Nevertheless, there are some requirements related to the skills and capabilities that must be met when prospective members apply in certain positions.

## **2. Location of the Organization**

AIESEC in Universitas Brawijaya is located at Unit Kegiatan Mahasiswa (UKM) Building, 4<sup>th</sup> floor, Jalan MT. Haryono 161 A, Malang, East Java, Indonesia. It is one of the AIESEC local committee offices spread across several universities in Indonesia. Meanwhile, AIESEC also has headquarters in each member country. In Indonesia itself, the headquarters of AIESEC is located at Jalan Tebet Timur Dalam V No. 9 9 5, South Jakarta, DKI Jakarta, Indonesia. And because of it is a worldwide organization, AIESEC also has an international office located in Montreal, Canada.

## **3. Organizational Structure**

An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. Organizational structure defines a specific hierarchy within an organization and determines how information flows from level to level within the organization. This structuring provides a company with a visual representation of how it is shaped and how it can best move forward in achieving its goals. Organizational structure of AIESEC in Universitas Brawijaya can be seen in this following figure:



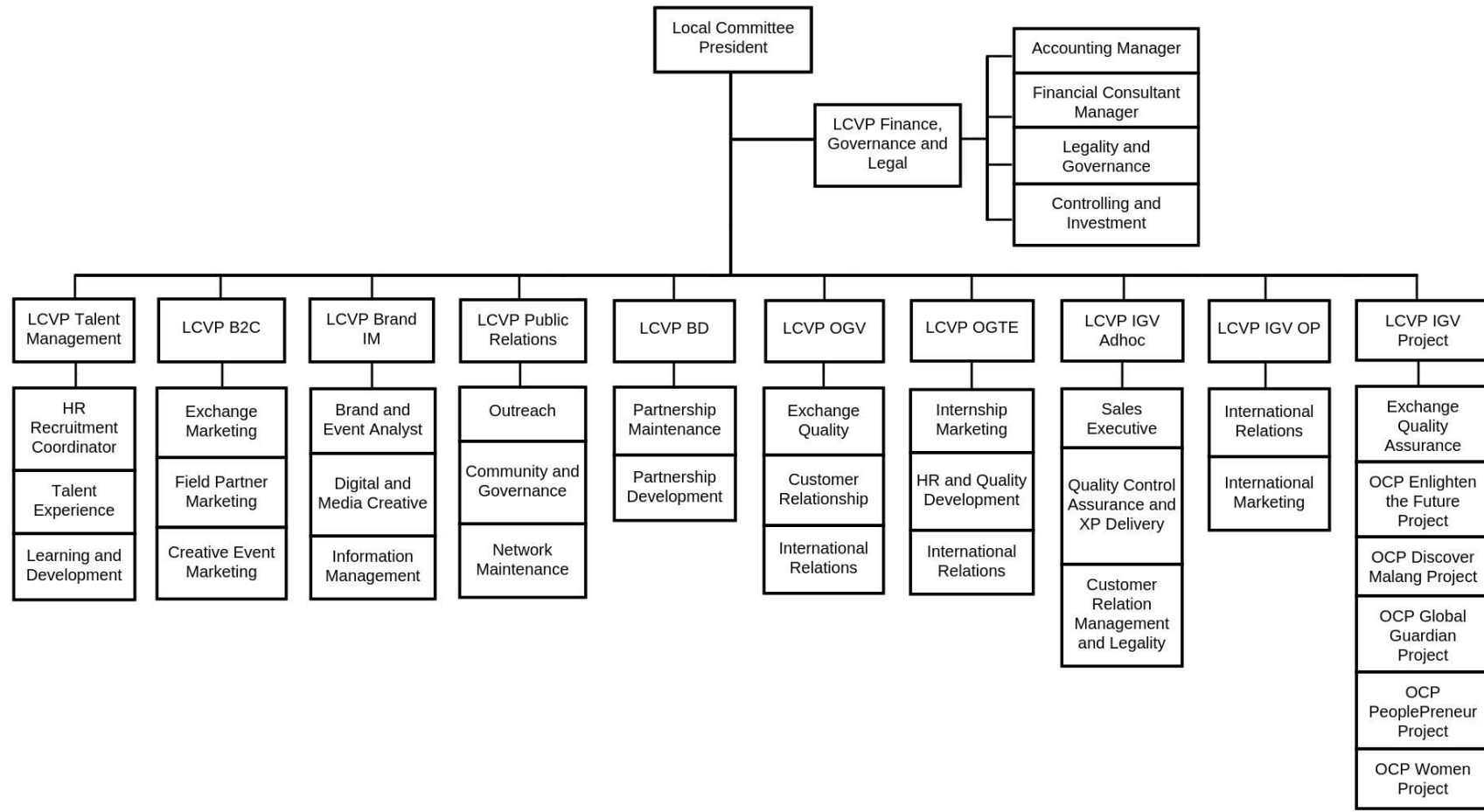


Chart 4.1 Organizational Structure  
Data Processed, 2018

#### 4. Vision, Mission and the Objectives of Organization



Figure 4.4 AIESEC Vision

Source: [www.aiesec.org](http://www.aiesec.org), 2018

The vision of AIESEC is “*Peace and Fulfillment of Humankind’s Potential*” in which AIESEC believes that young people hold the key to a better future and they must learn to adapt quickly and solve problems. In today’s context, “Peace” does not necessarily mean only avoiding war. Peace can symbolize a world that does not have conflicts that arise from cultural, religious, or other aspects of differences in humanity. Peace can also symbolize being in harmony with ourselves. AIESEC strives to build a world where people can work towards their own understanding of peace, while respecting and understanding the views of others. Through “Fulfillment of Humankind’s Potential” AIESEC strives for a world where people can be the best version of themselves.

In order to achieve that, AIESEC places its confidence in youth because they have the passion, dynamism and entrepreneurial spirit that are needed to shape the future. They have the responsibility to improve tomorrow

by choosing who they will be today. AIESEC believes that leadership is the fundamental solution and it can be developed in anyone. That is why AIESEC has a *Leadership Development Model* to shape a leader who has characteristics according to the biggest world trends below:

**1. Self aware**

Understands and lives personal values, focuses on strengths over weaknesses, and explores one's passion.

**2. World citizen**

Believes in their ability to make difference in the world, interested in the world issues, and enjoys taking responsibility for improving the world.

**3. Empowering others**

Communicates effectively in diverse environments, develops and empowers other people, and engages with others to achieve bigger purpose.

**4. Solution oriented**

Adapts and shows resilience in the face of challenges, transmits positivity to move forward throughout uncertainty, and takes risks when its needed.

AIESEC enables young people to develop their leadership through learning from practical experiences in challenging environments. Practical actions facilitated by AIESEC for its members include Cross-Cultural

Exchanges, Team Experiences, and Inner and Outer Journey, with the explanation below:

### ***1. Cross-Cultural Exchange***

AIIESEC provides an opportunity for young people to work or volunteer abroad in non-familiar environments. This allows them to step outside their comfort zone and expand their worldview, while contributing to the community in which they are working. Living such experiences enables people to build a better understanding of how to communicate and capitalize on diversity in our increasingly connected world.

### ***2. Team Experiences***

AIIESEC members work in teams to create and manage these cross-cultural exchange experiences. This provides an opportunity for AIIESEC members to live powerful team experiences and develop their own leadership potential.

### ***3. Inner and Outer Journey***

AIIESEC believes that young people learn best by doing and reflecting. The following diagram shows the framework AIIESEC provides in every experience, enabling young people to learn the most from every experience. The Outer Journey is the individual's interaction with the external environment. The Inner Journey is the internal change that happens within the individual. The combination of

the two ensures that what someone learns from any experience will stay with them forever.

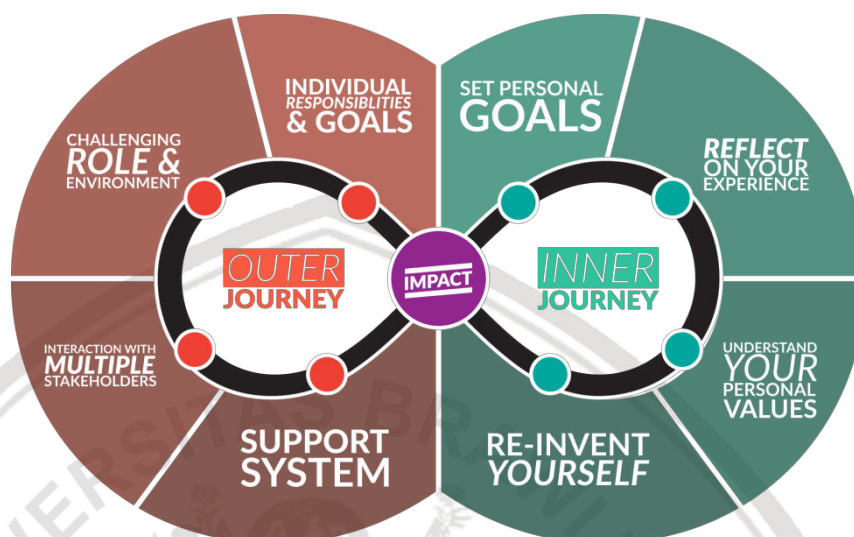


Figure 4.5 AIESEC Inner and Outer Journey

Source: [www.aiesec.org](http://www.aiesec.org), 2018

## B. General Overview of the Informants

This research was conducted at AIESEC in Universitas Brawijaya. Data collection through in-depth interviews with parties directly related to the human resource management in the organization. Respondents in the interview are Vice President of Talent Management and Team Leader of Human Resource and Capacity Coordinator. In order to strengthen the results of the study, researcher also interviewed two random team members of AIESEC in Universitas Brawijaya. The details of the informants interviewed by the researcher, as follows:

### 1. Vice President of Talent Management

The key informant in this research is "MAM", Vice President of Talent Management at AIESEC in Universitas Brawijaya, he is a male and has been in this organization for approximately 4 years.

## 2. Team Leader of Human Resource and Capacity Coordinator

The second informant is "IAW", he is the Team Leader of Human Resource and Capacity Coordinator at AIESEC in Universitas Brawijaya. He is a male and has been in this organization for approximately 2 years.

## 3. Team Member of Community and Government

The third informant is "FSW", she is a Team Member of Community and Government at AIESEC in Universitas Brawijaya. She is a female and joined this organization in 2017.

## 4. Team Member of Human Resource and Capacity Coordinator

The fourth informant is "GGS", she is the Team Member of Human Resource and Capacity Coordinator at AIESEC in Universitas Brawijaya, she is a female and joined this organization in 2016.

### C. Data Presentation

The researcher presents data on research results obtained through interviews based on the focus of the study. In accordance with the focus of the research, the data presented are related to the self-esteem and work commitment levels of employees in AIESEC Universitas Brawijaya.

#### 1. Self-Esteem and Work Commitment Levels of AIESEC Universitas Brawijaya Employees

##### a. Self-Esteem

According to Branden (1982), self-esteem is the degree to which a person believes in his or her capabilities, values, and achievements. It is a person's overall evaluation of his or her worth and indicates one's attitude

regarding self-acceptance or non-acceptance. The informants have their own answers when researcher asked them about what self-esteem actually is.

*“...Self-esteem adalah tingkat kepercayaan diri kita sebagai human being, kita menyadari bahwa apa yang kita lakukan berpengaruh pada orang lain. Self-esteem sendiri menunjukkan kepercayaan diri kita terhadap sesuatu yang kita lakukan.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

On the other hand, "IAW" who was interviewed on October 30<sup>th</sup>, 2018 associating self-esteem with how other people see him as an individual.

