



## EFFECT OF EDUCATION, TRAINING, MOTIVATION AND WORK SATISFACTION ON BANKING ORGANIZATION COMMITMENTS

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### ABSTRACT

*This study aims to reveal: 1) the effect of education and training (training) on organizational commitment to banking, 2) the influence of work motivation on organizational commitment to banking, and 3) the effect of job satisfaction on banking organizational commitment. The study population was employees of PT. Bank Perkreditan Rakyat (BPR) Rangkiang Aur Denai, the office of the Bukittinggi City working area and the Payakumbuh City working area. With the number of bank offices 8 (eight) offices and the number of employees 63 people and all have attended education and training. The sample was taken using proportionate random sampling technique using the Slovin formula, so the size of the sample in this study were 54 samples divided into several sections in the offices of PT. Bank Rangkiang Denai. The analytical tool used is multiple linear regression using the SPSS (Statistical Package For Social Science) program. The results of this study are: 1) training has a significant and positive effect on organizational commitment at PT. Bank Rangkiang Denai. 2) Work motivation has a significant and positive effect on organizational commitment at PT. Bank Rangkiang Aur Denai. 3) Job satisfaction has a significant and positive effect on organizational commitment at PT. Bank Rangkiang Aur Denai.*

**Keywords:** *Organizational commitment, education, motivation and job satisfaction of bank employees*

### ABSTRAK

*Penelitian ini bertujuan untuk mengungkap : 1) pengaruh pendidikan dan pelatihan (diklat) terhadap komitmen organisasi pada perbankan, 2) pengaruh motivasi kerja terhadap komitmen organisasi pada perbankan, dan 3) pengaruh kepuasan kerja terhadap komitmen organisasi perbankan. Populasi penelitian adalah karyawan PT. Bank Perkreditan Rakyat (BPR) Rangkiang Aur Denai, kantor wilayah kerja Kota Bukittinggi dan wilayah kerja Kota Payakumbuh. Dengan jumlah kantor bank 8 (delapan) kantor serta jumlah karyawan 63 orang dan semua telah mengikuti pendidikan dan pelatihan. Penarikan sampel penelitian digunakan teknik proportionate random sampling dengan menggunakan rumus slovin, maka besarnya sampel pada penelitian ini sebanyak 54 orang sampel yang dibagi atas beberapa bagian yang ada di kantor-kantor PT. Bank Rangkiang Aur Denai. Alat analisis yang digunakan adalah regresi linier berganda dengan menggunakan program SPSS (Statistical Package For Social Science). Hasil penelitian ini adalah: 1) diklat berpengaruh signifikan dan positif terhadap komitmen organisasi pada PT. Bank Rangkiang Aur Denai. 2) Motivasi kerja berpengaruh signifikan dan positif terhadap komitmen organisasi pada PT. Bank Rangkiang Aur Denai. 3) Kepuasan kerja berpengaruh signifikan dan positif terhadap komitmen organisasi pada PT. Bank Rangkiang Aur Denai.*



***Kata kunci : Komitmen organisasi, pendidikan, motivasi dan kepuasan kerja karyawan bank***

## **PRELIMINARY**

The quality of human resources is one of the keys to the success of banking development which includes the goals of development, it can be realized considering that humans are both subject and object in development, in accordance with the economic policies of the West Sumatra regional government including improving and empowering the micro business sector and creating jobs (Yatim, 2017).

To create sacrificed Human Resources (HR) is expensive, to educate and train so that they can be productive and committed to their organizations (Agussalim, 2019), and this is also supported by the Financial Services Authority regulation No.47 / POJK.03.2017, Article 2 where the Rural Bank is required to provide education and training costs of at least 5% of the previous year's human resources.

Where the purpose of education and training is preformance in order to improve the ability of HR in carrying out their obligations in banking. One of the training and development of human resources is to provide competent human resources and have a basic attitude in accordance with company culture, meet the requirements of current and future positions, and meet the requirements of professional expertise (Arunde, Sondakh, & Wangke, 2019).

