



Indirect Effects of Core Work Values on Organizational Commitment

The Mediating Roles of Work Environment and Work Interactions

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Abstract

This study intends to investigate the underlying effects of core work values on organizational commitment. At the same time, it also tries to identify the mediating roles of work environment and work interactions among employees from an academic institution in Olongapo City, Philippines. To achieve the objectives, the investigators used a mediation analysis with the help of Statistical Package for Social Sciences (SPSS) 26 employing Hayes' Process Macro Model. The study also utilized a purposive sampling technique in which 150 participants took part in the data gathering. The instrument came from a previous paper that underwent modification, validation, pilot testing, and reliability testing. Based on the result of the modelling, the study found that core work values have no effect on the employees' organizational commitment. However, the mediation roles of work environment and work interactions showed significant results in the relationship between core work values and organizational commitment. The study also showed that the work environment has a more substantial mediating effect than the work interactions of the employees. Lastly, the indirect paths of work environment and interactions significantly mediate the relationship between core work values and organizational commitment, revealing a meaningful mediating effect.

Keywords

Organizational Commitment, Work Values, Work Environment, Work Interaction, Mediation Analysis, Hayes' PROCESS Macro

INTRODUCTION

Many factors exist between employees and management in the broad and dynamic organization world. The association between core work values and organizational commitment is a fundamental pillar in shaping employee engagement and loyalty. Gullemin and Nicholas (2022) mentioned that core values underpin the wellbeing of employees. At the heart of every organization and institution is a set of core work values that intends to guide employees' attitudes, behaviors, and decision-making. Across the generations, work values associated with sustainable organization were the same (Stiglbauer et al., 2022). These values, whether they revolve around integrity, professionalism, teamwork, innovation, respect, or work-life balance, act as a moral compass to navigate the rugged terrain of the workplace. Wright et al. (2020) argued that professionals engage in values work by taking actions within the managerial practice. Even though the work values of the millennial generation employees were still the same (Kismono & Wulandari, 2023) and had a positive moderating effect between work engagement and employee creativity (Hui et al., 2021).

The road to organizational commitment is also not easy and well-played. For instance, in academia, organizational commitment depends on age, length of service, position level, leadership styles (Kawiana et al., 2021), employment status, and job satisfaction (Mwesigwa et al., 2020). Erlangga and Erlangga (2021) also claimed that organizational commitment affects educators' academic performance. According to other studies, organizational

commitment affects employees' performance (Ridean et al., 2020) and organizational citizenship behavior (Soelton, 2023). It is also interwoven with different aspects, like the work environment and the quality of work interactions. Cera and Kusaku (2020) also added that the work environment is vital to organizational performance. Riyanto et al. (2021) state that organizations need active employees to encourage motivation and fulfill job satisfaction. The mediating roles of work environment and work interactions serve as a bridge between employees and their commitment to the organization.

The work environment encompasses the physical, social, and psychological dimensions. It affects the motivation of employees (Sugiarti, 2022). It sets the stage for the core work values that employees nurture or undermine. The work environment also plays a role in employees' performance (Badrianto & Ekhsan, 2020). A supportive and inclusive work environment can amplify the influence of positive core values, fostering employees' sense of belonging, motivation, and loyalty. However, a toxic work environment (Rasool et al., 2021) and burnout (Shah et al., 2021) had negative implications for the employees. Nevertheless, the work environment still mediates the association between compensation and motivation among employees (Racheed et al., 2020). Employees tend to "go beyond" with their jobs and they eagerly do all they can in a conducive work environment (Khaskhelo and colleagues, 2020). Challenges in the organization always arise, especially in helping employees cope with altered work environments (Carnevale & Hatak, 2020). The relevance of the work environment still implicates many things for both the organization and the employees.

Similarly, work interactions, from collaborations to leadership capabilities, shape the core values' interpersonal dynamics. Interaction in the workplace should be face to face and direct (Mustajab et al., 2020). Additionally, intellectual conversations should also be practiced (Wang et al., 2020). The core values then translate this into action within the organization. According to Gibbs and colleagues (2021), high communication costs influence organizational productivity changes.

In this study, the researchers explore the intricate interplay between core work values, work environment, and work interactions, which has yet to be investigated based on reviewed literature. Understanding the different aspects associated with an organizational commitment to maintaining high standards, motivation, satisfaction, and quality of workplace employees is relevant. The study also intends to analyze the pathways through which organizational commitment is cultivated and sustained.