*“...Self-esteem menurut saya pribadi adalah bagaimana kita memiliki sesuatu yang berbeda yang bisa membuat orang lain melihat kita lebih dari mereka dan membuat orang lain menghargai kita.”* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Researcher also conducted interviews with team members of AIESEC Universitas Brawijaya and asked about what self-esteem meant to them. The results of the interview are as follows:

*“...Self-esteem menurut saya adalah pandangan seseorang terhadap dirinya sendiri.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

Corresponding to what was expressed by "FSW", the next informant also assumed that self-esteem is her view of herself.

*“...Self-esteem adalah harga diri. Tentang bagaimana saya melihat diri sendiri dan seberapa berharganya diri saya.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

From the results of the interview, it can be concluded that AIESEC Universitas Brawijaya employees interpret self-esteem as their view of themselves and what they do including how other people can respect them individually. Self-esteem can also be defined as someone who knows their worth. When the researcher mentioned about how her self-esteem in terms of work, "GGS" added:

*“...Karena organisasi ini memiliki lingkup yang cukup besar, saya rasa self-esteem saya di organisasi masih belum cukup tinggi karena saya belum merasa dekat dengan semua anggotanya. Tapi kalau untuk functional atau departemen saya sendiri, saya rasa self-esteem saya sudah tinggi, karena seperti yang saya katakan sebelumnya, saya masih belum bisa terbuka jika belum mengenal seseorang dengan baik.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

This answer is also supported by a statement from "MAM". As a team leader, he thinks that his employees' self-esteem is still inadequate in the overall organization sphere.

*“...Untuk tingkat departemen saya rasa tingkat self-esteem mereka sudah cukup bagus, cukup tinggi, tapi untuk tingkat organisasi menurut saya masih sangat pasif. Mungkin karena ada member yang baru masuk dan belum kenal satu sama lain sehingga mereka kurang percaya diri untuk menunjukkan diri mereka pada orang lain.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)



Based on the description, it can be interpreted that the interaction between employees and leaders considered influential for individual's self-esteem. By getting to know each other better and working with each other, employees feel they are more confident in showing their abilities.

#### **b. Work Commitment**

Commitment is an emotional response that can be measured through people's behavior, beliefs, and attitudes and can range anywhere from very low to high. The employees in AIESEC Universitas Brawijaya have diverse definitions of work commitment. The researcher cited their answers as follows:

*"...Suatu cara bagi karyawan untuk menunjukkan loyalitas atau membangun kepercayaan orang-orang di sekitarnya bahwa ia benar-benar serius dan yakin dengan pilihannya untuk bergabung di suatu organisasi."* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Then, "IAW" thinks that commitment means willing to do something with nothing promised.

*"...Komitmen muncul saat ada yang menahan kita untuk tetap bertahan di organisasi ini, dan kita tetap memberikan kontribusi terbaik meskipun tidak dijanjikan apa-apa."* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Furthermore, "GGS" and "FSW" also adding statements on what commitment means to them.

*“...Komitmen kerja sendiri menurut saya adalah kesadaran penuh dari diri sendiri untuk menyelesaikan pekerjaan dan ikut berkontribusi tanpa paksaan dari pihak lain.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

*“...Komitmen kerja menurut saya adalah sejauh mana kita mau bertanggung jawab dan memberikan usaha dan mengorbankan waktu, biaya, dan tenaga untuk pekerjaan.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

Each informant has different definitions of commitment. However, the researcher highlighted, AIESEC Universitas Brawijaya employees agreed that commitment is an awareness of oneself to continue to carry out their duties and responsibilities. When researcher asked the informants about how high their commitment levels is, the team leaders and team members claimed to have a pretty high commitment. However, "MAM" added that the commitment of his employees so far is still not very satisfying. This is because employees are less active in contributing to the organization, even though they have good performance.

*“...Sebetulnya komitmen karyawan ini sudah cukup baik, akan tetapi tidak bisa dilihat dalam suatu event umum. Misalnya, saat ini kita bisa melihat member-member bisa memperoleh achievement yang sangat bagus dan mereka telah melaksanakan job description mereka dengan baik, target dari team leader juga sudah bisa dipenuhi, namun keterlibatan mereka dalam conference, local committee (LC) gathering, LC meeting dan event-event yang lain masih sangat kurang dan cenderung pasif sehingga banyak team leader yang menanyakan tentang komitmen member mereka sendiri.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

John Meyer and Nancy Allen (1997) have identified three components of commitment: affective, continuance and normative. Here, researcher will try to find out what is the highest type of commitment each informant has.

#### 1) Affective Commitment

Affective Commitment means an emotional bond of an employee towards his or her organization as well as his or her identification with it. In these cases, commitment is based upon positive emotions such as joy and pride. This commitment occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved with the organization and feel personally responsible for the organization's level of success. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization. The informants entirely stated they are happy and proud to be part of this organization. Their statement can be seen in the results of research as follows:

*"...Sangat senang, saya merasa organisasi ini adalah tempat yang membuat saya merasa nyaman. Saya bangga berada di sini, selain karena organisasi ini berskala internasional, di sini juga saya memiliki banyak networking, organisasi ini juga merupakan salah satu organisasi yang besar di Indonesia dan cukup dikenal oleh masyarakat."*(The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

The researcher also asked the same question to "IAW" with the results of the interview as follows:

*"...Saya sangat senang berada di sini, karena organisasi ini memberikan banyak skill dan men-develop saya sampai sejauh ini. Saya bangga menjadi bagian dari organisasi ini karena saya berasal dari fakultas yang lingkungannya cenderung kaku organisasi ini telah membuka diri saya menjadi orang yang bisa berkomunikasi dengan orang lain."* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Furthermore, the researcher also interviewed the two team members with the following results:

*"...Senang sekali. Organisasi ini mengajarkan saya banyak hal dan tidak membuat saya stuck di tempat yang sama. Saya bangga menjadi bagian dari organisasi ini. Selain karena AIESEC adalah organisasi yang besar, saya rasa ada perbedaan yang terlihat jika seorang individu adalah anggota AIESEC atau bukan. Saya merasa organisasi ini cukup dikagumi oleh orang-orang."* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

*"...Senang sekali, saya mendapatkan pengalaman yang tidak bisa saya dapatkan di tempat lain. Di sini juga saya memiliki lebih banyak relasi. Saya sangat bangga, organisasi ini memiliki network yang luas dan cukup di kenal oleh masyarakat. Selain itu output dari produknya juga sustainable."* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

They have various reasons that make them proud and happy to be in this organization. These reasons include the development of skills, learning, experience, and extensive networks or

relationships on an international scale. Furthermore, affective commitment is closely related to emotional attachment, and based on the results of interview, informants agree that they have a strong emotional bond to the organization as follows:

*“...Sekarang saya merasa memiliki ikatan emosional dengan organisasi ini. Selain karena banyak menghabiskan waktu di sini, saya juga mengenal banyak orang dari latar belakang yang berbeda, banyak cerita atau sharing tentang hal-hal yang sifatnya personal dengan member-member lain.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

The researcher also conducted an interview with "IAW" as follows:

*“...Mungkin dulu saya pernah merasa tidak memiliki ikatan emosional dengan organisasi ini, tapi sekarang saya merasa sangat terikat secara emosional dengan organisasi ini karena saya sangat cinta dengan organisasi ini.”* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Furthermore, "MAM" continues that his sense of belonging is leading his emotional attachment to this organization.

*“...Saya pernah kehilangan ikatan emosi dengan organisasi ini karena saya memiliki masalah pribadi dengan organisasi ini sendiri, tapi setelah masalah tersebut selesai, saya merasa sense of belonging saya kembali.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

He also feel as if this organization's problems is his own.

This statement can be seen as follows:

*“...Saya cukup sering merasa demikian, mungkin karena sense of belonging saya di organisasi ini sudah cukup besar, sehingga hal ini juga melatarbelakangi pilihan saya untuk tetap melanjutkan karir di organisasi ini. Jika saya berhenti, saya khawatir tidak ada orang yang mau melanjutkan organisasi ini.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

On the other hand, "FSW", although she just joined this organization recently also stated the same thing.

*“...Iya, saya sering merasa masalah organisasi ini adalah masalah pribadi saya.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

They also acknowledge having a strong sense of belonging to the organization which shows that they are emotionally attached and feel that this organization has a personal meaning for them.

## 2) Continuance Commitment

Continuance commitment rests upon a rational input-output calculation. This commitment occurs when individuals base their relationship with the organization on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., pay, benefits, associations). These individuals put forth their best effort only when the rewards match their expectations. As a non-profit organization, certainly AIESEC Universitas Brawijaya does not pay its employees. When they are getting asked why are

they willing to work without remuneration, they have various interesting answers.

*“...Karena saya merasa AIESEC adalah rumah saya sendiri, dimana saya merasa nyaman dengan lingkungan yang ramah dan hangat. Dan saya percaya bahwa semua yang saya lakukan di AIESEC adalah proses belajar saya, apapun yang saya dapat nanti mungkin akan menjadi pengalaman yang bisa saya ceritakan pada orang-orang.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

The researcher also conducted an interview with "IAW" with the result as follows:

*“...Karena sense of belonging saya, karena rasa cinta kita terhadap organisasi ini sehingga saya rela mengeluarkan waktu, tenaga dan biaya yang mungkin tidak sedikit.”* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

On the other hand, "GGS" thinks that salary is still not a priority at this time.

*“...Saya pribadi masih belum tertantang untuk mencari penghasilan sendiri, yang saya butuhkan sekarang adalah pengalaman, pembelajaran dan pengembangan softskill yang berguna bagi saya kedepannya.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

If they leave the organization, it will not cost them money, but learning and various aspects related to their own development.

This statement is supported by the results of the study as follows:

*“...Saya akan merasa sangat rugi, pengalaman dalam bekerja secara sistematis dan profesional masih belum ada di organisasi lain.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

With their position as team leaders, "MAM" and "IAW" also felt a loss if they left organization at this moment. Because they feel they will get bigger learning, experience and development if they stay.

*“...Iya, saya akan merasa rugi. Dengan posisi saya yang sekarang, saya mendapatkan banyak sekali pengalaman, networking, dan perkembangan yang mungkin tidak saya duga.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

*“...Tentu saja saya merasa rugi. Saya merasa apa yang telah AIESEC berikan kepada saya masih bisa diolah lagi jika saya tetap bertahan di sini.”* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

It can be concluded that, one thing that makes AIESEC Universitas Brawijaya employees committed to the organization is not because of salary, but the experience, learning and development they can get as long as they are part of the organization.

### 3) Normative Commitment

Normative commitment occurs when individuals remain with an organization based on expected standards of behavior or social norms. These individuals value obedience, cautiousness, and



formality. The researcher asks whether it is ethical or not for someone to move from one organization to another, the results as follows:

*“...Etis atau tidaknya tergantung bagaimana individu ini memberikan alasan yang relevan saat ia memutuskan untuk berpindah dari satu organisasi ke organisasi yang lain.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Very much alike with what "MAM" has said previously, "FSW" also assumes that ethical or not for a person to move from one organization to another is depending on his or her motive.

*“...Tergantung situasi. Mungkin saja mereka merasa tidak nyaman sehingga memutuskan untuk pindah. Akan tetapi jika ia berpindah-pindah tanpa alasan yang jelas, saya rasa itu kurang etis.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

Meanwhile, "IAW" speculated that it is reasonable for someone to leave the organization if his or her purpose of being in the organization is not fulfilled.

