

Organizational Commitment of Employees at Bank of North Sumatra

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Abstract— This research aims to determine the level of organizational commitment possessed by Bank of North Sumatra employees. The approach used in this study is quantitative. The population in this study were bank employees at the Bank of North Sumatra, with a sample size of 172 employees. The sampling technique used in this research is incidental sampling. Furthermore, data was collected using an organizational commitment scale in the form of a Likert scale. The organizational commitment scale was distributed directly to research subjects. After the data is collected, the data is processed using SPSS statistical software. The results of this research show that the majority of employees at the Bank of North Sumatra have low organizational commitment. Based on these findings, the Bank of North Sumatra is encouraged to take action to increase employees' organizational commitment in order to overcome the problem of low organizational commitment among its employees. A few actions that companies can take to increase employee organizational commitment are providing an environment that can reduce employees' stress levels and providing coaching for employees to manage work stress well. These actions are important because employees who have high commitment will work harder to achieve company goals and will be more responsible for their work and loyal to the company when compared to employees who do not have high organizational commitment. Therefore, having highly committed employees will make it easier for employees to achieve their goals and achieve success.

Keywords— Organizational, Commitment, Employees, Banking, Human Resources

I. INTRODUCTION

Human resources (HR) are an important thing that a company needs to survive. This is because without good human resources, the company's activities will not be realized well, and the company will not be able to obtain optimal results, even though it is supported by adequate facilities, infrastructure and financial sources. So, in this way, it can be said that an organization's success cannot be separated from the role of human resources or every employee-owned by the company [11].

Employees are people who work by receiving compensation from the workplace and are bound by an employment relationship, such as a work agreement between employers and employees. These employees are not only objects in achieving the goals of an organization or company but rather subjects or actors in an organization. They can become planners, implementers, and controllers who always play an active role in achieving organizational goals and have thoughts, feelings and desires that can influence their attitude towards work. In this interaction, employees provide contributions, expertise and abilities. At the same time, the organization or company is expected to provide comfort, fair rewards and appreciation to create a sense of self-satisfaction with the employee, which ultimately creates a sense of work commitment to the company [10].

Robbins and Judge state that humans as employees are a very important resource in industry and organizations. Therefore, management is concerned with quality and the costs that must be paid. The company's future will be better if it is able to manage its employees well because good management will produce employees who are committed to achieving company goals

[10].

Having committed employees will not only make employees work harder to achieve company goals but will also make employees more responsible for their work and loyal to the company when compared to employees who do not have organizational commitment [1].

This organizational commitment, according to Mowday et al., is a situation where individuals can identify themselves with an organization because they believe in the values of the organization, show active involvement by voluntarily trying their best for the interests of the organization, and show loyalty to the organization by showing a desire to remain organization member [9]. Meanwhile, Dessler [3] states that individuals who are committed to an organization will identify themselves with the goals and values of the organization. In addition, Luthans [7] believes that high organizational commitment will give rise to a strong desire in individuals to become members of a group and to make more efforts for the organization.

So, it can be stated that an employee who has high organizational commitment means that the employee has loyalty to the organization, strives to make optimal efforts to achieve organizational goals, and has a sense of identification with the goals of the organization where he works [4]. That way, employees ideally have high organizational commitment because this will have an impact on the success of the organization itself [5].

However, in some sectors, maintaining employee commitment is not an easy thing. Thus, several sectors have high turnover rates and turnover intentions as a result of low employee commitment. One sector that is vulnerable to experiencing problems related to low employee organizational commitment is the banking sector [11].

So, it becomes interesting to conduct research related to organizational commitment in one of the largest banks in Indonesia. The bank that will be examined is the Bank of North Sumatra. The aim is to determine the level of organizational commitment among employees at Bank North Sumatra. Thus, companies can intervene to increase and maintain employee organizational commitment so that organizational goals can be achieved through good performance from employees with high organizational commitment.

II. LITERATURE REVIEW

2.1. Organizational Commitment

Organizational commitment is a condition in which an individual can identify himself with an organization because of trust in the values of the organization, shows active involvement by voluntarily trying his best for the interests of the organization, and shows loyalty to the organization by showing a desire to remain a member—organization [9]. Meyer and Allen added that organizational commitment is the level at which an individual is able to identify himself with the organization where he works, is willing to be actively involved in the organization, and has no desire to leave the organization [8].

