

Effects of Employee Commitment, Organizational Culture, Personality and Employee Loyalty in Efforts to Change the Mental Management of Field Workers at ADIRA Finance Bandung Employees.

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*Abstract---*The results to obtain results of the study (1) Commitment, Organizational Culture, Personality, Loyalty Mental and Change Management has assessed both the Worker Field Finance PT ADIRA Bandung. (2) Obtaining Commitment study results have a positive relationship with the Cultural Organization of Field Workers at PT ADIRA Finance Bandung. (3) Obtain the results of the study of Commitment, Organizational Culture and Personality, partially and simultaneously influence on loyalty to PT ADIRA Finance Bandung. (4) Obtain the results of the study of Commitment, Organizational Culture and Personality, an effect partially or simultaneously to changes in the Field Worker Mental Manajemen PT ADIRA Finance Bandung. (5) Obtaining the results of the study of loyalty effect on Mental Manajemen changes in PT ADIRA Finance Bandung. Riset design While research causal (causal research) is to demonstrate a causal link one variable to another variable .. Given the research that is exploratory, descriptive, verification dancausal through better data collection of primary data and secondary data, this study Given the observation unit is working PT ADIRA Finance Bandung, then in determining sample study conducted by probability sampling techniques., This study will use a method of Structural Equation Modeling Based on this amount, the dissemination or distribution of the sample was divided evenly on each. Employee Commitment study results ADIRA Finance Branch Bandung declared Good, Cultural Organization in the work environment in ADIRA Finance Cab, Bandung Good, Personality Lapanagn Workers still need to be improved it self Excellence employees, this happens field field workers do not focus on work and not creative, Loyalty Finance ADIRA field workers Cab, Bandung Loyalty good, Change Management Finance ADIRA Field Worker Mental Cab, Bandung Good, Commitment Employee Relations, Organizational Culture, Personality against ADIRA Finance Employee Loyalty Cab, Bandung expressed strong, Commitment, Organizational Culture, Personality affects loyalty. Commitment, Organizational Culture no partial effect on Mental manajemen changes. While personality affects the mental management changes. Loyalty effect on Mental manajemen changes.

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I. INTRODUCTION

Today the era of globalization is marked by rapid changes in the overall condition of the economy, this has led to a demand that must be met by economic actors. One of them is, how is the organization responsive to the changes that occur. Changes are not only external but also internal to the company. External changes must also be followed by internal changes in the company, one of which is labor (Saudi, 2018). Organizations expect optimal individual performance to be able to achieve company excellence, because basically individual performance or work groups are what ultimately affect the overall progress of the company. Good performance criteria require employees to behave according to organizational expectations. This behavior does not only include the rules of work that is working according to standard, but also unwritten rules that are giving companies more than expected. This behavior tends to see employees as social beings who have the ability to empathize with others and their environment and also harmonize the values they have with the values of the surrounding environment

ADIRA Finance is responding to the increasingly fierce competition in the financing sector, especially Motorbikes and Automobiles, triggered by positive economic growth at the national and regional levels and globalization in various dimensions of life, Leasing as one type of business that develops financing and banking in Indonesia needs to emphasize the role of employees. Employees as one of the strategic resources of Leasing, the determining factor in the Financing industry and banking services prioritize for services.

The success and sustainability of the organization will be determined by the willingness of employees to behave not only in carrying out their basic tasks, but also in the desire to be 'good employees' (good citizens) in their organizations (Markoczy & Xin, 2014 Stephen, 2006). Some of the competing companies of PT ADIRA Finance in the Automotive and Leasing Financing sector in Bandung

Financing Companies in the Field of Leasing in Bandung 2019



Meanwhile in Indonesia, several studies have been conducted to determine the role of field workers and the driving factors in determining organizational performance. Ahmadi (2010) also states that all dimensions of personality (Extraversion, Friendliness, Conscientiousness of Emotional Stability and Openness to Experience) have a positive and significant influence on changes in mental management of employees. In addition to personality, organizational culture is also one of the variables that is interesting to investigate in relation to the effects on changes in mental workers