*“...Etis tidak etisnya itu tergantung visi masing-masing individu untuk bergabung dengan organisasi. Jika visinya tidak terpenuhi, maka wajar saja jika seseorang meninggalkan organisasi tersebut.”* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Furthermore, researcher also interviewed "GGS" with the same subject, and the results as follows:

*“...Jika hanya sekedar mencari pengalaman singkat, menurut saya masih wajar. Namun jika dia membutuhkan sesuatu yang sifatnya berkelanjutan, menurut saya itu tidak etis, karena jika kita ingin mendapatkan pengalaman lengkap di suatu organisasi, kita harus bersedia untuk mengikuti jatuh bangun organisasi tersebut.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

From this, it can be concluded that, employees at AIESEC Universitas Brawijaya assume that it is legitimate for an individual to move from one organization to another if their vision or goal and expectations are not met, as long as they can provide relevant reasons why they are leaving. However, they believe that someone must be loyal to his or her organization. The results of the interview related to this topic can be seen as follows:

*“...Saya percaya seseorang harus loyal pada organisasinya, akan tetapi ia harus mengetahui tujuan dia berada di organisasi itu untuk apa. Jika ia sendiri tidak tahu apa tujuannya, maka menurut saya percuma saja ia bertahan di organisasi tersebut.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

As a Vice President of Talent Management, "MAM" adds that loyalty is very important as their foundation for staying when they begin to lose commitment to the organization.

*“...Loyalitas akan muncul saat kita merasa nyaman dan merasa membutuhkan pembelajaran dari organisasi tersebut. Karena jika kita memiliki loyalitas terhadap suatu organisasi, masalah semacam burnout atau keraguan akan apa yang selama ini kita lakukan worthy atau tidak, akan lebih mudah untuk dijalani.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

The researcher also asked if he would leave the organization if he got a job offer elsewhere, and the answer from

"MAM" as follows:

*“...Tergantung apa yang ingin saya cari. Jika saya merasa sudah mendapatkan apa yang saya cari di organisasi ini, saya akan mencari opportunity yang lebih besar. Namun saya akan memastikan saya menyelesaikan tanggung jawab saya di organisasi ini terlebih dahulu sebelum saya mengambil opportunity lain.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

It can be concluded that, they believe someone must be loyal to his or her organization. But for them, it is possible to move from one organization to another, especially if the organization does not meet their personal expectations.

## **2. Factors Affecting Self-Esteem and Work Commitment Levels of AIESEC Universitas Brawijaya Employees**

### **a. Self-Esteem**

Self esteem is a basic human need and it affects motivation, functional behavior, and life satisfaction (Greenberg, 2008). Harter and Whitesell (2003) found that for some people, self-esteem is relatively

stable but for others it varies considerably over time or in different situations, or both. From there researcher try to find out the factors that affecting the level of self-esteem of AIESEC Universitas Brawijaya members. The researcher asks the employee about anything that can make her lose self-esteem. The results of the interview can be seen as follows:

*“...Saat saya tidak bisa melakukan pekerjaan dengan baik dan saat ekspektasi yang saya miliki sebelumnya tidak sesuai dengan kenyataan. Jika hambatan yang terjadi karena faktor eksternal, menurut saya tidak masalah. Namun jika hambatan itu ada pada diri saya sendiri, hal itu akan langsung membuat saya down.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

The researcher also asked how often the informant has the feeling that there is nothing he or she can do well, and the results are as follows:

*“...Dulu saya sering merasa demikian. Saya merasa tidak bisa melakukan suatu hal dengan baik saat hasil yang saya dapat dari usaha saya tidak memuaskan. Tapi dengan posisi saya yang sekarang ini, saya sadar bahwa sebenarnya apa yang saya lakukan ini penting dan sangat berpengaruh pada organisasi ini ke depannya.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

*“...Cukup sering, saat saya seharusnya bisa melakukan sesuatu tapi saya tidak mampu.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

Furthermore, researcher also conducted an interview about how often do they feel worried or bothered about what other people think of them. They all state that they are very concerned about what others think about themselves. The results of the interview as follows:

*“...Sering, bahkan dengan hal-hal simple terkait dengan behaviour dan pekerjaan. Sekarang saya cenderung untuk tidak ambil pusing. Saya akan menyaring kritikan-kritikan yang diberikan kepada saya untuk meningkatkan diri saya sendiri.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

*“...Sering. Saya sangat peduli dengan apa yang orang pikirkan tentang saya. Saya merasa kehilangan kepercayaan diri saat ada kritik yang kurang baik tertuju pada saya.”* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

The researcher asked further about what "IAW" did when he got a bad impression or criticism of him.

*“...Dengan menjadikan hal itu sebagai penyemangat untuk bekerja lebih baik lagi.”* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

The researcher also conducted an interview with “FSW” related to how often she feels worried or bothered about what other people think of her with the results as follows:

*“...Sering. Saya selalu memikirkan apa yang orang lain pikirkan tentang saya. Saya bukan tipe orang yang bisa mengacuhkan pandangan orang lain terhadap diri saya sendiri.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

"FSW" added that others perceptions could be used as a note to reflect on herself because she feels other people will not be able to understand her.

*“...Reflect pada diri sendiri karena saya merasa kurang bisa relate jika saya bercerita atau sharing ke orang lain.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

Furthermore, "GGS" also agrees with the previous statement that he very concerned about what other people think of her. She worries that other people have a bad perception about her.

*“...Cukup sering. Meskipun orang lain tidak mengatakannya secara langsung, tapi saya sering khawatir jika orang lain berpikiran yang tidak baik tentang saya.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

The researcher also conducted interviews associated with how often they feel worried about criticism that might be made by their team leader or team member with the results as follows:

*“...Sebagai seorang team leader, pasti kita akan menerima kritik dari member yang tidak puas dengan kinerja kita atau keputusan yang kita ambil. Kuncinya adalah bagaimana kita bisa menyikapi kritik tersebut. Apakah sebagai leader kita bisa menjadikan kritikan tersebut sebagai bahan evaluasi untuk terus maju atau justru malah membuat kita kehilangan motivasi. Saya berharap kritik yang diberikan oleh member bisa dijadikan bahan diskusi oleh kedua belah pihak agar bisa lebih baik ke depannya.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

*“...Cukup sering. Jika kinerja saya memang masih kurang bagus, maka saya akan membuktikan bahwa saya bisa memberikan yang lebih baik lagi.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

*“...Saya tidak pernah merasa khawatir tentang kritik yang diberikan oleh supervisor saya. Bahkan kadang saya sendiri yang meminta feedback dari mereka terkait dengan kinerja saya selama ini. Karena saya ingin mereka langsung memberitahu atau mengingatkan saya ketika saya membuat kesalahan.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

It can be concluded that, employees are able to make criticism from team leaders and team members as a motivation for them to work better. Employees do not even hesitate to ask for feedback from their leaders.

#### **b. Work Commitment**

In a non-profit organizations, team leaders rely on their members to perform tasks and accomplish goals, these employees are motivated by potential rewards and benefits other than monetary compensation (Pearce, 1982; Rowold and Rohmann, 2009). The researcher asked about the difficulty for AIESEC Universitas Brawijaya employees to become attached to other organizations and "MAM" said that it is difficult for him because he is comfortable with AIESEC culture.

*“...Iya, di semester awal saya pernah bergabung dengan organisasi lain akan tetapi saya merasa tidak bisa terikat dengan organisasi tersebut, mungkin karena saya merasa nyaman dengan budaya yang ada di organisasi ini dan hal itu yang membuat saya tidak mudah terikat dengan organisasi lain.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

He also added that he had mastered existing jobs.

*“...Saya tidak bisa menjamin kalau organisasi lain tidak bisa memberikan perkembangan yang diberikan AIESEC kepada saya, akan tetapi saya sudah merasa nyaman dan cocok dengan cara kerja dari AIESEC sendiri. Saya memilih untuk tetap di sini karena saya sudah menguasai lapangan kerja yang ada.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Researcher also conducted an interview with “FSW” with the same question. She said that it is difficult for her to become attached by other organizations because their environment is different compared to AIESEC environment.

*“...Iya saya pernah bergabung dengan organisasi lain tapi saya merasa berbeda dengan lingkungan di AIESEC sendiri. Di organisasi saya sebelumnya, anggotanya kurang berpikir maju sehingga organisasi tersebut stuck dan tidak ada perkembangan.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

Moreover, “MAM” continues that this organization has a great deal of personal meaning for him.

*“...Organisasi ini adalah tempat yang membuat saya berkembang menjadi seseorang yang lebih manusiawi dan memiliki mindset yang lebih baik.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

“MAM” also believes that loyalty is important and therefore he feels a sense of moral obligation to remain in this organization.



*“...Iya. Apalagi dengan posisi saya yang sekarang, saya merasa memiliki tanggung jawab yang besar dan melelahkan, saya mengorbankan banyak sekali waktu dan tenaga saya. Apabila saya tidak loyal dengan organisasi ini, maka saya akan lebih memilih untuk meninggalkan organisasi ini.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

“GGS” added that work responsibilities and her relationship with other members also affect her loyalty.

*“...Iya, selain itu tanggung jawab pekerjaan dan hubungan saya dengan member lain juga mempengaruhi loyalitas saya di sini.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

This is because interaction and relationship building is critical to a feeling of connectedness and commitment to the organization (Farmer & Fedor, 1999; Gaston & Alexander, 2001; Wisner et al., 2005). However, “MAM” acknowledge that he is not afraid of what might happen if he quit his job without another one lined up. He believes that what he did in this organization have a positive impact for himself that he can implement elsewhere later.

*“...Saya tidak merasa takut. Karena saya merasa apa yang saya lakukan akan memberikan dampak positif bagi diri saya sendiri dan memberikan suatu pembelajaran yang nantinya bisa saya implementasikan di tempat lain.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

When researchers ask the same thing, "GGS" has a different answer compared to "MAM". She is worried that leaving this organization

would affect her productivity and she will not get a platform to develop her soft skill like AIESEC.

*“...Pertama, ketika saya aktif di organisasi lain, produktivitas saya tidak sebanding dengan saat saya bergabung di AIESEC. Di organisasi ini saya bisa melihat hasil dari kerja keras saya selama ini. Kedua, jika saya tidak memiliki rutinitas seperti rutinitas saya di AIESEC, saya takut hal itu akan berkelanjutan dan justru membuat saya tidak produktif dan tidak bisa mengembangkan diri. Saya membutuhkan organisasi yang membuat saya disiplin, yang bisa mendorong dan mengajari saya untuk lebih bertanggung jawab.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

Nevertheless, before being in his current position, "MAM" claimed that he had a thought about leaving this organization.

*“...Jujur saja saya pernah ingin meninggalkan organisasi ini. Tapi sebagai seseorang yang sudah cukup lama berada di organisasi ini, saya merasa penting untuk tetap bertahan meskipun saya merasa lelah dan ingin meninggalkan organisasi ini. Kita harus berkaca dan melihat lagi alasan awal kita bergabung di sini dan mengambil posisi ini, hal itu secara tidak langsung akan menjadi pondasi kita untuk tetap bertahan saat kita merasa burnout.”* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Unlike the previous statement from "MAM", "IAW" actually said it is very hard to leave this organization because he already has an emotional attachment.

*“...Sangat sulit karena saya sangat menyayangi organisasi ini, saya sudah memiliki sense of belonging dan masih ada tanggung jawab yang harus saya selesaikan.”* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

As stated by "IAW", "GGS" also has a similar opinion. She herself also find it difficult to leave the organization at this time because she believes that she would get more experience if she stays.