HR development is directed to be able and have a work ethic that is productive, creative, innovative, disciplined and professional or in other words wants to be observer or wants to do good for the organization that is beneficial, in carrying out work based on 3 (three) dimensions of knowing, hoping and doing (Tasmara, 2002).

The sacrificed human resources will have a commitment and work in totality and devote all their thoughts of energy and time, if what they expect in the workplace is

obtained, whether the financial form, position, work standards and others they expect to obtain.

The information age is unusually rapid and this era of globalization is undergoing very fundamental changes in various fields of life and as a result of globalization, including in the banking world which must be prepared with technology and human resources must be able to adjust to maintain bank growth, and for this it is not easy to expensive education and training (Gufron, 2016), but banks must also carry out according to the applicable Financial Services Authority (OJK) regulations.

Changes in the banking paradigm, renewal of the institutional system, enhancement of HR competencies in banking operations as well as relations between all units in the banking sector must be implemented well (good governance) as set forth in OJK Regulation No.4 / POJK.03 / 2015 concerning governance for People's Credit Banks. For this reason, improving HR management by optimizing all factors that support the improvement of work productivity at PT. Bank Rangkiang Aur Denai.

In accordance with the work environment of PT. Bank Rangkiang Aur Denai both the Bukittinggi City working area and the Payakumbuh City working area which have just carried out this initial merger in 2019, it is necessary to carry out an organizational commitment for each of its employees to achieve the bank's vision and mission in order to realize the success of achieving the target of Bank Rangkiang Aur in the future, in Angel and Perry (1981), Porter et. Al (1974) found that strong organizational commitment will encourage individuals to strive to achieve organizational goals. In Randall (1990) high organizational commitment will increase



high performance as well (Yuniarti & Satya, 2019).

PT. Bank Rangkiang Aur Denai now, there are still many staff and employees who do not have a high commitment to carry out their duties and responsibilities, it is seen by the large number of employees who do not understand their main duties and responsibilities at work so that employees work not in accordance with Operational Standards Procedure (SOP) that has been established by PT. Bang Rangkiang Aur Denai. Other problems at PT. Bank Rangkiang Aur Denai the tendency of not utilizing work time so that work is done in an urgent time and there is no work effectiveness or time, so there will be a high cost and profitability of the bank will not be maximized.

The problems that occur above at PT. Bank Rangkiang Aur Denai will result in the work plan and budget not being reached, because organizational commitment with employee work commitments is not in line. Organizational commitment is a loyal loyalty to the organization, which implies an active employee relationship with the organization, where if employees have a high commitment to the organization will also increase performance and the success of the organization where they work (Yuniarti & Satya, 2019). And conversely, if the commitment to the organization is low will cause individuals to underperform, because it will be difficult to achieve success in work (Rudiyanto, Susyanti, & ABS, 2019).

Where banking performance is judged by how banks not only achieve asset growth, but how bank services to customers and overall organizational activities can be measured later in financial aspects (Nasfi, Iska, Nofrivul, & Antoni, 2019). The relationship between commitment and performance has been stated that employee commitment to the organization has a positive relationship with performance,

regardless of employee commitment to the organization, performance will deteriorate and ultimately become a waste of (Benkhoff, 1997).

Based on the description above, researchers see the phenomenon of organizational commitment in PT. Bank Rangkiang Aur Denai about understanding the duties and responsibilities of employees in working in accordance with the Standard Operating Procedure (SOP) No.027 / DIR / BPR.RA / IX / 2018 that has been determined, it is caused by the level of education and training is still low or lacking. Therefore, training and education (education and training) are needed which will improve the ability, skills of employees in carrying out their duties and other problems, so that later there will be no laziness, wasting time and working on jobs in a hurry and urgently.