In order for the study to explore the effects of core work values on organizational commitment and the mediating roles of work environment and interactions, the research presents the following research hypothesis:

H1: *Core work values do not significantly affect the employees' organizational commitment.*

H2: *The work environment does not mediate the relationship between core work values and organizational commitment.*

H3: *Work interactions do not mediate the relationship between core work values and organizational commitment.*

H4: *The work environment has a stronger mediating effect on the relationship between core work values and organizational commitment than work interactions.*

H5: *The indirect paths through the work environment and work interactions do not significantly mediate the relationship between core work values and organizational commitment, indicating no meaningful mediation effects.*

LITERATURE REVIEW

Core Work Values

In the words of Guillemin and Nicholas (2022), core work values pertain to values that give meaning to a person's life and work, which allow him to experience work with passion, commitment, dignity, and respect. It is an essential aspect that strongly influences the organization's success. Wright et al. (2020) also mentioned that professionals engage in values work by taking actions within the managerial practice. Riyanto and colleagues (2021) also added that organizations need active employee engagement by encouraging them to fulfill their job satisfaction. However, in the recent generation, the millennials (Hui et al., 2021) intrinsic preferences, interpersonal harmony, and innovation moderates the effect of work engagement and employee creativity. Additionally, the work values of the current generation are still the same, but they differ in affective commitment (Kismono & Wulandari, 2023). It is vital to note that work values have different factors that affect and influence its outcome. Furnham and colleagues (2021) indicated work values and demographics account for work success. Haski-Leventhal et al. (2020) claimed that schools facilitated students' development of values conservation and positive attitudes. Also, students attached the greatest importance of cognitive and instrumental work values with prestige and altruism (Arora et al., 2020). Even at the height of the pandemic, the work values among public employees were high even though they experienced drastic changes (Tus et al., 2022). In connection, working from home, work-life balance, and work stress have a substantial effect, both directly and indirectly, on job satisfaction (Irawanto et al., 2021).

Organizational Commitment

There is no particular and appropriate definition for organizational commitment. However, according to Stepanek and Paul (2023), it refers to a tie that binds employees to their organization. Studies show that organizational commitment positively affects employees' performance (Ridwan et al., 2020) and organizational citizenship behavior and learning organization (Soelton, 2023). On the other hand, other factors also affect organizational commitment, such as organizational culture (Siswadi et al., 2023) and transformational leadership (Purwanto, 2022). The digital era and

leadership also impact organizational commitment as claimed by Kawiana et al. (2021). However, Ashraf (2020) declared that demographic factors do not affect organizational commitment. On the other hand, among the components of organizational commitment, the normative aspect has an impact on employee motivation (Nguyen et al., 2020). Interestingly, organizational commitment is a factor that also influences the school performance of different institutions (Sunarsi et al., 2020). In the case of mediation analysis, Pratama et al., 2022 showed that job satisfaction, together with organizational commitment, had an indirect effect on employee turnover. At the same time, job satisfaction mediates the influence of idealized effect, intellectual stimulation, and individualized consideration on organizational commitment (Cahyono et al., 2020).

Work Environment

A work environment is defined by Qiu et al. (2023) as a set of conditions in which workers carry out their work. In this manner, studies have shown exciting findings on which work environment has a certain level of connection or association. In some papers, the work environment influences work motivation (Sugiarti, 2022), organizational performance (Cera & Kusaku, 2020), and together with job satisfaction (Taheri et al., 2020) affected employee performance (Badrianto & Ekhsan, 2020). However, Erlangga and Erlangga's paper (2021) claimed that the work environment does not affect performance (e.g., teachers). Another exciting result indicates that the work environment mediates the relationship between compensation and job motivation (Racheed et al., 2020). There were also some challenges among employees on how organizations help the workforce cope with and adjust to altered work environments (Carnevale & Hatak, 2020). Burnout is one cause of employees leaving (Shah et al., 2021). A toxic workplace environment also negatively affects employee engagement (Rasool et al., 2021). Nevertheless, employees do work by "going" beyond," and they look at their job as more than just a paycheck and are enthusiastic making their work environment more effective (Khaskhelo et al., 2020).