*"...Untuk sekarang sulit sekali karena saya baru merasakan pembelajaran baru. Saya rasa saya akan mendapat lebih banyak pengalaman jika saya tetap berada di sini."* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

Sense of belonging is very important for employee commitment. Individuals who have a strong sense of belonging tend to be committed to the organization they work for. This can be seen in "GGS" statement related to her sense of belonging to the organization, as follows:

*"...Saya merasa sense of belonging saya semakin meningkat akhir-akhir ini karena intensitas saya bertemu dengan member-member lain semakin sering dan pekerjaan saya sekarang lebih banyak."* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

On the other hand, researchers also conduct interviews related to the importance of employee loyalty to the organization. The results of the interview as follows:

*"...Saya percaya seseorang harus loyal pada organisasinya karena di organisasi ini, kita bekerja berdasarkan member atau orang-orang yang ada di organisasi itu sendiri."* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

"IAW" also feels that being in this organization is a matter of necessity as much as desire. He stated that he still need more development from AIESEC.

*"...Iya, saya masih membutuhkan development yang lebih dari AIESEC."* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

In another interview, "FSW" also said the same thing.

*"...Iya, saya masih membutuhkan ilmu dan pengalaman."* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

"FSW" also stated that she remains in this organization because she has not received what she wants.

*"...Alasan saya tetap bertahan di sini sebenarnya adalah karena saya merasa belum mendapatkan semua yang saya mau."* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

Meanwhile, "GGS" mentioned that her life would be disrupted if she is leaving this organization.

*"...Mungkin perkembangan soft skill saya akan terhambat, begitupun dengan time management. Karena berbeda dengan organisasi lain, AIESEC sangat membantu saya untuk membangun relasi dan bekerja secara professional tanpa meninggalkan hubungan dengan sesama."* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

### **3. Improving Self-Esteem and Work Commitment Levels of AIESEC Universitas Brawijaya Employees**

Further data presentation related to how AIESEC Universitas Brawijaya improve their employees' self-esteem and work commitment. NPOs rely upon volunteers to assume both operational and leadership responsibilities (The US Department of Labor Statistics, 2011).

### a. Self-Esteem

A person's work is important not only as it pertains to satisfying lower-level needs, i.e. Maslow's psychological and safety needs, but it is also important in responding to the higher-level needs of love, esteem, and self-actualization (Barefield, 1983). Researcher conducted interviews related to what strategies are implemented by the organization to improve employee self-esteem. The results of the interview as follows:

*"...Pertama-tama hal yang harus dilakukan adalah memastikan terlebih dahulu self-esteem dari team leader masing-masing, jika self-esteem yang dimiliki oleh team leader mereka sudah tinggi maka team leader tersebut bisa mengayomi membeinya. Selain itu kami juga menyediakan education event untuk menambah engagement sehingga secara tidak langsung membuat mereka lebih percaya diri. Serta memastikan member telah menyelesaikan tugas sesuai dengan job description yang diberikan sebelumnya, karena jika performance dari member tersebut bagus dan mendapatkan achievement yang memuaskan, hal itu akan meningkatkan self-esteem dari member itu sendiri."* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

"MAM" states that these attempts has yielded satisfying results so far. "MAM" sees these efforts have a good impact on the development of its employees.

*"...Sejauh ini cukup berhasil. Banyak sekali peningkatan dari para member. Mereka mampu menyampaikan opini dengan baik di conference, bisa dengan bangga memberitahukan achievement yang telah didapat, serta manfaat yang mereka peroleh setelah menyelesaikan pekerjaan mereka."* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Meanwhile, "IAW" assumes that one-on-one can be used as amenities for someone to improve their self-esteem.

*"...Kami memiliki satu sesi yang biasa kami sebut dengan one-on-one. Dalam sesi one-on-one ini kami bisa saling terbuka satu sama lain, saling sharing, memberitahu apa yang kurang dari diri masing-masing sehingga kita bisa fokus untuk meningkatkan diri."* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

He also stated that one-on-one succeeded in improving performance of his employees.

*"...Sejauh ini berhasil. Setelah melakukan one-on-one, performance member akan meningkat."* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

As team members, "FSW" and "GGS" also provide opinions regarding the efforts made by the organization to improve their self-esteem. The interview results can be seen as follows:

*"...Upaya yang dilakukan organisasi untuk meningkatkan self-esteem karyawannya salah satunya menurut saya melalui appreciation. Selama ini jika saya memiliki masalah teammates selalu mau mendengarkan dan memberi dukungan. Karena saya sudah dekat dengan team leader saya, ia selalu sadar jika saya ada masalah dan berinisiatif untuk menanyakan."* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

Appreciation is also one way to keep employees motivated to get job done as well as possible. It is because showing appreciation satisfies employees need for self-fulfillment and self-esteem (Shin and Klener, 2003, p. 70). Besides, the interaction between her and her teammates and

support from her team leader also help her dealing with her problem. According to Afrianty (2013) employees exhibit greater feelings of attachment towards their organizations and greater work performance if those employees perceive their supervisors as being supportive. This attempt is effective to get her self-esteem back.

*“...Sejauh ini, upaya tersebut untuk saya berhasil, karena saya memang bukan tipe orang yang terbuka sehingga untuk memulai sesuatu harus dipancing terlebih dahulu.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

Meanwhile, "GGS" assumes that organizational activities such as bonding help them to get to know each other which indirectly affects in enhancing employee's self-esteem.

*“...Ada, tapi mungkin sebagian besar upaya yang dilakukan itu dari functional atau departemen masing-masing. Kalau untuk lingkup organisasi itu sendiri menurut saya salah satu upayanya adalah dengan mengadakan LC bonding. LC bonding bisa membantu para member untuk saling mengenal satu sama lain sehingga secara tidak langsung berdampak bagi self-esteem member tersebut.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

She also added that this effort had been quite successful, except that it needs the awareness of all employees to contribute. The results of the interview can be seen as follows:

*“...Cukup berhasil, hanya saja perlu kesadaran member sendiri untuk ikut berkontribusi di dalamnya.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

In interviews that have been conducted, the researcher also asks about the attempts that needs to be implemented by AIESEC Universitas Brawijaya to improve self-esteem of its employees. The answers from informants can be seen as follows:

*“...Menurut saya pribadi appreciation itu sangat penting. Tidak peduli besar atau kecil pencapaian yang seseorang dapatkan, hal itu harus tetap diapresiasi.”* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

*“...Mungkin dengan diadakannya training secara terstruktur atau lebih profesional dari trainer/coach/psikolog, bukan hanya dari team leader itu sendiri, sehingga member semakin tahu dan yakin akan tujuan mereka berada di sini.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

This statement is supported by Sobeck (2008) who indicated that investment in activities that build greater capacity to accomplish organizational goals, including training, did result in increased effectiveness.

#### **b. Work Commitment**

Researcher conducted interviews related to what strategies are implemented by the organization to improve employee work commitment levels. The results of the interview as follows:

*“...Tentu saja kita harus memastikan komitmen dari team leader-nya terlebih dahulu, pada tahap screening atau saat mereka apply di posisi tertentu kita harus memastikan komitmen dan keseriusan dari member tersebut. Selain itu kita juga memiliki education event yang di dalamnya terdapat sesi-sesi yang merujuk untuk membangun essence organisasi kepada member.”* (The interview



was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

In order to succeed, "MAM" states that these efforts must be carried out continually.

*"...Upaya tersebut harus dilakukan secara konstan. Team leader harus melakukan tracking atau follow up mengenai apa yang sudah didapatkan member-member sejauh ini."* (The interview was conducted by researcher with "MAM" as Vice President of Talent Management AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Meanwhile, "IAW" assumes that reward and recognition is one of organizational efforts to appreciate the hard work of its employees. It also aims to maintain employee commitment to the organization.

*"...Salah satu upaya yang dilakukan menurut saya adalah reward and recognition (RnR), karena sebagian besar orang akan senang dan lebih termotivasi lagi jika hasil kerja kerasnya diapresiasi. Hal ini secara tidak langsung dapat mempertahankan karyawan tersebut atau meningkatkan komitmen kerjanya."* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

The success of this attempt depends on the response of the employees themselves. There are some of them who are increasingly motivated after being appreciated, but there are also some who are not affected at all.

*"...50:50, tergantung individunya, ada yang merasa puas setelah diberi penghargaan, ada juga yang biasa saja."* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

Meanwhile, as a member, "FSW" revealed that AIESEC Universitas Brawijaya maintains the commitment of its employees through a tracker called TXP or Team Member Experience.

*"...Setiap quarter kami selalu diminta untuk mengisi TXP, dalam assessment tersebut ada tracking mengenai komitmen para member dengan organisasi, sehingga dari sini masing-masing leader bisa mengetahui seberapa besar komitmen member mereka. Setiap functional memiliki cara sendiri untuk membuat bond antar member lebih kuat sehingga tidak ada yang berpikir untuk meninggalkan organisasi."* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

Tracking routinely, according to "FSW", can prevent lost members and make it easier for team leaders to see how much their members are committed.

*"...Sejauh ini menurut saya berhasil, karena dari tracking yang dilakukan secara rutin tersebut, team leader bisa segera tahu jika ada member mereka yang kehilangan motivasi sehingga ia bisa cepat mengambil tindakan dan mencegah member tersebut lost."* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

On the other hand, "GGS" considers that one-on-one and mentoring are informal ways to discuss things related to commitment.

*"...Sejauh ini ada beberapa cara yang dilakukan organisasi seperti one-on-one dan mentoring. Menurut saya hal tersebut merupakan cara informal yang bisa membahas hal-hal yang berkaitan dengan komitmen dan pekerjaan."* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

The success of this effort depends on with whom one-on-one and mentoring is done. During this time, "GGS" felt that one-on-one that she did with her team leader is working.

*"...Kembali lagi dengan siapa one-on one atau mentoring tersebut dilakukan. Kalau dengan team leader saya sendiri, sejauh ini saya merasa berhasil."* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

In interviews that have been conducted, the researcher also asks about the attempts that needs to be implemented by AIESEC Universitas Brawijaya to improve work commitment levels of its employees. The answers from informants can be seen as follows:

*"...Mungkin lebih banyak diadakan event dan memantapkan tujuannya, agar member-member sendiri merasa penting untuk ikut terlibat."* (The interview was conducted by researcher with "IAW" as Team Leader of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on October 30<sup>th</sup>, 2018)

*"...Lebih banyak event atau pendekatan dari team leader kepada memberinya, selain itu appreciation juga sangat penting."* (The interview was conducted by researcher with "FSW" as Team Member of Community and Government AIESEC Universitas Brawijaya on October 31<sup>st</sup>, 2018)

*"...Pendekatan secara personal dari team leader lain, karena jika pendekatannya hanya dari team leader kita sendiri, maka komitmen kita hanya akan ke departemen, bukan ke organisasi. Hubungan antar departemen juga harusnya lebih diperkuat."* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

When the researcher asks more about what kind of activities can strengthen the relationship between departments, "GGS" add as follows:

*“...Misalnya seperti conference, LC bonding, LC gathering, tapi di sisi lain butuh kesadaran dari setiap member juga untuk ikut berkontribusi. Di setiap event juga sebisa mungkin mencoba untuk mingle atau berbaur dengan yang lain, event-event informal yang tidak membahas tentang pekerjaan menurut saya juga bisa membantu untuk membangun engagement antar member.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

She also added that employee involvement in every organization's event can affect individual's attachment to the organization itself.