Organizational culture contains values, beliefs and principles that form the basis for an organization's management system, which will guide and strengthen the basic principles of employees at work (Martins and Coetzee, 2007). Whereas Personality or Personality comes from Latin, personality (English) also comes from persona word (Latin) which means to describe behavior, character, or personal person. This is done because there are characteristics that only a person has. Alwi et al. 2015) explain that the meaning of personality is reflected in the nature of the attitude of a person or a nation that distinguishes from other people or nations.

While personality according to Allport (Hall and Lindzey, 2015) is an organization that is dynamic in individuals as a psycho-physical system that determines unique ways of adapting to the environment. In achieving company goals, human resources have a very important role. Therefore companies must always pay attention to employee loyalty. Employees who have good commanders, a healthy organizational culture, good personality, of course, will create high employee loyalty, loyal employees will make a major contribution to the achievement of company goals.

In a company, one of the determining factors in employee loyalty is the turnover of work at PT ADIRA Finance Bandung, where the turnover in the company is very fast, sometimes employees who have just entered a month have resigned or left ADIRA, due to the responsibility for the specified target and the location outside the city as well as tight competition, the highest turnover occurs in Marketing employees. This has a big effect on the sustainability and progress of the company. A company with a high turnover rate has special challenges for the development of human resources because these events cannot be predicted. Development activities must prepare at any time a replacement employee who leaves.

There are times when employee turnover has a positive impact. But most of the employee turnover has a bad influence on the organization, both in terms of costs and in terms of loss of time to train substitute employees and opportunities to take advantage of opportunities. (Nanggoy and Harianti, 2015). Data on Number of Field Workers at PT ADIRA Finance Bandung, where from year to year, there is turn over:

Employees in PT ADIRA Finance Bandung turn over Field 2016 to 2018		
Company	Of Year	Amount Employees
PT ADIRA Finance Bandung	2016	265
PT ADIRA Finance Bandung	2017	247
PT ADIRA Finance Bandung	2018	237

Source: PT ADIRA Finance Bandung 2018

The number of employees of PT ADIRA Finance Bandung Field from 2012 to 2014, it was seen that the turnover rate at PT, ADIRA Finance Bandung experienced a significant decline from each year. healthy organizational culture, good personality for employees, so that employee loyalty is high. So that employees can make maximum contributions to the company.

Based on the description above, the authors are interested in conducting research on Employee Commitment, Organizational Culture, Personality and Employee Loyalty in an Effort to Change the Mental Management of Field Workers of ADIRA Finance Bandung Employees. This research was conducted at ADIRA Finance Bandung company and from the results of this study it can be seen which factors are very influential in the effort to Change ADIRA Finance Bandung Employees' Field Mental Management and are expected to be used as a rationale and consideration for the development of human resources for employees companies, especially Field workers ADIRA Finance Bandung employees.

II. LITERATURE REVIEW AND HYPOTHESIS

This type of organizational commitment is better known as the attitude approach to the organization. This organizational commitment has two components, namely attitude and will to behave, (Mowday, Porter and Steers)

Understanding organizational culture According to Pierce is: "Patterns of basic assumptions that are created, discovered, or developed by a particular group in their efforts to learn to deal with external adaptation and internal integration, and have been proven to be valid and therefore taught to new members as the right way to imagine, think and feel in relation to these problems".