Work Interaction

Rosales (2015) stated that positive social interactions (in work) facilitate organizational learning, cooperation, effectiveness, and loyalty. However, Mustajab and colleagues (2020) reiterated that technical problems obstruct interaction for both co-employees and managers. The organization should provide conditions for generative interactions so that these conditions can help to challenge the assumptions of organizational culture (Bernstein et al., 2020). A past study emphasized that cross-cultural comparative focus constrains communicative interactions in international business (Szkudlarek et al., 2020). To alleviate this matter, there should be an intellectual conversation across different disciplines which includes organizational behavior, management information systems, and computer-mediated communication (Wang et al., 2020). Reflecting on the previous event, during the pandemic, there were limited human interactions at work, and the implementation of the so-called work-from-home strategy emerged (Daraba et al., 2021). With such a strategy implemented, a decrease in synchronous communication arose, which made it difficult for workers to acquire and share new information across the field (Yang et al., 2022). Nevertheless, Brucks and Levav (2022) asserted that videoconferencing hampered the generation of ideas due to screen communication focus, thus leading to a narrower cognitive focus. Gibbs and colleagues (2021) mentioned that the high cost of communication was vital to productivity.

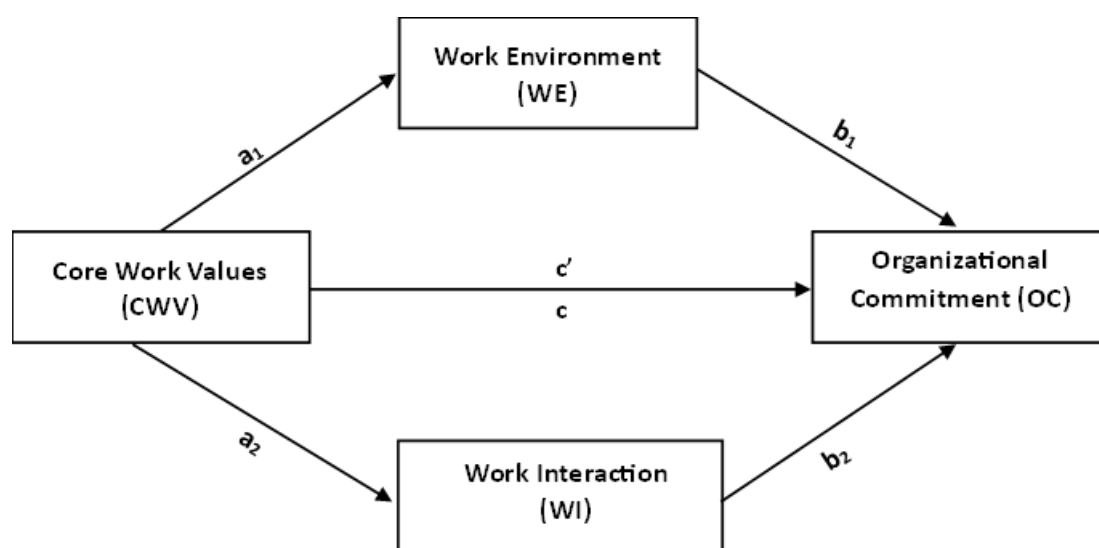


Figure 1. Conceptual framework illustrating the indirect effect of core work value on organizational commitment. c' = direct effect of CWV on OC; c = total indirect effect [indirect effect via WE ($a_1 \cdot b_1$) + indirect effect via WI ($a_2 \cdot b_2$)].

MATERIALS and METHODS

This study used a cross-sectional research design with a mediational analysis technique to verify the underlying mediating effects of work environment and work interaction in the relationship between core work values and organizational commitment.

The researchers conducted this study at a tertiary higher education institution in Olongapo City, Philippines, where 150 employees voluntarily participated in the survey. The study employed the universal sampling technique to gather all available personnel for the data gathering. The data gathering was between August and September 2023. The employees were mostly 22-41 years old. There were more female and still single employees. Lastly, there were more employees with master's degree units occupying permanent positions in the institution.

For the study instrument, the researchers adopted and modified one from Anicas's (2012) paper, which focused on work motivation and organizational commitments. The crafted instrument also underwent a validation process by selected professionals and experts in the fields of academia and human resource management. Their suggestions enriched the crafting of the instrument. Then, a pilot test commenced, and reliability testing (i.e., Cronbach Alpha) was performed to check the consistency of the final instrument. The pilot test yielded the following coefficients for core work values, .881; for work environment, .800; for work interaction .833; and for organizational commitment, .752. All of the mentioned Cronbach alpha results have a good internal consistency based on George and Mallery's (2021) guide and reference table.