Furthermore, those theories are in line with the opinion of Ivancevich et al. [5], who stated that organizational commitment is a sense of identification, involvement and loyalty expressed by employees towards their organization. Organizational commitment is an employee's agreement with an organization's decision or request and making serious efforts to carry out the request or implement the decision in accordance with the interests of the organization. Then, Gibson et al. [4] revealed that commitment to the organization involves three attitudes, namely a sense of identification with the organization's goals, a feeling of involvement in organizational tasks, and a feeling of loyalty to the organization. Employees who have good commitment mean that these employees have loyalty to the organization and strive to make optimal efforts to achieve organizational goals.

III. METHODOLOGY

A descriptive analysis method is used to analyze data in this study. The purpose is to find out the organizational commitment of employees at the Bank of North Sumatra. Moreover, the data in this research was collected using an organizational commitment scale in the form of a Likert scale. The organizational commitment scale was distributed directly to research subjects. The research subject population was Bank of North Sumatra employees, with a total of 172 subjects used as research samples. Furthermore, the sampling technique used in this research is incidental sampling. After the data is collected, the data is processed using SPSS statistical software.

IV. RESULT

In the research results, you can see a description of the research subjects based on gender and length of service at Bank North Sumatra. In the description of research subjects, research subjects are categorized into two groups, namely men and women. A description of research subjects based on gender can be seen in Table 1.

Table 1. Research Subjects Based On Gender

Gender	Total	Percentage (%)
Men	79	45,9
Women	93	54,1
Total	172	100

Based on the data presented in Table 1, there are 93 individuals or around 54.1% of the total research subjects, who are female. Meanwhile, there were 79 male subjects or around 45.9% of the total subjects. So, in this way, the majority of subjects are women.

Furthermore, the description of research subjects based on length of service is categorized into two categories. According to Tarwaka, work periods can be categorized into two categories, namely Short Work Period (≤ 5 Years) and Long Work Period (> 5 Years) [12]. Table 2. shows the percentage of subjects based on length of service.

Table 2. Research Subjects Based On Length Of Service

Work Period	Total	Percentage (%)
Short Work Period (≤ 5 Years)	118	68,6
Long Work Period (> 5 Years)	54	31,4
Total	172	100

In Table 2, it can be seen that there are 118 people or around 68.6% of the total research subjects, whose work periods are still in the short work period category. Meanwhile, the remaining 54 people or around 31.4% of the total research subjects, had work periods in the long work period category. Therefore, it can be seen that the majority of subjects are in the short work period category or no more than five years.

After describing the subjects based on gender and length of service at Bank North Sumatra, a test was carried out to see the level of organizational commitment among employees at Bank North Sumatra. Table 3 shows the level of organizational commitment, which is categorized into three categories, namely low, medium and high.

Table 3. Research Subjects Based On Length Of Service

Categories	Total	Percentage (%)
Low Organizational Commitment	86	50
Medium Organizational Commitment	72	41,9
High Organizational Commitment	14	8,1
Total	172	100

Table 3 shows the level of employees' organizational commitment. The majority of subjects had low organizational commitment, with a total of 86 subjects or around 50% of the total. Meanwhile, 72 subjects or around 41.9%, had a moderate organizational commitment. Then, at the high level, there were only 14 people or around 8.1% of the total research subjects.

V. DISCUSSION

The results of the research show that the majority of subjects in the research were women, and the work period of the majority of subjects was still in the short work period category or work period of no more than five years. Furthermore, it was found that the majority of subjects had low organizational commitment. So, based on the results of this research, it can be seen that there are problems related to organizational commitment among employees at Bank of North Sumatra because the majority of employees have low organizational commitment, and only a minority of employees have long work periods. This result is in line with the result of research conducted by Kenku et al. [6], which states that the banking sector is vulnerable to experiencing problems related to low employee organizational commitment.

The cause of low organizational commitment among banking employees is that working in a bank can create work stress for employees due to the high workload. As the employee's job stress increases, employee commitment towards the organization decreases and vice versa. Therefore, in the end, bank workers who are faced with a high workload will tend to make employees have a low commitment to the organization [2]. Furthermore, it can be concluded that the organizational commitment of employees in the Bank of North Sumatra is low.

VI. CONCLUSION

Employees with high organizational commitment are very important to the organization. The reason is that employees who have high commitment will work harder to achieve company goals and will be more responsible for their work and loyal to the company when compared to employees who do not have high organizational commitment. Therefore, having highly committed employees will make it easier for employees to achieve their goals and achieve success.

The result of this study shows that the majority of employees at the Bank of North Sumatra have low organizational commitment. Based on these findings, the Bank of North Sumatra is encouraged to take action to increase employees' organizational commitment in order to overcome the problem of low organizational commitment among its employees. A few actions that can be taken by companies to increase employee organizational commitment are providing an environment that can reduce employees' stress levels and providing coaching for employees to be able to manage work stress well.

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