### Literature review

In Meyer and Allen (1991) organizational commitment is divided into three indicators (Soekidjan, 2009) :

- a) *Affective commitment*, relating to desires emotionally bound to the organization, identification and involvement based on the same values.
- b) *Continuance Commitment*, Commitment is based on an awareness of the costs to be borne if you do not join the organization. Here also based on the absence of other alternatives.
- c) *Normative Commitment*, commitment based on the obligation to remain in the organization because it feels indebted.

In Robbins and Coulter (2010), employee commitment is a condition where an employee sides with the organization and its goals, so that employees maintain membership in the organization (Tumigolung, Sepang, & Hasan, 2019). Where organizational commitment is influenced by organizational culture, behavior and motivation in oneself which will have an impact on performance in the



company's organization (Tumigolung et al., 2019).

Based on the explanation above, it can be concluded that organizational commitment is the desire of employees to feel needed or feel bound to their organizations and wish to achieve organizational goals together.

But it must be noted also the factors that influence organizational commitment, including job satisfaction in the banking organization itself, which in (Bangun.2012) says job satisfaction is a generalization of employee attitudes towards work, where the attitude reflects the joy towards work and expectations in work (Hendri, 2019).

Another thing that affects organizational commitment at PT. Bank Rangkiang Aur Denai to achieve its goals is the motivation of employees at work. Where motivation is a series of desires from within and outside oneself that directs the aim or allows someone to act towards the desired goal (Akdemir, 2019). Another opinion said, motivation is an ability possessed to be willing to work successfully, so that employees' desires and organizational goals are achieved (Flippo, 2005).

Every person who works expects satisfaction in his place of work, where job satisfaction is an individual thing, because each individual will have a different level of satisfaction (Hendri, 2019).

Davis and Newstrom describe "job satisfaction is a set of employees' feelings about whether or not their work is fun (Davis & Newstrom, 1985)". According to Robbins job satisfaction is "a general attitude towards one's work that shows the difference between the amount of appreciation received by workers and the amount they believe they should receive" (M. Robbins, 2003).

Thus job satisfaction is a positive response from employees towards their

work and shows the difference between the rewards they receive from other employees.

Robbins & Judge defines job satisfaction as a positive feeling at a job, which is the impact or evaluation results of various aspects of the job. Job satisfaction is an assessment and attitude of a person or employee towards his work and relates to the work environment, type of work, relationships between coworkers, and social relations at work. In a simple job satisfaction or job satisfaction (S. P. Robbins & Judge, 2011).

Thus several factors can influence job satisfaction among them (Shidiq, Budiarto, & Prasetyo, 2019) ; 1) received income (salary), 2) position, 3) work itself, 4) work environment, and 5) work rules and procedures. All of these factors can affect employee satisfaction at work.

### Conceptual Framework

1. Effect of education and training programs on organizational commitment.

Education and training need to be given to new employees as well as experienced employees. New employees introduce how to work according to their job descriptions, while old employees are used to increase their knowledge, so productivity is achieved at work. Organizational commitment is a condition where a person or employee sides with the organization to achieve the goals and desires of the organization or company (Rahmawati & Juwita, 2019).

2. Effect of Work Motivation on Organizational Commitment.

Factors that influence Organizational Commitment are Work Motivation. Hersey in Musparni (2011) states that one of the factors that influence organizational commitment is work motivation which is a driving force that includes encouragement, reasons and wishes that arise in a person that causes



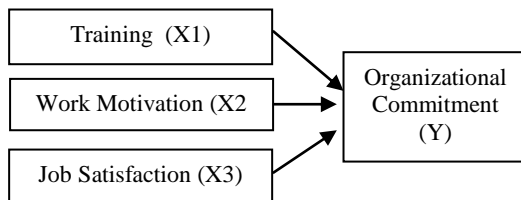


him to do something, for example an employee who receives a salary, rewards in accordance with educational qualifications they have, their work commitments will increase.