After gathering all of the possible data from the employees, the study utilized software, the Statistical Package for Social Sciences (SPSS) version 26, to analyze the data. For the descriptive analysis, the study employed mean values and standard deviations for the overall perception of the employees in their core work values, work environment, work interactions, and organizational commitment. As for the inferential analysis, the study used Hayes' Process Macro Mediational Analysis Modelling (Hayes, 2018).

RESULTS

The research objectives of the study intend to explore the association between core work values and organizational commitment. Also, it analyzes the mediating role of work environment and work interaction in the study. The succeeding tables and figure represent the main findings of the study.

Table 1 Employees' Core Work Values, Work Environment, Work Interactions and Organizational Commitment

Constructs		SD	Mean
Core Work Values			
1	Being able to meet goals.	0.43	3.75
2	Having time for family, work, and leisure.	0.35	3.91
3	Being able to control my destiny.	0.67	3.38
4	Be able to have an impact on others.	0.56	3.59
5	Being able to stand up for your beliefs.	0.49	3.63
6	Telling the truth and knowing that others are telling the truth.	0.53	3.73
7	Able to control how others behave.	0.87	2.96
8	Taking care of myself and having confidence in myself.	0.45	3.75
9	Having faith in your important qualities.	0.51	3.75
10	Possessing authority over and influencing others.	0.86	2.97
Composite		0.57	3.54
Work Environment			
1	Has a lot of activities going on at once.	0.86	3.05
2	Can set to a specific schedule.	0.55	3.64
3	Have the potential to help generate income.	0.60	3.49
4	It is intellectually challenging.	0.51	3.72
5	Are easy to travel to and located in accessible areas.	0.64	3.51
6	Can predict what will happen every day.	0.86	3.04
7	Having minimal interruptions during the day.	0.85	3.21
8	Feel no pressure to complete the task.	0.77	3.20
9	It is organized and has a specific set time.	0.57	3.67
10	Can set your own schedule and decide when and how to do work.	0.56	3.48
Composite		0.68	3.40
Work Interactions			
1	Employees do experience healthy competition with each other.	0.92	2.77
2	With individuals from various ethnic groups.	0.74	3.14
3	Where you can socialize with co-workers.	0.57	3.59
4	When there are good leaders managing the organization.	0.48	3.74
5	Where strong management is present.	0.49	3.75
6	Where there is no information hidden from employees.	0.63	3.39
7	Your effort and contributions are recognized.	0.53	3.70
8	Where you help and support each other.	0.39	3.83
9	Where working together is important.	0.55	3.77
10	Where you can rely on one another.	0.59	3.59

Composite		0.59	3.53
Organizational Commitment			
1	I believe I could easily form bonds with a different institution or group of people.	0.76	3.33
2	I feel like I am "part" of the group at our institution.	1.01	2.87
3	I really feel as if our institution's problems are my own.	0.96	2.65
4	Our institution has a great deal of personal meaning to me.	0.69	3.29
5	I do enjoy serving the institution.	0.74	3.37
6	I am worried about what might happen if I leave our institution.	0.81	2.93
7	My life would be affected if I decided to leave our institution.	0.97	2.45
8	It will not be easy for me to leave the institution.	0.83	2.33
9	It will be too costly for me to leave the institution now.	0.83	2.61
10	One of the serious consequences of leaving the institution will be the scarcity of available alternatives.	0.92	2.74
11	Jumping from one job to another does not seem unethical to me as an employee.	0.82	2.79
12	I think that wanting to be loyal to his or her institution is sensible anymore.	0.9	2.47
13	Things were better in the days when employees stayed at one institution for most of their lives.	0.81	2.92
14	I believe that I am contributing to the attainment of our institutional goals and objectives.	0.53	3.55
15	I feel responsible for upholding the standards and ideals of our institution.	0.56	3.49
Composite		0.81	2.92

Legend: 1.00-1.75= Very Unlikely; 1.75-2.49= Unlikely, 2.50-3.24= Likely, 3.25-4.00= Very Likely

Table 1 provides an overview of employees' perceptions of core work values, work environment, work interactions, and organizational commitment, represented by each construct's mean scores and standard deviations (SD). In the core work values, the highest mean is item two ($M = 3.91$, $SD = 0.35$), indicating a strong emphasis on work-life balance among employees. On the other hand, the lowest mean value is seen for item seven ($M = 2.96$, $SD = 0.87$), indicating that employees may not prioritize having control over others in the workplace. The composite mean of core work values ($M = 3.54$, $SD = 0.57$) reflects a general alignment with these values despite some variability in importance among employees.