Kurt Lewin, one of the pioneers in the field of social psychology, said that a person's behavior is a combination of the personality and environment in which the person lives for a long time. Mathematically Kurt Lewin formulated his theory into one formula:

$$B = f(P, E)$$

B : Behavior, P :Personality , E :Environment , f: Funtion

From this formula, it can be interpreted that a person's personality is an important element forming behavior. In order to be able to understand a person's behavior both in daily life and in the organization, we must first understand

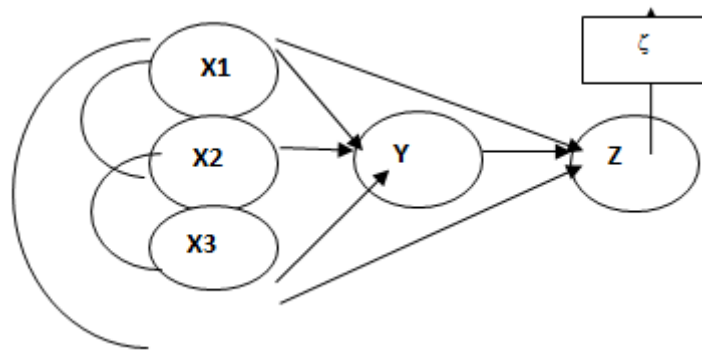
his personality. Or it can be said that it is almost impossible to understand someone's behavior if we don't understand his personality.

In this paper, the author tends to adopt the opinion of Antoncic & Antoncic (2011) who sees loyalty to the organization as a degree to which an employee feels part of the organization. Being part of the organization is higher than "staying" in the organization simply because have continuous commitment (persist because the risk faced if leaving the organization is greater). Employees remain not only because of normative commitments (they must obey because they should, according to existing norms) but loyalty must be related to affective commitment (Ross & Ali, 2015)

Dimensions of Mental Management Change: Culture, Level of Education, Respect for work, Tolerance, Transparency, Future Orientation, Heterogeneous work environment. Every change has a specific goal that can be in the form of an effort to adjust to changing environmental conditions, the existence of new regulations imposed by the government, technological advances, etc.) and efforts to improve organizational efficiency in order to achieve better conditions. M. Nur Nasution (2016),

Research Hypothesis

Based on the framework described above, a research paradigm can be made about "Efforts to Change Mental Management of Field Workers, Employees of Adira Finance Bandung Branch Through, Commitment, Organizational Culture, Personality, and Employee Loyalty"



- X_1 = Commitment (variabel laten eksogen)
- X_2 = Organizational Culture (variabel laten eksogen)
- X_3 = Personality (variabel laten eksogen)
- Y = Employee Loyalty (variabel laten endogen)
- Z = Change Mental Management (variabel laten endogen)
- ζ = Factor residu

Hypothesis 1: Commitment, Organizational Culture, Personality, Loyalty, Mental Management has been carried out well by PT ADIRA Finance Bandung Field Workers.

Hypothesis 2: Commitment has a positive relationship with the Culture of Field Workers' Organizations at PT ADIRA Finance Bandung

Hypothesis 3: Commitment, Organizational Culture and Personality, has a partial or simultaneous effect on loyalty in PT ADIRA Finance Bandung.

Hypothesis 4: Commitment, Organizational Culture and Personality, has a partial or simultaneous effect on Changes in Mental Field Manpower in PT ADIRA Finance Bandung.

Hypothesis 5: Loyalty influences changes in mental management at PT ADIRA Finance Bandung

III. METHODS

Cause and effect relationship of one variable with another variable. Given exploratory, descriptive, verificative and causal research through data collection both primary and secondary data, Considering the observation unit of this study are PT ADIRA Finance Bandung workers, in determining the research sample carried out by technique probability sampling. This technique is applied to the type of population that has a homogeneous element so that each has the same opportunity (equal chance) to be chosen as a sample. With the Simple Random Sampling sampling technique. As for the type of technique used in this study is the selection of samples in this study that is using the Simple Random Sampling method. Causal research is determining the relationship of two or more variables, namely the type of investigation that states the relationship between independent variables . This study will use the Structural Equation Modeling method. Based on these amounts, the distribution or distribution of samples is divided equally.