3. Effect of Job Satisfaction on Organizational Commitment.

According to Umar (2016), job satisfaction is a reflection of employees' feelings towards their work that are seen in a positive attitude towards work and the environment (Shidiq et al., 2019).

**Research conceptual framework**



**Research Hypothesis**

Based on the description in the background, theoretical study and conceptual framework above, it can be concluded the following hypothesis:

1. Suspected education and training of employees of PT. Bank Rangkiang Aur Denai has a positive and significant effect on Organizational Commitment at PT. Bank Rangkiang Aur Denai.
2. It is suspected that work motivation has a positive and significant effect on Organizational Commitment at PT. Bank Rangkiang Aur Denai.
3. It is suspected that job satisfaction has a positive and significant effect on Organizational Commitment at PT. Bank Rangkiang Aur.

**RESEARCH METHODS**

The scope of this research was conducted at PT. Bank Rangkiang Denai Aur, to test the effect of education and training, work motivation and job satisfaction on organizational commitment. The object of research is all employees in the bank offices of Bukittinggi and Payakumbuh working areas with a total of 63 bank employees.

The sampling technique in this study is the *proportionate random sampling technique* (Fernandes, 2018) by using the *Slovin formula* (Susmiati & Sudarma, 2015) so the sample in this study was 54 people.

**RESULTS AND DISCUSSION**

**1. Distribution of Research Variables**

**a. Organizational Commitment**

The distribution of organizational commitment variables consists of 3 (three) indicators of organizational commitment at PT. Bank Rangkiang Aur Denai shows the percentage value in either category. Can be seen from the score of respondents' achievement level (TCR), affective commitment of 85.78, continuous commitment of 86.48 and normative commitment of 88.15.

The lowest percentage indicator is the indicator of affective commitment of 85.78 with a good category. Means that the affective commitments owned by employees of PT. Bank Rangkiang Aur Denai is good, where employees already feel the problems that occur at PT. Bank Rangkiang Aur Denai, has a very large meaning, understand the vision and mission set and work according to the vision and mission, go the extra mile to succeed and accept all kinds assignment to keep working with PT. Bank Rangkiang Aur Denai.

Of the 9 (nine) sub-indicators asked by respondents about organizational commitment, it was found that the lowest sub-indicator was to feel the problems that occurred at PT Bank Rangkiang Aur Denai with a score of the level of achievement of respondents (TCR) of 80.37 with a good category, things this means that the commitment of PT Bank Rangkiang Aur Denai employees to feel the problems that occur at PT Bank Rangkiang Aur Denai must be improved.

**b. Education and Training**

Education and training (education and training) are independent variables, which are measured using 4 training indicators at



PT Bank Rangkiang Aur Denai showing the percentage value in either category. Can be seen from the score of respondents' achievement level (TCR), knowledge of 88.15, thinking ability of 83.21, attitude of 82.22 and skills of 82.96.

The lowest percentage indicator is attitude indicator 82.22 with good category. Means that the attitude of the employees of PT Bank Rangkiang Aur Denai is already good, where employees have full trust, more confidence, better and get support and positive responses in the work environment after attending training.

Of the 8 (eight) sub-indicators asked by respondents about education and training, it was found that the lowest sub-indicator was getting better understanding after attending training with a score of 80.74 respondents' achievement level (TCR) with good category, this means that employees who had participated education and training will increasingly understand the work must continue to be improved.

#### **c. Work Motivation**

Work motivation is an independent variable, which is measured using 5 (five) indicators of work motivation at PT. Bank Rangkiang Aur Denai shows that 4 (four) indicators in the good category, can be seen from the score of respondents' achievement level (TCR), goal-oriented 80.74, likes a challenging job of 82.96, responsible for 85.19 and dare to take a risk of 82.22, while 1 (one) indicator in the category is good enough that is creative and innovative with a score of respondents' achievement level (TCR) amounted to 78.52.