Moreover, for the work environment, item 4 got the highest mean value ($M = 3.72$, $SD = 0.51$). However, item one ($M = 3.05$, $SD = 0.86$) and item six ($M = 3.04$, $SD = 0.86$) were less favored. The composite mean for the work environment ($M = 3.40$, $SD = 0.68$) indicates a generally favorable perception of the work environment, albeit with certain areas of concern.

Furthermore, in the work interactions, the highest mean value went to item eight ($M = 3.83$, $SD = 0.39$) highlighting the importance of collaboration and mutual support among employees. On the other hand, item one garnered the lowest mean with a value of $M = 2.77$, $SD = 0.92$, indicating that healthy competition may be less prevalent or valued in the workplace. The composite mean for work interactions ($M = 3.53$, $SD = 0.59$) reflects a positive overall view of work interactions, though with some variability.

Lastly, in the organizational commitment, employees feel the strongest sense of contribution towards institutional goals, as reflected by item 14 which obtained the highest mean ($M = 3.55$, $SD = 0.53$). However, the lowest mean values, $M = 2.33$ and $SD = 0.83$ went to item eight, which suggests a weaker attachment to the institution, making it easier for employees to consider leaving. The composite mean for organizational commitment ($M = 2.92$, $SD = 0.81$) indicates a moderate level of commitment, with significant variability in how employees feel about their attachment to the institution. The analysis of Table 1 reveals that employees value work-life balance, intellectually stimulating environments, supportive work interactions, and contributing to institutional goals. However, there is variability in how strongly these values are held, particularly in control over others, predictability in the work environment, and healthy competition among colleagues. Organizational commitment appears moderate, with some employees feeling less attached to their institution. The composite means and SDs reflect the overall trends in these constructs, highlighting areas of strength and potential improvement within the organization.

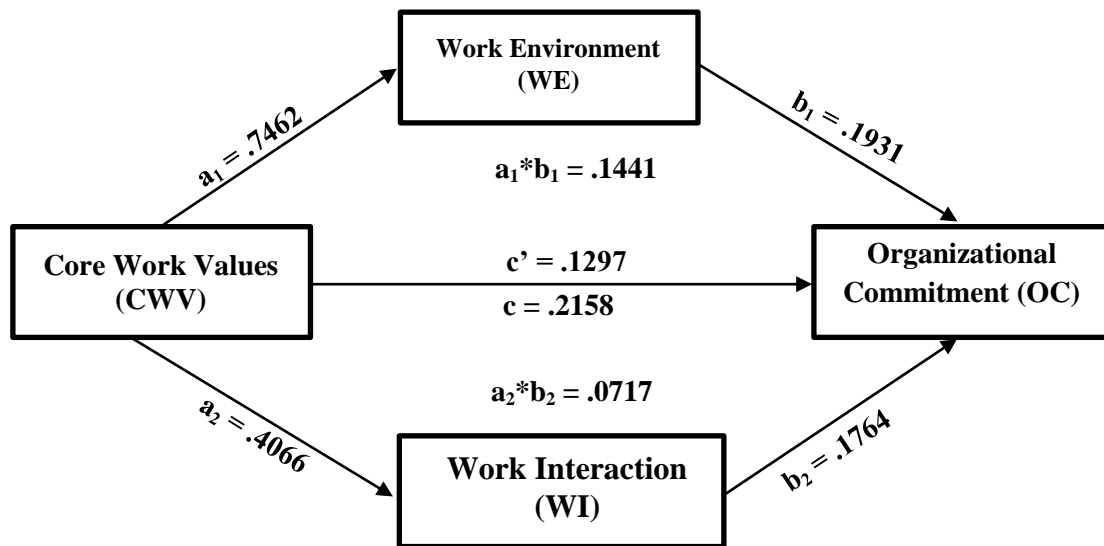


Figure 2. The diagram represents a parallel mediation model that explores how core work values influence organizational commitment through two mediators: the work environment and work interactions. c' = direct effect of CWV on OC; c = total indirect effect [indirect effect via WE (a_1*b_1) + indirect effect via WI (a_2*b_2)].