III.I. Findings and Argument

Hipotesis 1. ADIRA Finance Field Workers in Bandung Branch Regarding Mental Management Changes, the percentage of respondents was the lowest 19% in question P4 (Transparency in external and internal environments), this occurs because workers are not open in situations and conditions at work, especially if there are problems, while respondents' statements Field workers with the highest presentation of 18%, on all questions P1 (Level of employee education) and P2 (workers appreciate the results of work) this is evidenced by the company's policy in recruiting workers, the desired level is at least D3 and S1 graduates. And Respondents in Mental Management Change, ie all statements fulfill the criteria because they are in the interval 3.56 - 3.88 which means good with an average value of 3.44

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	0.759	0.191		3.985	0			
	X1	0.359	0.056	0.382	6.438	0	0.687	0.418	0.29
	X2	0.226	0.062	0.237	3.628	0	0.645	0.251	0.164
	X3	0.244	0.063	0.273	3.906	0	0.682	0.269	0.176

a. Variable: commitment (X1) , Organizational culture(X2), Personality (X3) dan Loyalty (Y)

Hipotesis 2 : Effect of Employee Commitment, Organizational Culture, Personality on Employee Loyalty : The calculation results obtained by the value of t test (t count) is greater than t table, after getting the results of the calculation, then determine how much to use the distribution t. The sample used is 200, so the test uses the t test with $df = n-2$ and the level of significance $(\alpha) = 5\% = 1,972$

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	1.47	1.016		1.447	0.16			
	x1	0.447	0.284	0.367	1.572	0.128	0.415	0.295	0.269
	x2	-0.199	0.217	-0.207	-0.919	0.366	0.181	-0.177	-0.157
	x3	0.392	0.274	0.309	1.433	0.164	0.409	0.271	0.245

a. Variable: commitment (X1) , Organizational culture(X2), Personality (X3)

Hipotesis 3, Effects of Employee Commitment, Organizational Culture, Personality on Changes in Mental Management of Workers . The calculation results obtained by the value of t test (t count) is smaller than t table, after getting the results of calculations, then determine the size of t by using distribution t. The sample used is 200, so the test uses the t test with $df = n-2$ and the level of significance $(\alpha) = 5\% = 1,972$

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	0.818	0.267		3.06	0.003			
	Y	0.687	0.066	0.592	10.341	0	0.592	0.592	0.592

a. Variable: Loyalitas (Y) Perubahan Manajemen Mental (Z)

Hipotesis 4. Effect of Employee Loyalty on Changes in Mental Management of Workers. The calculation results obtained by the value of t test (t count) is greater than t table, after getting the results of calculations, then determine the size of t by using distribution t. The sample used is 200, so the test uses the t test with $df = n-2$ and the level of significance $(\alpha) = 5\% = 1,972$

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	0.759	0.191		3.985	0			
	X1	0.359	0.056	0.382	6.438	0	0.687	0.418	0.29
	X2	0.226	0.062	0.237	3.628	0	0.645	0.251	0.164
	X3	0.244	0.063	0.273	3.906	0	0.682	0.269	0.176

a. Dependent Variable: Y

Hipotesis 4. In this study, the authors conducted multiple linear regression analysis to determine Commitment (X1), Organizational Culture (X2), Personality (X3) to Loyalty (Y),

IV. CONCLUSION

Research Results ADIRA Finance Bandung Branch Employees' Commitment is Good, Organizational Culture in the work environment at ADIRA Finance Cab, Bandung Good, Lapanagn Workers Personality still needs to be improved in terms of employee excellence, this happens field workers are not focused on work and are not creative, Loyalty field worker ADIRA Finance Cab, Bandung Good loyalty, Changes in the Mental Management of ADIRA Finance Cab Field Workers, Good Bandung, Relationship between Employee Commitment, Organizational Culture, Personality to ADIRA Finance Cab Employee Loyalty, Bandung declared strong, Commitment, Organizational Culture, Personality influential Loyalty. Commitment, Organizational Culture has no partial effect on Changes in Mental Management. While personality affects the change in mental management. Loyalty affects the Change in Mental Management.