*“...Menurut saya, keterikatan individu terhadap organisasi bisa dipengaruhi oleh intensitas bertemu dan keterlibatan kita di acara-acara yang diselenggarakan oleh organisasi terkait.”* (The interview was conducted by researcher with "GGS" as Team Member of Human Resource and Capacity Coordinator AIESEC Universitas Brawijaya on November 1<sup>st</sup>, 2018)

Thus, it can be concluded that the activities held by AIESEC Universitas Brawijaya are one of the efforts that have an impact on the employee commitment levels. But, in order to be more optimal, the awareness of each member to contribute is also needed.

#### **D. Data Analysis**

In this sub-section the researcher will present the results of the analysis and interpretation of the researcher regarding the collection of research data. Analysis and results of data interpretation will be linked to the theory used by researcher and data taken based on secondary data. Analysis based on theory is intended to see whether there is a connection between theory and direct practice in the field as well as gaps obtained from the results of the comparison between theories and phenomena in the field.

The researcher will also analyze the data obtained from secondary data. Secondary data used in the analysis of this data obtained from the results of documentation, and interviews with selected informants of AIESEC Universitas Brawijaya. In this sub-section there will also be a description in chart explaining the flow of data interpretation so that it will be easier for the reader to understand the data presented by researcher regarding the examination into self-esteem and work commitment levels of employees in AIESEC Universitas Brawijaya.

## **1. Factors Affecting Self-Esteem and Work Commitment Levels of AIESEC Universitas Brawijaya Employees**

### **a. Self-Esteem**

Greenberg (2008) acknowledge that self esteem is a basic human need and it affects motivation, functional behavior, and life satisfaction. Houle, Sagarin and Kaplan (2005) suggested that enhancing self-esteem is one of the varying motives for someone to work in non-profit organization. New members who have just joined AIESEC tend to lack of confidence in showing their abilities. This is because they do not know each other yet. However, there are some members who do not have the initiative to be more open and contribute to the event organized by AIESEC Universitas Brawijaya. Even though from here, they can actually get to know and be close to each other. This is related to the previous theory from Mruk (2006) which indicated that lack of initiative usually associated with low self-esteem. Employees also often feel worried or bothered about what other people think of them. They are very concerned

about others perception and how other people see them as an individual, as well as criticism. Even though no one says it directly to them, they feel bothered if other people have a bad impression on them. Not all perceptions or criticisms can lower employee self-esteem. Sometimes, it makes employees more motivated to prove to others that they are able to give their best. Being able to cope effectively with challenge and negative feedback means the employees have high self-esteem. With that being said, others perceptions towards employees, as well as criticism they receive can affect the level of employee self-esteem.

Employees also feel satisfied when they have good performance and their hard works are recognized by the organization. Herr et al. (2004) said that positive sense of self-esteem is substantially dependent upon how one feels about how his or her work contributions. A person's work is important not only as it pertains to satisfying lower-level needs, i.e. Maslow's psychological and safety needs, but it is also important in responding to the higher-level needs of love, esteem, and self-actualization (Barefield, 1983). This research highlights three biggest factors that can affect employees' self-esteem, including *others perceptions*, *criticism* and *performance*.

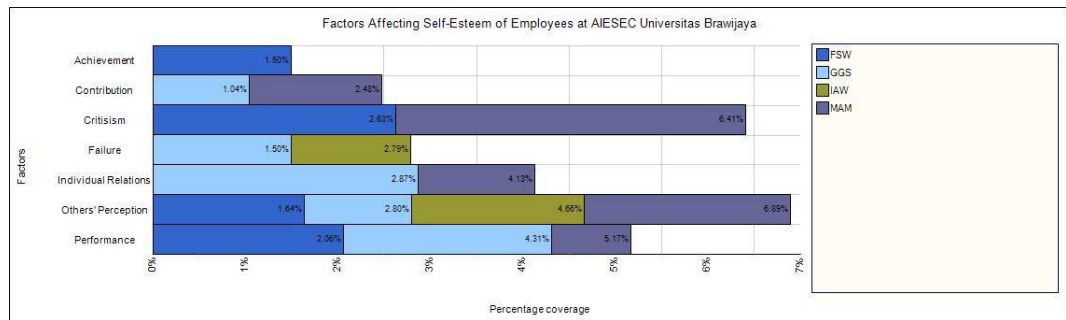


Figure 4.6 Factors Affecting Self-Esteem of Employees at AIESEC Universitas Brawijaya  
Data Processed, 2018

The information obtained from the interviews explain that the main factor that can influence the level of employee self-esteem is the *perception of others* with a percentage of 6.89%. Employees tend to worry about what other people think of them. They are very concerned about how other people see them as an individual, and are afraid when others have a bad perception regarding to them. Thinking of bad comments about themselves can make employees lose their self-esteem, or in other cases, make them more motivated. Associated with the factor mentioned earlier, *criticism from others* also affects a person's self-esteem with a percentage of 6.41%. Similar to others perception, there are two possibilities that may occur due to criticism from others. Employees are able to make criticism as a motivation to try harder and provide the best results, or even make them lose enthusiasm and feel that what they are doing is wasted. Another factor is the *performance* of the employee itself with a percentage of 5.17%. Performance also influences the level of employee self-esteem. If the performance of the employee is not optimal, or they did not get

satisfactory results, employees tend to lose their self-esteem. This statement is supported by Herr et al. (2004) who said that positive self-esteem is substantially dependent upon how one feels about his or her work contributions. Besides the three main factors mentioned above, there are several other factors that also influence the level of employee self-esteem, including, relationships with fellow employees, failure, member contributions to events organized by AIESEC Universitas Brawijaya, and achievements.

#### **b. Work Commitment**

Other than the factors that affect self-esteem, this study also explores what factors influence the work commitment levels of employee at AIESEC in Universitas Brawijaya as one of the non-profit organizations in Indonesia. The people who choose to work for these organizations may do so because they are committed to its cause (Armstrong, 1992). Employees said that they feel comfortable with a friendly and warm environment that AIESEC has, and believes that everything they do in this organization is a learning process. They even claimed that it is difficult for them to become attached to other organizations. However, most employees at AIESEC Universitas Brawijaya have high commitment to their department only, not to the whole organization. This happens because they are not too close to anyone other than their department whereas interaction and relationship building is critical to a feeling of connectedness and



commitment to the organization (Farmer & Fedor, 1999; Gaston & Alexander, 2001; Wisner et al., 2005).

Employees also feel glad and proud to be part of this organization. They mentioned that AIESEC Universitas Brawijaya really help them in developing their skills and expanding their networks. As an international organization, AIESEC teaches them experience in working professionally and systematically, that they might not get in other organizations. The employees admitted they did not mind doing their job in this organization without being paid. This is because for them, learning and development are more important than money. Besides, they already have a strong sense of belonging that keeps them loyal and committed to the organization. Before discussing about factors that influence work commitment, researcher try to find out what type of commitment each individual has, the researcher also asks some questions that refer to Allen and Meyer's (1997) type of organizational commitment with the following results:

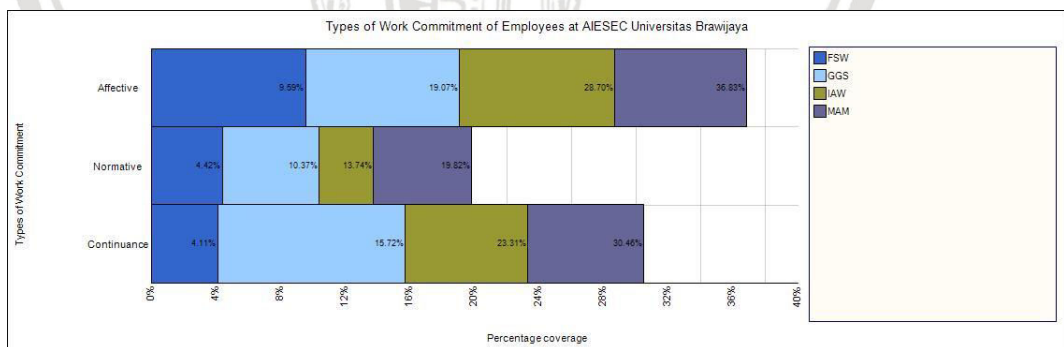


Figure 4.7 Types of Work Commitment of Employees in AIESEC Universitas Brawijaya Data Processed, 2018



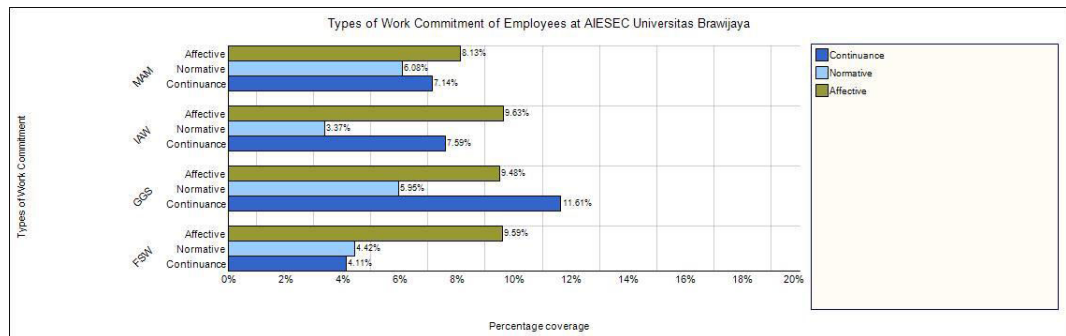


Figure 4.8 Types of Work Commitment of Employees in AIESEC Universitas Brawijaya  
Data Processed, 2018

Based on data from figure 4.6 shows that the highest type of commitment possessed by AIESEC Universitas Brawijaya members is an *affective commitment* with a percentage of 36.83%. Followed by *continuance commitment* with a percentage of 30.46%, and *normative commitment* with a percentage of 19.82%. These results can be described as shown in figure 4.7, where each individual has a different level of commitment. As a team leader, "MAM" and "IAW" have a high affective commitment compared to other types of commitment. This happens because they have high job level and longer position tenure (Mathieu and Zajac, 1990). They have gone through the ups and downs of the organization so they have a strong sense of belonging. Their attachment to the organization keeps them loyal and committed. On the other hand, "GGS" has continuance commitment that is higher than the other types of commitment. This happens because as a team member, she still needs a lot of learning and development that she will earn if she remains committed to this organization. Otherwise, "FSW" also has a higher affective commitment, followed by normative commitment and then continuance

commitment. From the results of the research and elaboration above, the researcher found three main factors that underlie employees' commitment to AIESEC Universitas Brawijaya, including *learning and development*, *sense of belonging*, and *loyalty*.