The lowest percentage indicator is a creative and innovative indicator of 78.52, this means that the work motivation of employees to work creatively and innovatively at PT. Bank Rangkiang Aur Denai is quite good, work motivation for creative and innovative employees must be increased.

Of the 6 (six) sub-indicators asked by respondents about work motivation, it was

found that the lowest sub-indicator was working according to the work standards set by PT. Bank Rangkiang Aur Denai with a score of respondents' achievement level (TCR) of 78.52 with quite good category and trying to find new and innovative ways to overcome difficulties in work with a score of respondents' achievement level (TCR) of 78.52 with a fairly good category. this means that employees' work motivation to work according to the work standards set by PT Bank Rangkiang Aur Denai and trying to find new and innovative ways to overcome difficulties in work must continue to be improved.

#### **d. Job satisfaction**

Job satisfaction is an independent variable, which is measured using 2 (two) indicators of job satisfaction at PT. Bank Rangkiang Aur Denai shows the percentage value in either category. Can be seen from the score of respondents' achievement level (TCR), the personal relationship of the individual to the work environment by 83.52 and the work itself by 82.96.

The lowest percentage indicator is an indicator of job satisfaction with the work itself at 82.90 with a good category. Means that job satisfaction owned by employees of PT Bank Rangkiang Aur Denai is good, where employees are satisfied with the salary received in accordance with the burden and responsibilities and the work done as well as the field of science and skills.

From the 4 (four) sub-indicators asked by respondents about job satisfaction, it is found that the lowest sub-indicator is the salary received in accordance with the burden and responsibility with a score of respondent achievement level (TCR) of 82.59 with a good category, this means that salaries received in accordance with employee burdens and responsibilities must continue to be increased.

### **2. Classical Assumption Test Results**

#### **a. Normality test**



Normality test is done with the intention of checking whether the data is normally distributed or not.

**Summary of Normality Test for Research variables One-Sample Kolmogorov-Smirnov Test**

	Training X1	Work Motivation X2	Job Satisfaction X3	Organizational Commitment Y
N	54	54	54	54
Kolmogorov-Smirnov Z	1,039	1,103	2,800	,709
Asymp. Sig. (2-tailed)	,230	,175	,067	,696

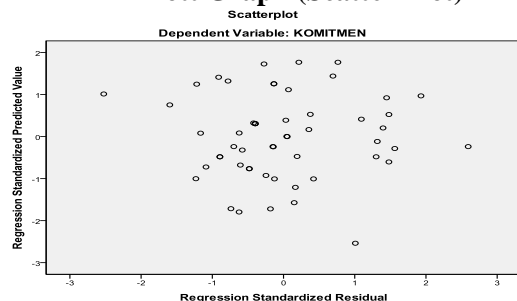
a Test distribution is Normal. b Calculated from data.

From the table description it is known that the Asym.Sig (2-tailed) value for the Training and Education variable (X1) is 0.230, Work Motivation (X2) is 0.175 and job satisfaction (X3) is 0.067, while organizational commitment (Y) is 0.696. It can be concluded that the Asym.Sig (2-tailed) value of all research variables is greater than the significant level used in this study (= 0.05). It can be concluded that all research variables are normally distributed, meaning that regression analysis can be carried out because the data are normally distributed.

**b. Heteroscedasticity Test**

The purpose of heteroscedasticity test is to detect the presence or absence of heteroscedasticity by looking at the level of significance of the results of regression of absolute residual values (Aji, 2016).

**Plott Graph (Scatter Plot)**



In the plot graph (Scatter plot), this study does not have a clear pattern, where the point spreads above and below the number 0 (zero) on the Y axis, it can be concluded that there is no heteroscedasticity.

**c. Multicollinearity Test**

Multicollinearity testing is performed to determine whether the independent variables have a relationship with each other.