The Relationship of Employee Commitment, Organizational Culture, Personality to Loyalty of ADIRA Finance Cab Employees, Bandung was declared strong. While the relationship of Employee Commitment, Organizational Culture, Personality to Mental Change is low and the relationship of loyalty to Mental Change is strong enough There is a significant effect of Employee Commitment, Organizational Culture, Personality on Employee Loyalty, Significant Influence of Employee Commitment, Organizational Culture, Personality to Mental Management Change, Significant influence of loyalty on Changes in Mental Management of Workers

Results Effect of Employee Commitment, Organizational Culture, Personality on Employee Loyalty Viewed from the level of significance of Commitment, Organizational Culture, Personality and Loyalty H_0 is rejected, and based on the results obtained from the ratio $t_{count} > t_{table}$ and $t_{count} < -t_{table}$ is H_0 rejected, This means that Commitment, Organizational Culture, Personality influences Loyalty. Commitment, Organizational Culture has no partial effect on Changes in Mental Management. While personality affects the change in mental management. Loyalty affects the Change in Mental Management.

Analysis of Multiple Linear Regression Multiple Linear Regression Analysis can be concluded that field workers by increasing commitment, organizational culture and personality change employee loyalty better or higher. On Changes in Mental Management of field workers by increasing commitment, organizational culture and personality change employee mental management for the better. Loyalty of field workers does not increase changes in workers' mental management for the better

V. SUGGESTION

1. Conduct guidance or assistance in advance so that the theory or product knowledge of marketing strategies and techniques that are taught in accordance with what is expected, is added by providing mental education in a spiritual way by holding a spiritual shower or forming militant mentality with military methods. conditions or challenges in the field, employers must be able to create an atmosphere that is harmonious work that is done formally and informally such as. Hold a joint tour, or outbone to create togetherness, and apply appropriate rewards and punishments
2. Suggestions that must be done by the company must provide a clear job desk so that workers in doing their work in accordance with a good workflow and directed, Provide explanations about the consequences, in depth, firmly regarding when doing deviations or abuse of authority so that employees who will do deviations will consider the impact or consequences and Control, or supervision by management must be improved and run consistently
3. Field workers are not focused on work and are not creative, suggestions for increasing effectiveness, focus and creativity in doing work should management must provide effective and focused training or work training, so that understanding can be realized must be directed by leaders and supervisors according to work which will be done as an example of making work with priority scale showroom mapping as partners who have a large market or stock unit and have good quality units so that orders can be clear and easy and to increase creativity should management provide flexibility for improvement and self analysis and results are discussed
4. Transparency in the external and internal environment, this occurs because workers are not open in situations and conditions at work, especially if there is a problem suggestion for this problem management must immediately take concrete steps by embracing or creating an open working atmosphere by holding briefing each morning, weekly or monthly work evaluation, as well as giving direction and suggestions for either the shortcomings or excesses of work to employees so that they feel noticed, to provide a deterrent effect to employees who do not have the motivation to change positive mentality so firmly as giving rewards both to employees who have good and productive achievements and provide punishments to employees who have bad achievements or take actions that are not in accordance with the rules or violate applicable norms of legal norms,
5. Employee loyalty Want to sacrifice personal interests for the organization, this happens because of a lack of ownership of the company, advice to foster loyalty and a sense of belonging to the company, management must conduct socially oriented activities both for the families of employees and the surrounding community. adequate health facilities (insurance) education allowances for children or employees themselves, other housing and accommodation benefits, and for the social community around them by providing scholarships, free health insurance, providing home improvement funds for the poor, this will bring a positive impact both for employees, families of employees so that there will arise a sense of love, a sense of belonging and pride, and high loyalty

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