



Determinants of Employee Commitment at Bank Central Asia Bekasi Main Branch Office, West Java, Indonesia

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ABSTRACT: This study examines the impact of organizational culture, job satisfaction, and leadership style on organizational commitment at PT Bank Central Asia. Tbk, specifically in the Bekasi Main Branch Office. A study was carried out on a total of 122 employees. The results of the multiple regression analysis revealed a favorable correlation between organizational culture and job satisfaction with organizational commitment. Conversely, the style of leadership does not have any impact on the level of commitment within a business. This suggests that altering the leadership positions of a financial institution does not influence bankers in their decision to switch employers.

KEYWORDS: BCA, Organization, Leadership.

I. INTRODUCTION

Workers are essential to the company's ability to survive. If workers decide they no longer wish to work for the company, activities will be hindered. Thus, the management of the company must take a number of steps to enable current employees to work as efficiently and as devotedly to their task as possible. The advantages that the business will experience are potentially long-term in nature, including growth and sustainability over time.

Employee commitment is an attachment in which a worker states his objectives and expresses his desire to stay employed by the company (Klein, 2016). This dedication can address a number of inquiries, such as the reasons behind your continued employment with this company or the aspirations behind someone's decision to stay on staff. In reality, dedication may be the reason behind a person's decision to stay with their current employer despite a variety of uncertain and challenging economic circumstances.

Industry fluctuations in social and economic conditions can be particularly damaging to the financial services sector. In addition to

responding to shifts in socioeconomic circumstances locally and nationally, the financial sector also responds internationally. Bank personnel can, nevertheless, remain dedicated to their careers in the financial sector despite the current circumstances.

Researchers discovered this fascinating fact at the PT Bank Central Asia Bekasi Main Branch Office in West Java, Indonesia, after an initial investigation. The bank, which is renowned for its technological advancements, also upholds other ideals that inspire employees to give their all for the business. Researchers believe that three primary elements-organizational culture, work happiness, and leadership style-make up employee commitment in this particular company.

There are 122 employees of Bank Central Asia at the Bekasi Main Branch Office, ranging in age and educational attainment. It is not easy for management of the company to oversee so many personnel, much less convince them to dedicate themselves to the business. Employees at Bank Central Asia were impressed, nevertheless, by the management's track record of establishing the bank as a major participant in the global financial sector. This organisation has an excellent organisational culture. Performance reviews are also given to employees based on their degree of education, workload, and expected pay. A number of these factors promote job happiness among employees. Employee loyalty to the organisation does not decrease despite the frequent turnover of branch heads in banking offices (Hassan et al., 2016)



II. Literature Review

Organizational Commitment

Organizational commitment refers to an employee's strong emotional connection and loyalty to a company, demonstrated by their enduring dedication, alignment with the organization's values and objectives, and readiness to exert extra effort in their work (Klein, 2016). The employee's dedication to the organization or firm is essential. Organizational commitment significantly influences an employee's performance. Those with a strong sense of organizational commitment demonstrate a higher level of responsibility and dedication towards their work, in contrast to those lacking organizational commitment (Colquitt et al., 2015).

(Jaros, 2007) states that Meyer and Allen proposed three elements of organizational commitment. Affective commitment refers to the degree of emotional connection that individuals have towards an organization, which is influenced by their positive perception of the organization. Normative commitment refers to the extent to which individuals feel psychologically attached to an organization due to their moral duty to sustain a relationship with the organization. Continuance commitment refers to the extent of psychological attachment that individuals have to an organization due to the potential costs they would incur if they were to depart.

Corporate culture

An advanced organization is one that possesses the ability to effectively adjust and respond to any societal changes that arise. These shifts can manifest as technological, social, or cultural transformations. An organization must promptly eradicate a detrimental and ineffective culture. The organizational culture, which encompasses both concrete and intangible aspects, has a significant impact on employee performance (Brown, 2011; Smircich, 2017). Organizational culture refers to the collective beliefs and processes that are shared by all employees and can be enforced as expectations and standards for employee conduct.