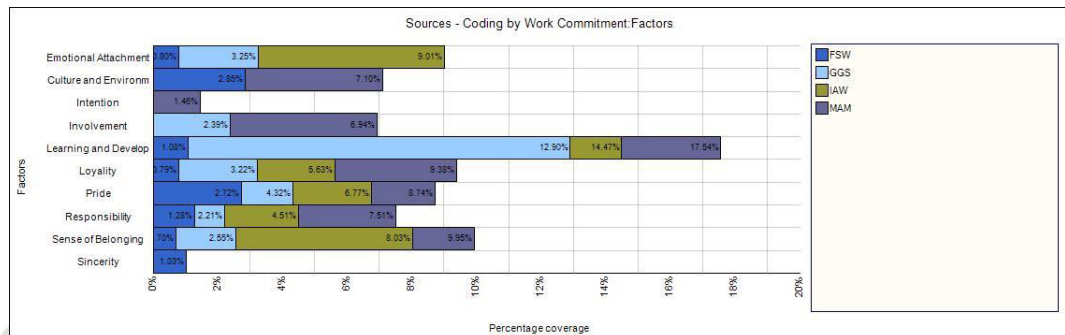


Figure 4.9 Factors Affecting Work Commitment Levels of Employees at AIESEC Universitas Brawijaya  
Data Processed, 2018

Based on the results of the interviews that have been conducted, the researcher obtained information that one of the biggest factors affecting work commitment of employees at AIESEC Universitas Brawijaya is *learning and development* with a percentage of 17.54%. The employees feel this organization provides what they need and helping them to grow and develop them into a better person. Young people who join this organization need a lot of learning, experience and development in a dynamic environment to explore their passion and AIESEC exists as a platform to facilitate their skill. Employees said that AIESEC really helps them to build networks and work professionally without leaving relationships with others. The employees believe that they will get more development if they stay. Another influential factor is *sense of belonging* with a percentage of 9.95%. Employees tend to

choose to stay in the organization because they have a strong sense of belonging and feel emotionally attached to this organization. Sense of belonging can arise when someone has been in the organization for a long time, or has a strong bond with their fellow members. Along with the factors mentioned earlier, one of the factors that also influences the level of work commitment of AIESEC Universitas Brawijaya employees is *loyalty* with a percentage of 9.38%. They believe that someone must be loyal to their organization. Employees think that if they have loyalty to an organization, all existing problems will be easier to pass. Besides the main factors previously, there are several other factors that also affect work commitment levels of employee in AIESEC Universitas Brawijaya, including pride, organizational culture and environment, responsibility, member involvement in AIESEC events, emotional attachment, their intention to join this organization and also sincerity.

## **2. Improving Self-Esteem and Work Commitment Levels of AIESEC Universitas Brawijaya Employees**

The next examination from the interview is about the strategies implemented by AIESEC Universitas Brawijaya to improve self-esteem and work commitment levels of its employees. A brief explanation, based on the types of NPOs developed by Hansmann (1987), AIESEC Universitas Brawijaya can be classified as a commercial-mutual NPO. In order to keep its member, NPOs need to provide opportunities that their member needs (Allen,

2013). This kind of employee-employer relationships called social exchange theory (Blau, 1964).

**a. Self-Esteem**

AIIESEC Universitas Brawijaya has several attempts made to improve its employee self-esteem. Those attempts including appreciation, LC activities, one-on-one, maintaining employees' performance, supportive environment and ensuring the self-esteem of team leaders itself. AIIESEC Universitas Brawijaya always gives appreciation to its employees if the employee itself has a good performance and behavior. For that, every team leader is required to maintain the performance of his or her employees through tracking and follow-up regularly. Ensuring team leaders' self-esteem is also needed so that they can support their members. AIIESEC Universitas Brawijaya also provide education events and LC activities to add engagement so that indirectly makes the employees more confident. Communication between leaders and members such as one-on-one and mentoring is also useful to make employees more committed. In these sessions team leader and team member can be open to each other, sharing their problem and tell what is missing from each other so that they can focus on improving themselves. AIIESEC Universitas Brawijaya also providing supportive environment in order to make its member more comfortable. In order to feel as if they were part of the organization, employees expressed the need to feel empowered (Jamison, 2001). So far, those attempts have been quite successful. It only needs to be done

consistently and require awareness from the members themselves to contribute so that it can run optimally.



Figure 4.10 Organizational Strategies to Improve Employee Self-Esteem Data Processed, 2018

Based on the data displayed in figure 4.9, it can be seen that among all the attempts implemented by AIESEC Universitas Brawijaya, the most influential organizational strategy to improve self-esteem is through appreciation. Appreciation is very important no matter how big or small the achievements are. By giving appreciation to its employees, it will motivate them to do their best. Shin and Kleiner (2003; p. 70) also agreed that showing appreciation satisfies the employee's need for self-fulfillment and self-esteem.



Figure 4.11 Reward and Recognition AIESEC Universitas Brawijaya  
Personal Documentation, 2018

However, employee suggests AIESEC to make more structured and more professional training, not only from the team leaders, but from trainer/coach/psychologist. This is similar to the statement from Sobeck (2008) who indicated that investment in activities that build greater capacity to accomplish organizational goals, including training, did result in increased effectiveness. By doing that, the members will know more and are confident about their purpose in this organization.

#### **b. Work Commitment**

Furthermore, AIESEC Universitas Brawijaya also has several attempts to increase work commitment levels of its employees. The organization believes that it is important to ensure the work commitment of the team leaders as well as the commitment and eagerness of the members when they want to join the organization for the first time or

when they decided to apply in certain positions. On the other hand, AIESEC also has education events in which there are sessions that refers to building organizational essence to its members. By embedding the essence of the organization within each member, it is expected that members will have a strong commitment to the organization. Another effort made by the organization to increase work commitment is through reward and recognition (RnR). Most people will be thrilled and more motivated if their hard work is appreciated and it can indirectly retain the employee or increase their work commitment. Kleiner (2003) found that rewards and recognition also contribute to a sense of connection to the overall organization and its mission. Rewards and recognition also contribute to the belief that efforts and accomplishments are valued (Gaston & Alexander, 2001). There are also several forms of communication to increase engagement between member that can affect their commitment, including one-on-one, conference, LC bonding, LC gathering, and so on.





Figure 4.12 Walk for SDGs AIESEC Universitas Brawijaya  
Personal Documentation, 2018



Figure 4.13 Local Committee Gathering  
Personal Documentation, 2018

Besides the efforts mentioned earlier, there are still other things made by AIESEC Universitas Brawijaya to increase employee commitment, including one-on-one, mentoring and tracking regularly. The team member is asked to fill the tracker every quarter so that the team leader can keep an eye on the commitment and performance of its members.

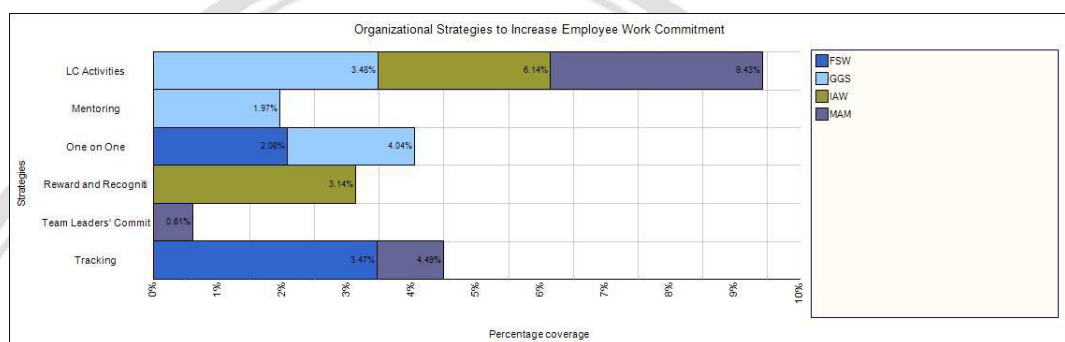


Figure 4.14 Organizational Strategies to Increase Work Commitment  
Data Processed, 2018

Based on the data displayed in figure 4.9, it can be seen that among all the attempts implemented by AIESEC Universitas Brawijaya, the most influential organizational strategy to increase work commitment is through LC activities, such as LC bonding, LC gathering, conference, etc. The employees also agree that AIESEC needs more events and clarify its purpose so that the members themselves feels important to get involved. Relations between departments must be strengthened in order to increase the commitment of employee and these kind of events can help strengthen relationship between each department. This statement is supported by Mathieu and Zajac (1990) who said that relationship with co-workers and supervisors can enhance organizational commitment. However, the

awareness of each member to contribute is also needed. Personal approach from other team leaders need to be done. Because if the approachment is from their own team leader only, their commitment will only be to their department, not to the organization.



## CHAPTER V

### CONCLUSION

#### A. Conclusion

Based on the research results and analysis that has been done to employees at AIESEC in Universitas Brawijaya, it can be concluded that the factors affecting employee self-esteem and work commitment levels as well as organization's attempts to increase self-esteem and work commitment levels of its employee, as follows:

1. Others perceptions, criticism, and performance are three biggest factors which can affect self-esteem of AIESEC Universitas Brawijaya employees. Furthermore, there are several factors that also can influence the level of employee self-esteem, including relationships with fellow employees, failure, member contributions to AIESEC events, and achievements.
2. This study also revealed the fact that based on Allen and Meyer's components of commitment, employees in this organization tend to have affective commitment. The main factors that underlie employees' commitment to AIESEC Universitas Brawijaya, including learning and development, sense of belonging, and loyalty. Besides, there are also few other factors that can affect employees' commitment including pride, organizational culture and environment, responsibility, their involvement in AIESEC

events, emotional attachment, their intention to join organization and also sincerity.

3. There are several attempts made by AIESEC Universitas Brawijaya to improve self-esteem of its employees. One of the most successful attempts is appreciation. By giving appreciation such as reward and recognition to its employees, it will motivate them to do their best. On the other hand, LC activities are considered capable of enhancing the commitment of AIESEC Universitas Brawijaya employees and is the most influential attempts. However, the awareness of each person to contribute to every activity is also needed.

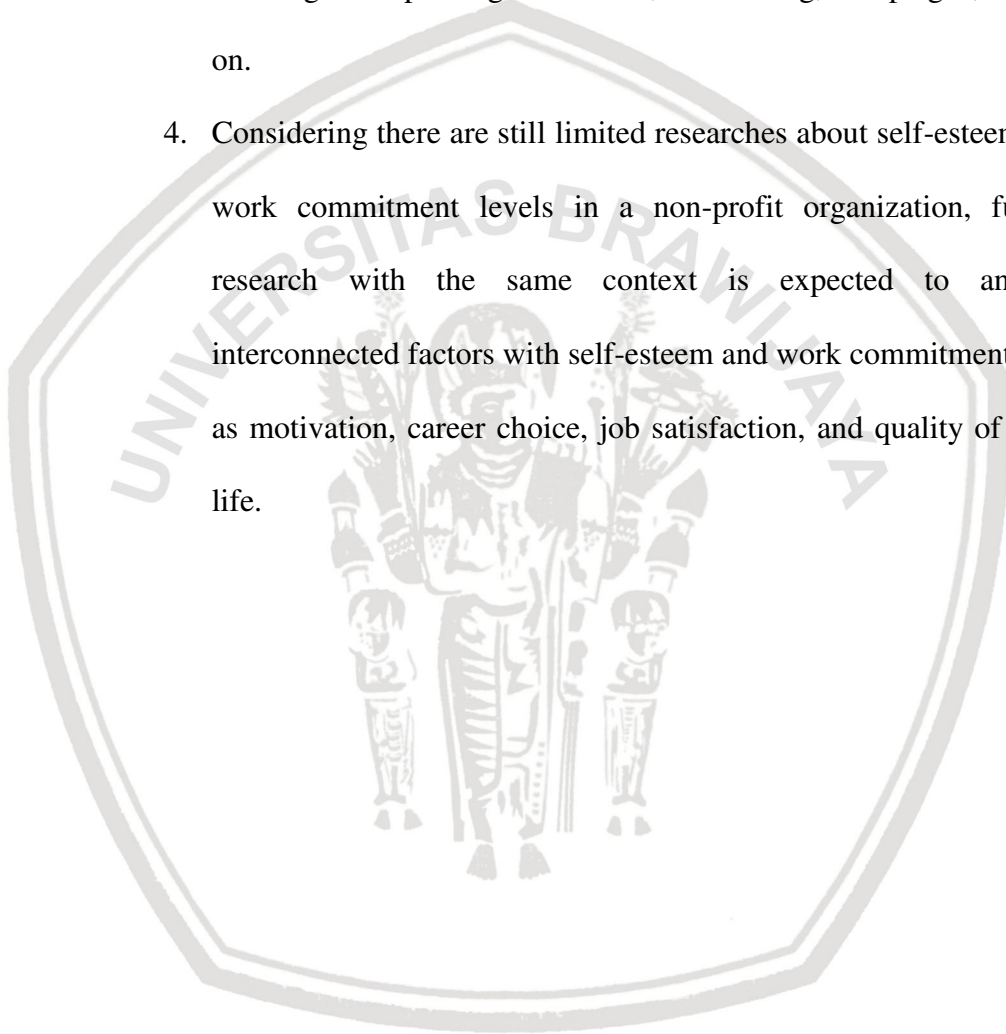
#### **B. Suggestion**

Based on the research results, researcher provide some recommendations that are expected to be useful for further research. The suggestion given is as follows:

1. The organization is encouraged to have a better understanding of what its employees need. The employees suggest organization to make more events, giving more appreciations, and conduct structured training so they can be more attached to the organization.
2. In a nonprofit organization, in order to achieve its purpose, it is necessary to eliminate the boundaries between members and their

leaders and strengthen relationships between them, so that everyone feels involved and committed.