Table 2 Direct Effect of Core Work Values on Organizational Commitment

Path	Coefficient (β)	SE	t(146)	p	95% Confidence Interval	
					LLCI	ULCI
CWV \rightarrow OC	.1297	.0757	1.7137	.0887	-0.0199	0.2793

Note. CWV, core work values; OC, organizational commitment

Table 2 shows the direct effect of employees' core work values on organizational commitment, controlling the work environment and interaction using a bootstrapping method in the SPSS Process Macro (Hayes, 2013) (see Figure 1). The result of the regression analysis reveals that core work values do not have a significant effect on organizational commitment [H1: $\beta = .1297$, SE = .0757, $t(146) = 1.7137$, $p = .0887$, 95% CI (-0.0199, 0.2793)]. The results indicate that the impact of core work values on organizational commitment is more likely to be mediated by factors such as the work environment and work interactions rather than being a direct influence.

Table 3 Indirect and Total Effects of Core Work Values on Organizational Commitment

Effect	Path	Coefficient (β)	Boot SE	95% Confidence Interval	
				Boot LLCI	Boot ULCI
Via Work Environment	CWV \rightarrow WE \rightarrow OC	.1441	.0584	0.0310	0.2608
Via Work Interaction	CWV \rightarrow WI \rightarrow OC	.0717	.0309	0.0188	0.1403
Total Indirect Effect	-	.2158	.0603	0.0999	0.3369
Total Effect	CWV \rightarrow (WE + WI) \rightarrow OC	.3455	-	-	-
Proportion Mediated	-	.6247	-	-	-

Note. CWV, core work values; OC, organizational commitment; WE, work environment; WI, work interaction; Total effect = direct effect (β) + total indirect effect (β); Proportion Mediated = total indirect effect (β) / total effect (β). A number of bootstrap samples for bias-corrected bootstrap confidence interval = 10,000; Boot SE, bootstrap standard error; Boot LLCI, bootstrap lower limit confidence interval; Boot ULCI, bootstrap upper limit confidence interval

A bootstrapping method was performed in Table 3 using the SPSS Process Macro (Hayes, 2013) to examine the parallel mediation of work environment and work interaction on the relationship between core work values and organizational commitment (see Figure 1). The mediation analysis based on 10,000 bootstrap samples revealed that work environment significantly mediated the relationship between core work values and organizational commitment [H2: $\beta = .1441$, Boot SE = .0584, Bootstrap 95% CI (0.0310, 0.2608)]. The data indicates that the work environment accounts for approximately 41.7% of the total effect of core work values on organizational commitment, emphasizing its significant role in this relationship.

Moreover, work interactions statistically mediated the relationship between core work values and organizational commitment [H3: $\beta = .0717$, Boot SE = .0309, Bootstrap 95% CI (0.0188, 0.1403)]. The analysis shows that work interactions account for 20.7% of the total effect, indicating their significance but a less prominent role than the work environment.

Furthermore, Hypothesis 4 predicted that the work environment has a stronger mediating effect than work interactions on the relationship between core work values and organizational commitment. The indirect effect through work environment ($\beta = .1441$) is larger than the indirect effect through work interaction ($\beta = 0.0717$). This result means

that the work environment is responsible for 66.8% of the total indirect effect, making it a more powerful mediator than work interactions, which only account for 33.2%.

In addition, Hypothesis 5 predicted that the indirect paths through the work environment [Bootstrap 95% CI (0.0310, 0.2608)] and work interactions [Bootstrap 95% CI (0.0188, 0.1403)] significantly mediated the relationship between core work values and organizational commitment, indicating a meaningful mediation effect. This result means the combination of these mediators explains much of the relationship. About 62.5% of the total effect of core work values on organizational commitment is influenced through these pathways. This effect emphasizes the importance of considering the work environment and interactions when examining how core work values affect organizational commitment.

DISCUSSION

The main research objective of the study is to explore the mediating role of work environment and interaction on the relationship between core work values and employees' organizational commitment. This study was done at an academic institution located in Olongapo City, Philippines.

From the preliminary analysis, we determined that when it comes to core work values, the employees were very likely to exhibit core work values in the workplace. In the case of the work environment and work interaction, the employees were also very likely to experience a good work environment and interaction within the organization. However, in terms of organizational commitment, the employees were likely to exhibit commitment in their work. In the eyes of Hong et al. (2022), as workplace diversity increases, so do inclusive leadership practices, which influence organizational justice. Another idea also implored that cultivating workplace spirituality can be done by adopting a humanistic work environment (Haldorai et al., 2020).