**Hasil Uji Multikolinearitas**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Training	,550	1,550
	Work Motivation	,467	2,140
	Job Satisfaction	,632	1,582

a. Dependent Variable: Organizational Commitment

Based on the results of the processed data as seen in the description of the table that the tolerance value of Collinearity Statistics is close to 1 (one) and the value of VIF (Variance Inflation Factor) for all independent variables below 10 (ten). This shows that there are no cases of multicollinearity among fellow independent variables. It can be concluded that the data from this study can be processed by multiple linear regression because there are no cases of multicollinearity between fellow independent variables.

**3. Research Analysis Results**

Based on the research method, the data analysis used is multiple linear regression analysis. Data obtained through this study was processed with the help of the SPSS program version 19.00, to see the effect of education and training (X1), work motivation (X2), and job satisfaction (X3) on organizational commitment (Y) at PT Bank Rangkiang Aur Denai. The results of multiple linear regression analysts from the study are as follows:

**Research Analysis Results**

No	Variabel	Koefisien Regresi	t	Sig.
	(Constant)	6,030	1,908	,062
1	Training	,644	6,234	,000
2	Work Motivation	,109	2,672	,044
3	Job Satisfaction	,524	3,151	,003

a. Dependent Variable: Organizational Commitment

From the results of data processing for multiple linear regression analysis as seen in the table of the regression coefficient values of each research variable that can be



substituted into the multiple regression equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 6,030 + 0,644 X_1 + 0,109 X_2 + 0,524 X_3$$

The coefficient values that are substituted into the equation above can be interpreted as follows:

- 1) Constant value of 6.030, this shows that If there is no training (X1), work motivation (X2), and job satisfaction (X3), then the value of organizational commitment (Y) is 6.030.
- 2) The regression coefficient of training (X1) of 0.644 which is positive indicates that the higher training (X1) will increase organizational commitment (Y) of 0.644 in each unit assuming the other variables do not change (ceteris paribus).
- 3) Regression coefficient of work motivation (X2), amounting to 0.109 which is positive, indicates that with higher work motivation (X2) will increase organizational commitment (Y) by 0.109 in each unit assuming other variables do not change (ceteris paribus).
- 4) The regression coefficient of job satisfaction (X3) of 0.524 which is positive, indicates that the higher job satisfaction (X3) will increase organizational commitment (Y) by 0.524 in each unit assuming the other variables do not change (ceteris paribus).

#### a. Hypothesis testing

Hypothesis testing aims to see the significant effect of the independent variables on the dependent variable and see the variables that have a dominant influence on the dependent variable

**The first hypothesis (H1):** education and training (X1) significantly influence organizational commitment (Y) at PT. Bank Rangkiang Aur Denai. The significance value of the training variable (X1) is 0,000. If the significance value is compared with the significant

level used in this study ( $= 0.05$ ), then it is proven that the significant value is smaller than the significant level used ( $0,000 < 0.05$ ). Means that there is a significant and positive influence on training (X1) on organizational commitment (Y) at PT. Bank Rangkiang Aur Denai.

**Hypothesis Two (H2):** work motivation (X2) has a significant effect on organizational commitment (Y) at PT. Bank Rangkiang Aur Denai. The significance value of the work motivation variable (X2) is 0.044. If the significance value is compared with the significant level used in this study ( $= 0.05$ ), then it is proven that the significance value is smaller than the significant level used ( $0.044 < 0.05$ ). This means that there is a significant and positive influence of work motivation (X2) on organizational commitment (Y) at PT. Bank Rangkiang Aur Denai.

**Hypothesis Three (H3):** job satisfaction (X3) has a significant effect on organizational commitment (Y) at PT. Bank Rangkiang Aur Denai. The significance value of the variable job satisfaction (X3) is 0.003. If the significance value is compared with the significant level used in this study ( $= 0.05$ ) then it is proven that the significance value is smaller than the significant level used ( $0.003 < 0.05$ ). This means that there is a significant and positive influence on job satisfaction (X3) on organizational commitment (Y) at PT. Bank Rangkiang Aur Denai.