3. Companies can collaborate with non-profit organizations like AIESEC for corporate social responsibility activities, such as teaching underprivileged children, fundraising, campaigns, and so on.
4. Considering there are still limited researches about self-esteem and work commitment levels in a non-profit organization, further research with the same context is expected to analyze interconnected factors with self-esteem and work commitment such as motivation, career choice, job satisfaction, and quality of work life.



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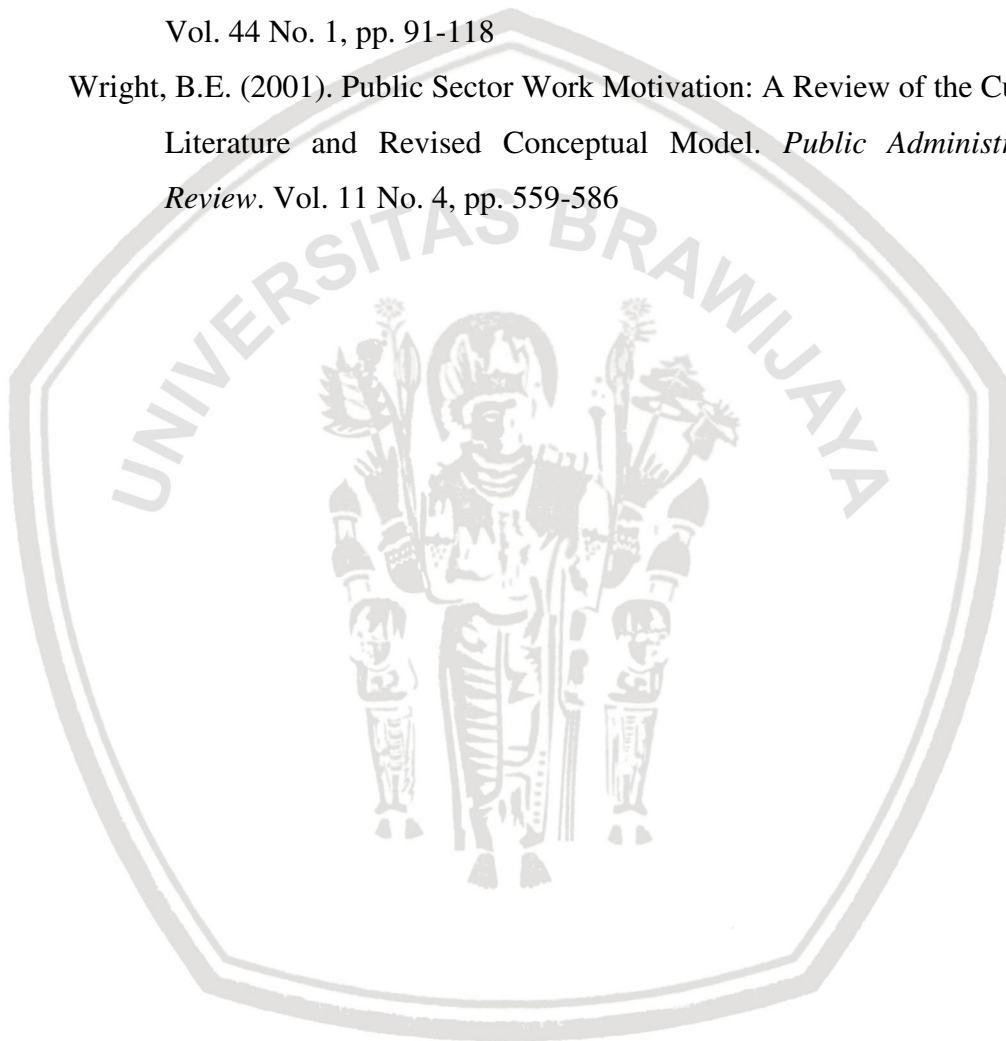


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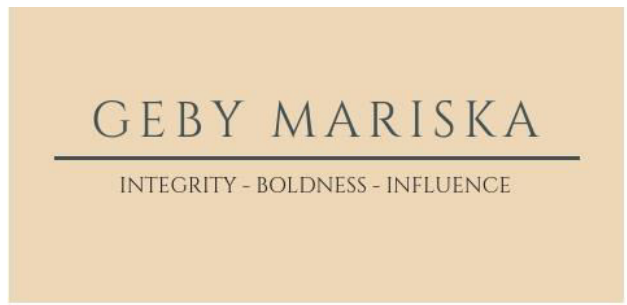
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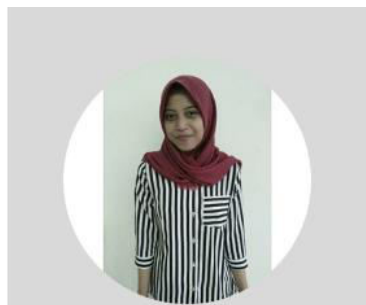


# 1. Curriculum Vitae



## EXPERIENCE

- |  |             |
|--|-------------|
| <p><b>PT Martina Berto Tbk.</b><br/>Strategic Planning Intern</p> <ul style="list-style-type: none"> <li>• Developing strategic plans and assesing company performance</li> <li>• Conducting research and data analysis to inform business decision</li> <li>• Shaping overall business strategy</li> </ul>                  | 2017        |
| <p><b>AIESEC in Universitas Brawijaya</b><br/>Vice President of Outgoing Global Volunteer</p> <ul style="list-style-type: none"> <li>• Lead 3 managers, 7 staffs, and more than 50 exchange participants</li> <li>• Strategic and expense planning</li> <li>• Doing internal market research and data analysis</li> </ul>    | 2017 - 2018 |
| <p><b>AIESEC in Universitas Brawijaya</b><br/>Exchange Legality Manager</p> <ul style="list-style-type: none"> <li>• Maintain legality and documents for exchange</li> <li>• Responsible for internal audit</li> <li>• Contract negotiation</li> </ul>   | 2016 - 2017 |
| <p><b>AIESEC in Universitas Brawijaya</b><br/>International Relations &amp; Experience Delivery Staff</p> <ul style="list-style-type: none"> <li>• Build international networking</li> <li>• Doing interview and giving seminar for foreign exchange participants</li> <li>• Maintain program quality and service</li> </ul> | 2015 - 2016 |



## CONTACT

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- gebymariska@gmail.com
- [www.linkedin.com/in/gebymariska](http://www.linkedin.com/in/gebymariska)

## EDUCATION

2014 - present  
**Universitas Brawijaya**  
International Business  
GPA: 3.36

## SKILLSET

- International business
- Business administration
- International relations
- Marketing
- Strategic planning
- Leadership development
- Cross-culture understanding
- Team management
- People development
- Microsoft office



## 2. Interview Guideline

### Self-Esteem

#### *General Questions*

1. Apa yang Anda ketahui tentang *self-esteem*?
2. Seberapa sering Anda merasa lebih rendah dari orang lain?
3. Seberapa sering Anda merasa bahwa tidak ada yang dapat Anda lakukan dengan baik?
4. Dalam suatu kelompok, apakah Anda memiliki kendala dalam menyampaikan sesuatu?
5. Seberapa sering Anda merasa khawatir dan terganggu dengan apa yang orang lain pikirkan tentang Anda?
6. Seberapa sering Anda merasa telah melakukan pekerjaan dengan baik?
7. Apakah Anda pernah berpikir bahwa Anda adalah individu yang tidak berharga?
8. Seberapa sering Anda khawatir tentang kritik yang mungkin akan diberikan oleh karyawan atau *supervisor* Anda?

#### *Team Leader Only*

1. Menurut Anda, bagaimanakah tingkat kepercayaan diri karyawan Anda saat ini?
2. Apa saja upaya yang dilakukan oleh organisasi untuk meningkatkan kepercayaan diri atau *self-esteem* karyawan?
3. Apakah upaya tersebut berhasil?
4. Jika upaya tersebut masih belum membuahkan hasil, adakah cara lain yang dilakukan organisasi agar kepercayaan diri atau *self-esteem* karyawannya meningkat?

***Team Member Only***

1. Apakah menurut Anda organisasi ini memiliki upaya untuk meningkatkan kepercayaan diri atau *self-esteem* karyawannya?
2. Apakah upaya tersebut berhasil?
3. Menurut Anda, apa yang seharusnya dilakukan organisasi agar kepercayaan diri atau *self-esteem* karyawannya meningkat?

**Work Commitment*****General Questions******Affective Commitment***

1. Apakah Anda merasa senang menghabiskan karir Anda di organisasi ini?
2. Apakah Anda merasa bangga menjadi bagian dari organisasi ini?
3. Apakah Anda merasa seolah-olah masalah organisasi menjadi masalah pribadi Anda?
4. Apakah Anda merasa sulit untuk terikat dengan organisasi lain seperti di tempat Anda bekerja saat ini?
5. Apakah Anda pernah merasa tidak menjadi bagian dari keluarga di organisasi ini?
6. Apakah Anda merasa tidak memiliki ikatan emosi dengan organisasi ini?
7. Apakah organisasi ini banyak memiliki makna pribadi bagi Anda?
8. Apakah Anda merasa tidak mempunyai rasa memiliki terhadap organisasi ini?

***Normative Commitment***

1. Apakah Anda tetap percaya dan loyal pada satu organisasi?
2. Apakah Anda tidak percaya bahwa seseorang harus selalu setia pada organisasinya?
3. Apakah berpindah dari satu organisasi ke organisasi lainnya terlihat sangat tidak etis bagi Anda?

4. Apakah salah satu alasan Anda untuk tetap bekerja di organisasi ini adalah Anda percaya bahwa loyalitas sangat penting, oleh karena itu Anda merasa mempunyai kewajiban moral untuk bertahan?
5. Apakah Anda akan meninggalkan perusahaan ini jika ditawari pekerjaan yang lebih baik di tempat lain?
6. Apakah Anda diajari untuk percaya bahwa seseorang harus setia kepada organisasinya?
7. Apakah hal baik akan terjadi jika seseorang setia dengan organisasinya?
8. Apakah Anda berpikir bahwa keinginan untuk menjadi "*company man*" atau "*company woman*" tidak lagi bijaksana?