In the study's primary analysis, the researchers proved the underlying interrelationships between the variables involved. As for the first hypothesis, "Core work values have no significant effect on the employees' organizational commitment," the study found no significant effect, and we accepted the study's null hypothesis. The relationship between core work values and organizational commitment is predominantly shaped by how these values contribute to the work environment and the dynamics of interactions within the workplace. This result coincides with the paper of Wright et al. (2020), which mentioned that frontline professionals get motivated to accomplish values within a relational system according to relative importance and relevance to the local context. Ahad et al. (2021) also exposed that a person's attitude while working makes emotional intelligence directed toward good organizational productivity.

For the second hypothesis, "Work environment does not mediate the relationship between core work values and organizational commitment," the computation showed that the work environment indeed mediates the relationship between core work values and organizational commitment. Organizations that strategically invest in fostering a positive work environment aligned with their core values will likely experience heightened levels of employee commitment, leading to increased productivity, reduced turnover, and overall organizational success. This idea is accurate since the work environment is a primary concern of employees (Taheri et al., 2022). The findings concur with the result of Ashraf (2020), wherein demographic factors indirectly impact organizational commitment when mediated by compensation and job satisfaction.

For the third hypothesis, "Work interactions do not mediate the relationship between core work values and organizational commitment," the study revealed that work interactions mediate the relationship between core work values and organizational commitment. It implies that work interaction is vital in shaping a culture where core values are professed and reflected in daily practices. Organizations can better align individual behaviors with organizational commitment by implementing strategies to improve these interactions, leading to a more dedicated and engaged workforce. Brucks and Levav (2022) claimed that virtual interactions in the workplace come with a cognitive cost for creative idea generation. This context will lead to feelings of emotional connection or duty towards an organization which shows clear positive relationships with reduced intentions to leave (Murray & Holmes, 2021).

In the fourth hypothesis of the study, "Work environment has a stronger mediating effect on the relationship between core work values and organizational commitment than work interactions," we found strong evidence that work environment has a stronger mediating effect on the relationship of core work values and organizational commitment than work interaction. This finding implies that the work environment plays a more critical role in mediating and highlights the importance of organizations creating and maintaining a positive work atmosphere that supports core values and promotes organizational commitment. By doing this, organizations can effectively use this key mediator to build a more committed and cohesive workforce. To support this result, Iis et al. (2022) imposed that career development and work environment affect the work motivation and performance of the employees. On the other hand, organizational commitment mediates the effect of organizational culture on organizational citizenship behavior (Siswadi et al., 2023).

Lastly, the fifth hypothesis "The indirect paths through work environment and work interactions do not significantly mediate the relationship between core work values and organizational commitment, indicating no meaningful mediation effects," proved that the study indicated substantial proof that the indirect paths of work environment and work interaction mediates the relationship core work values and organizational commitments and showed meaningful mediating effects. Understanding and improving the work environment and interactions can be essential for strengthening organizational commitment. The significant mediation effect indicates that core work values influence commitment not directly, but through these mediators. Organizations might consider enhancing the work

environment and promoting positive work interactions to align employees' commitment with the organization's core values. By addressing these mediating factors, organizations can utilize core work values more effectively to improve overall organizational commitment. The current study confirmed the results of Rasool et al. (2021), wherein organizational support and employee wellbeing significantly mediate toxic workplace environments and employee engagement. Additionally, a decrease in communication in the workplace makes it difficult for employees to acquire and share information (Yang et al., 2022).

CONCLUSION

From the results above and discussions, the researchers then realized, based on the findings and the study's hypotheses, that there was an intricate interplay between the major variables involved in the paper. The current study showed that the employees have high levels of core work values, work environment, and work interaction. However, they have a slightly lower score than the previous three in terms of organizational commitment. Nevertheless, in terms of the relationships and mediation analysis, the current study showed some interesting results. In general, the core work values have no effect on organizational commitment. However, when work environment and work interaction came to mediate the relationship, the computation changed the story. Both work environment and work interaction substantially play a crucial mediating role in the employees' core work values and organizational commitment.

To sum up, the study generated a result that contributes to the growing literature regarding work values and organizational commitment by understanding that other factors (e.g., work environment and interaction) mediate into place. The substantial evidence brought out by this paper created another avenue of research so that future researchers can dwell and investigate.

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DECLARATION OF CONFLICT

The authors declare that they do not have any known competing financial interests or relationships that may appear to influence the paper.

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