According to (Kreitner et al., 2001), the purpose of organizational culture is to provide people with a sense of identity within the organization, hence establishing the company's reputation as a creative institution through the creation of new goods. Organizational identity is defined by its unique traits that distinguish it from other organizations with distinct features. By fostering a sense of collective commitment, corporations can instill a

sense of pride in their employees for being a part of the organization (Saifuloh et al., 2021). Members of the organization are collectively dedicated to adhering to the established rules and accomplishing agreed objectives. To enhance the stability of the social system, it is important to ensure that the work environment is regarded as good and reinforced. This will enable successful management of conflicts and changes. By establishing a mutually agreed-upon framework for organizational culture, the environment and social interactions may operate smoothly and without disruption. Facilitating behavior modification by fostering members' consciousness of their surroundings. Organizational culture can serve as a mechanism to promote sound and rational thinking among individuals. Multiple research, conducted by (Kim, 2014; Nurlina, 2022; Sappe et al., 2016; Song et al., 2009), provide evidence in favor of hypothesis 1, which suggests that organizational culture plays a significant role in fostering strong employee commitment.

Style of Leadership

Leadership style refers to a leader's capacity to inspire and motivate others by fostering positive emotions in order to accomplish specific objectives (Dulewicz & Higgs, 2005). Leadership style is not just innate in an individual. Various factors exert an influence on it (Hassan et al., 2016). Internal elements, such as personal qualities, have less influence, whereas external factors, such as the expectations of superiors, colleagues, and subordinates, as well as organizational policies and characteristics, have the most impact on leadership style.

Multiple studies have demonstrated that an effective leadership style fosters a sense of belonging among employees and increases their level of commitment to the firm they are employed for. Hypothesis 2 posits that the leadership style has a favorable impact on employee commitment inside the organization (Abasilim et al., 2019; Darmawan & Putri, 2017; Desianty, 2005).

Job satisfaction

Job satisfaction refers to the emotional or affective reaction that individuals have towards different parts of their work. It is important to note that job satisfaction is not a singular notion, but rather encompasses multiple factors (Foley & Lytle, 2015). According to (Torka & Schyns, 2007), an individual may experience a moderate level of contentment in one area of their profession while feeling discontent in one or more other areas.



Job satisfaction is a positive or pleasant emotional response that arises from evaluating one's work or work experience (Ahmad et al., 2010; Farzeen et al., 2015; Wazirman et al., 2022).

III. RESEARCH METHOD

The research was conducted at the main branch office of Bank Central Asia, Tbk in Bekasi, located at Jl. Jendral Ahmad Yani No 9, Bekasi 17141. The duration of the investigation was one month, specifically from May 1, 2023 to May 31, 2023. The researchers employed several data gathering techniques, including questionnaires,

observations, and interviews, to ascertain reasoning and justifications for either supporting or refuting ideas and hypotheses (Saifuloh et al., 2021). The sample size for this study consisted of 122 individuals employed in an office setting. The sampling technique employed is simple random sampling, wherein every member of the population has an equal chance of being selected as a random sample, irrespective of the strata within the population. The data was analyzed using multiple linear regression (Sutomo, 2022).

IV. RESULT

Table 1. Data Quality Test

No.	Test	Result	Cut-off	Information
1.	Validity			
	Organizational culture	0,5824	0,2241	Valid
	Job satisfaction	0,599	0,2241	Valid
	Leadership	0,4642	0,2241	Valid
	commitment	0,5487	0,2241	Valid
2	Reliability			
	Organizational culture	0,855	0,6	Reliabel
	Job satisfaction	0,869	0,6	Reliabel
	Leadership	0,740	0,6	Reliabel
	commitment	0,840	0,6	Reliabel

Source:

Table 2. Classical Test

No.	Test	Result	Information								
1.	Normality	The dots spread out around the diagonal line and follow the direction of the graph's diagonal line	Residuals are normally distributed								
2.	Multicollinearity	<table border="1"> <thead> <tr> <th>Tolerance > 0,10</th> <th>VIF < 10,00</th> </tr> </thead> <tbody> <tr> <td>0.977</td> <td>1.024</td> </tr> <tr> <td>0.390</td> <td>2.566</td> </tr> <tr> <td>0.395</td> <td>2.533</td> </tr> </tbody> </table>	Tolerance > 0,10	VIF < 10,00	0.977	1.024	0.390	2.566	0.395	2.533	There is no multicollinearity in this variable
Tolerance > 0,10	VIF < 10,00										
0.977	1.024										
0.390	2.566										
0.395	2.533										
3.	Heteroscedasticity	The data points are spread above and below or around the number 0 and do not form a pattern	There is no indication of heteroscedasticity								

Source:

Table 3. Multiple Regression Results and Goodness of Fit

No.	Test	Description/ Variables	Significance	Information
1.	Coefficient of Determination (R-Square)	R ²	0.731	
		Adjusted R ²	0.716	
2.	F-Test	F-Value	46.290***	Significant
3.	t-Test	Constant	0.480***	Significant
		X1	1.006***	Significant



X2	0.155***	Significant
X3	-0.128***	Significant

V. DISCUSSION

A coefficient of 0.480 indicates that for every unit rise in the variables of organizational culture, job satisfaction, and leadership style, there will be a corresponding increase of 0.480 units in organizational commitment. The organizational culture coefficient is 1.006, indicating that for every 1 point rise in organizational culture, there will be a corresponding increase of 1.006 points in organizational commitment. The organizational culture of BCA Bank in delivering services to clients is referred to as "smart BCA." The BCA smart program was initially introduced in 2001 and has since been adopted and completed in all BCA bank locations. The success of the smart BCA program prompted the corporation to broaden the reach of smart BCA. As a result, in 2006, this program was also introduced in the head office setting.

The job satisfaction coefficient is 0.155, indicating that for every 1-point rise in job satisfaction, there would be a corresponding increase of 0.155 in organizational commitment. This demonstrates that a higher level of job satisfaction or a greater fulfillment of employee job satisfaction will have a favorable impact on organizational commitment. The leadership style coefficient is -0.128, indicating that for every 1 point rise in leadership style, there will be a corresponding fall of -0.128 in organizational commitment. Regrettably, the computed t value of -1.128 is less than the critical t value of 2.005. Therefore, it may be inferred that there is no statistically significant relationship between leadership style and organizational commitment.

These results teach us that the smart solution organizational culture that has been in place up to this point has shown to be highly successful and simple to adopt in order to sustain organizational commitment. Employees need to consider whether it is more important that they have a job and get paid, or whether they can adjust to the demands of their own work and the work environment. This indicates that most workers believe they are qualified to work in the banking industry.

Workers experience stress when managers place an excessive amount of emphasis on targets. Naturally, banking institutions have a wide range of goals, including KPR (credit for home ownership), KKB (credit for motor vehicles), KSM

(credit for motorcycles), KMK (credit for working capital), profits, low-cost financing, and insurance. Every worker bears the entire cost. While accomplishing goals is important, employees also require leaders who are prepared to offer solutions to meet these objectives. Being the biggest private banking organization in Indonesia, BCA's name naturally carries extra pride when compared to other banks. Most of the time, BCA employees who work in security, cleaning, and other departments also feel proud to work there. This sense of pride influences BCA's steadfast dedication.

VI. CONCLUSION

The research has yielded several conclusions, including the favorable correlation between employee dedication and company culture and job happiness. A positive business culture fosters a sense of loyalty and affection among employees. This dedication is further strengthened by the sense of fulfillment that comes from working for a reputable company. But there's usually another issue with leadership style. This study shows that dedication is unaffected by a leader's style.

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