#### *Continuance Commitment*

1. Apakah Anda takut dengan apa yang akan terjadi jika berhenti dari pekerjaan tanpa memiliki cadangan pekerjaan?
2. Sulitkah bagi Anda untuk meninggalkan organisasi sekarang meskipun Anda ingin?
3. Apakah hidup Anda akan terganggu jika Anda memutuskan untuk meninggalkan organisasi ini sekarang?
4. Apakah Anda merasa rugi jika Anda meninggalkan organisasi ini sekarang?
5. Apakah Anda merasa bahwa berada di organisasi ini adalah kebutuhan yang sangat Anda inginkan?
6. Apakah Anda mempunyai beberapa pilihan untuk meninggalkan organisasi?
7. Apakah salah satu dari beberapa konsekuensi serius meninggalkan organisasi ini adalah kurangnya alternatif pekerjaan yang tersedia?.
8. Apakah salah satu alasan utama Anda terus bekerja di organisasi ini karena organisasi lain mungkin tidak bisa memberikan manfaat seperti yang Anda dapat sekarang?

***Team Leader Only***

1. Kebijakan apa saja yang dimiliki organisasi untuk meningkatkan komitmen kerja karyawan?
2. Apakah kebijakan tersebut berhasil?
3. Jika tidak, apa permasalahan yang membuat kebijakan tersebut kurang maksimal?
4. Apakah organisasi pernah mencoba berkomunikasi dengan karyawan untuk mengetahui bagaimana komitmen karyawan tersebut terhadap organisasi ini?

***Team Member Only***

1. Apa pendapat Anda mengenai komitmen karyawan?
2. Berdasarkan pengalaman Anda, apakah organisasi ini memiliki upaya atau kebijakan untuk meningkatkan komitmen kerja karyawannya?
3. Apakah kebijakan tersebut terlaksana dengan baik dan membuahkan hasil?
4. Dari beberapa upaya yang dilakukan organisasi untuk meningkatkan komitmen kerja karyawan, mana yang menurut Anda paling berpengaruh?
5. Menurut Anda, apa upaya yang perlu dilakukan organisasi untuk meningkatkan komitmen kerja para karyawannya?

### 3. Application Guidelines

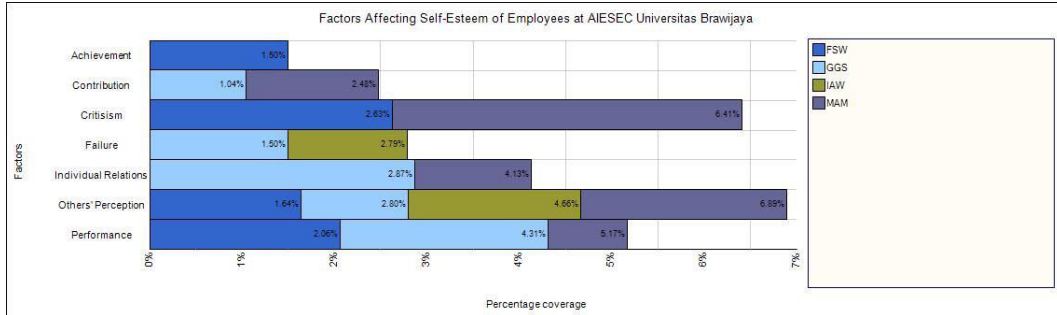


<b>Position Name</b>	
<b>HUMAN RESOURCE AND MARKETING DEVELOPMENT</b>	
<b>Basic Role</b>	
Team Leader Human Resource Recruitment and Marketing Development should be the one who committed and passionate in giving positive impact to the society by offering opportunities for youth to have experience in AIESEC through physical or digital attraction. Team Leader Human Resource and Marketing Development has to maintain the internal and external recruitment to fulfill the needs of HR in this organization.	
<b>Time Required</b>	
Start date: February 1st 2019	
End date: January 31st 2020	
<b>Background /Experience/Knowledge Required</b>	- Interest on data & fact
- Experience being a staff/OC/Global Citizen	- Persistence
- Interested in HR Management especially for recruitment process	- Creative
- Interested in database management	<b>Knowledge will be Developed</b>
- Having high interest and actively working with variety type of character.	- Product Development & Innovation
- Basic digital and physical attraction knowledge	- Project Management
- Basic project management knowledge	- Research & Development
- Deep understanding about LDM	- Human Resources management
- Can work under pressure	- Marketing Development
<b>Skills Required</b>	<b>Skills will be Developed</b>
- Marketing Skill	- Communication & Development within Team (Team Work)
- Interpersonal Skill	- Public Speaking
- Stress management	- People oriented
- Time management	- Team management
- Commitment to Result	- Stress & Energy Management
- Analyzing Skills	- Strict
<b>Behavior Required</b>	<b>Behavior will be Developed</b>
- High Mobility	- Resource Management
- Adaptability	- Active Networking
- Hard Worker	- Persuasion and Influence (negotiation)
- Ambassadorship & Personal Branding	- Innovation
	-Creative thinker

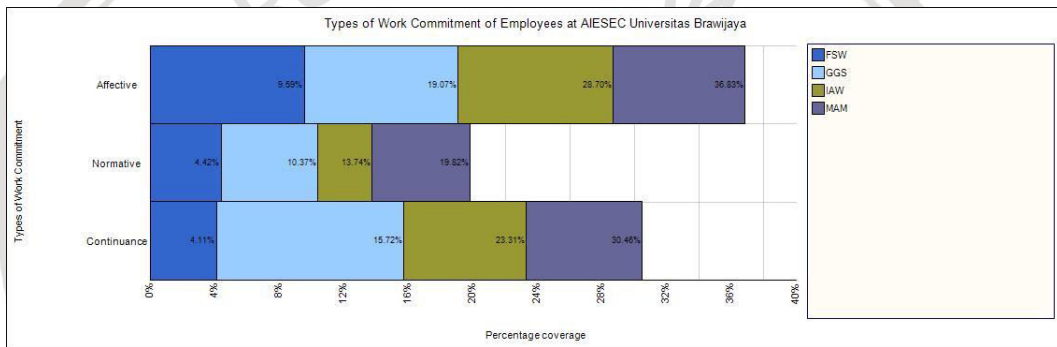
#TrustingEveryExperience



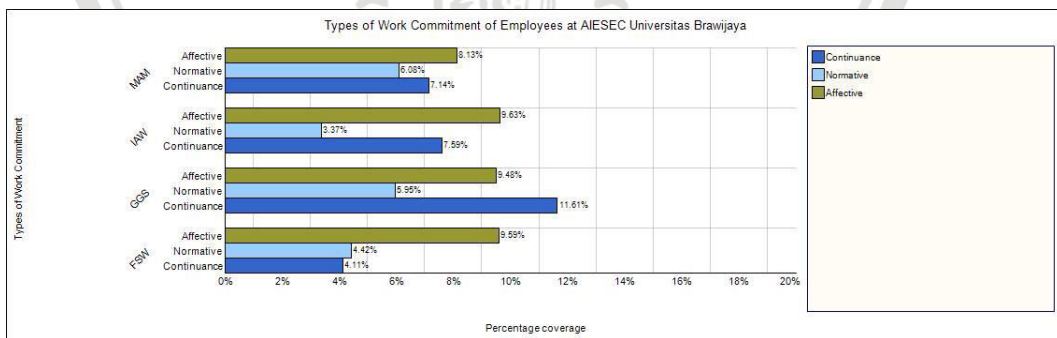
#### 4. NVivo Analysis Results



Nvivo Analysis Result 1 - Factors Affecting Self-Esteem of Employees at AIESEC Universitas Brawijaya



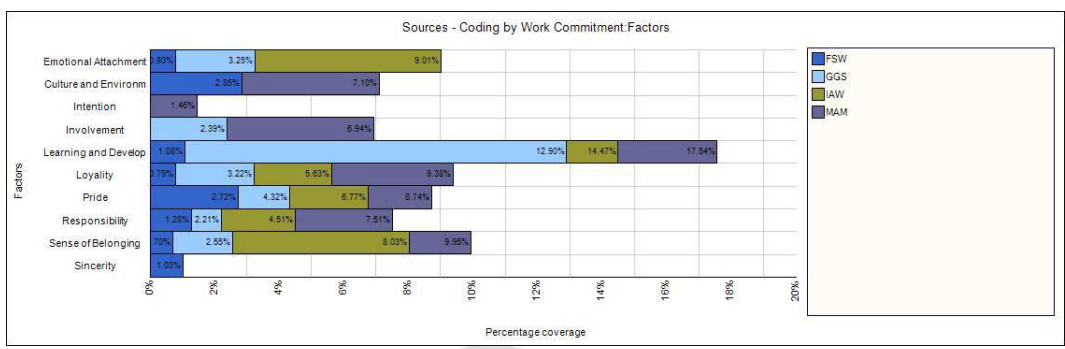
NVivo Analysis Result 2 - Types of Work Commitment of Employees in AIESEC Universitas Brawijaya



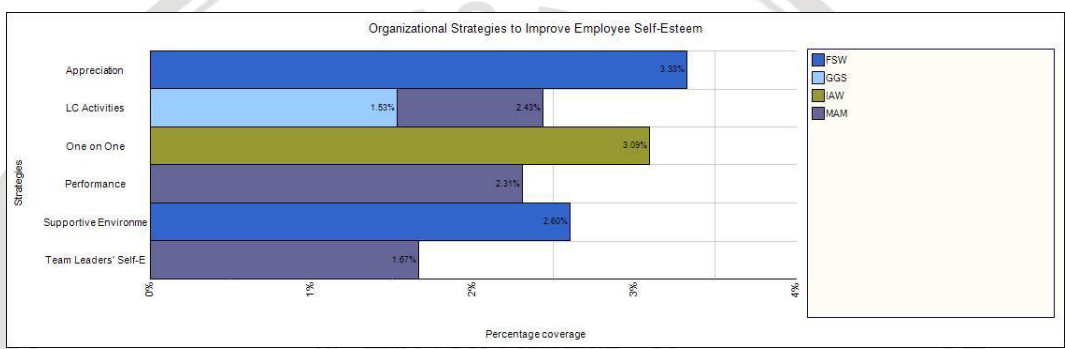
NVivo Analysis Result 3 - Types of Work Commitment of Employees in AIESEC Universitas Brawijaya



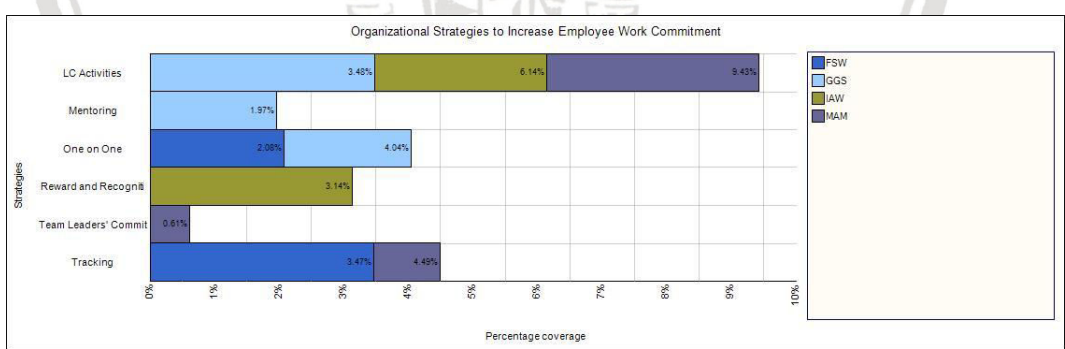




NVivo Analysis Result 4 - Factors Affecting Work Commitment Levels of Employees at AIESEC Universitas Brawijaya



NVivo Analysis Result 5 - Organizational Strategies to Improve Employee Self-Esteem



NVivo Analysis Result 6 - Organizational Strategies to Increase Work Commitment