#### b. Test model

The Model Test is intended to test whether the regression model is suitable or not. As shown in the following table:

#### Model Anona Test / Test Results





Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	374,386	3	124,795	37,555	,000 <sup>a</sup>
	Residual	166,151	50	3,323		
	Total	540,537	53			

From the Test table / Anovad Test table it is known that the F value is 37.555 with  $\alpha$  0,000, it can be interpreted that the regression model can be used.

### c. Coefficient of determination R<sup>2</sup>

The coefficient of determination R<sup>2</sup> is to find out how much the independent variable can explain the dependent variable. This can be seen in the following table:

Results The coefficient of determination R<sup>2</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,832 <sup>a</sup>	,693	,674	1,82292

Based on the table above it can be seen that the value of R Square is 0.693, it can be concluded that the value of R Square approaches the number 1 (one), then the relationship between training variables (X1), work motivation (X2), and job satisfaction (X3) with commitment variables the organization (Y) is getting stronger.

## d. DISCUSSION

### 1. The effect of education and training on organizational commitment at PT. Bank Rangkiang Aur Denai.

Based on the results of hypothesis testing it is known that the education and training of PT. Bank Rangkiang Aur Denai has a significant and positive effect on the commitment of bank organizations. Research findings prove that employees who have participated in training will increase their organizational commitment, because training that has been followed will increase employees' knowledge, thinking abilities, attitudes and skills, this can be seen in the results of respondents'

achievement scores (TCR) in the good category.

From the multiple linear regression analysis, it was found that the regression coefficient value of the training variable (X1) was 0.644 with a significance value of 0,000. If the significance value is compared to the significant level used in this study (= 0.05), it is evident that the significance value is smaller than the significant level used (0,000 < 0.05). From the regression coefficient it is known that the influence of education and training with an organizational commitment of 0.0644 is positive, which indicates that an increase in education and training (X1) will increase organizational commitment (Y) by 0.0644.

Based on the results of the processed data as shown in the Table information that the tolerance value of Collinearity Statistics is close to 1 (one) and the VIF (Variance Inflation Factor) for all independent variables below 10 (ten). This shows that there are no cases of multicollinearity among fellow independent variables. Therefore, it can be concluded that the data from this study can be processed by multiple linear regression because there are no cases of multicollinearity among fellow independent variables.

Organizational commitment is influenced by personal opportunities to develop and employees must have the desire and willingness to develop themselves by taking advantage of existing opportunities to develop careers and the education and training provided by the company (Sopiah, 2008).

### 2. The influence of work motivation on organizational commitment at PT. Bank Rangkiang Aur Denai.

Based on the results of hypothesis testing it is known that work motivation has a significant and positive effect on organizational commitment at PT. Bank Rangkiang Aur Denai. The findings of this study prove that employee work motivation is oriented towards goals, likes challenging



work, is responsible, is willing to take risks and the ability to work creatively and innovatively will increase employee organizational commitment.

From the multiple linear regression analysis, it was found that the regression coefficient of work motivation (X2) was 0.109 with a significance value of 0.044. If the significance value is compared to the significant level used in this study ( $= 0.05$ ), then the significance value is proved to be smaller than the significant level used ( $0.044 < 0.05$ ). From the regression coefficient it is known that the influence of work motivation with organizational commitment of 0.0109 is positive, which indicates that an increase in work motivation (X2) will increase organizational commitment (Y) by 0.0109.

### **3. The influence of work motivation on organizational commitment at PT. Bank Rangkiang Aur Denai.**

Based on the results of hypothesis testing it is known that job satisfaction has a significant and positive effect on organizational commitment at PT. Bank Rangkiang Aur Denai. The findings of this study prove that employees who have job satisfaction will increase employee organizational commitment, job satisfaction includes individual personal relationships with the work environment and satisfaction with work itself, this can be seen in the results of the score level of respondents (TCR) in the good category.

From the multiple linear regression analysis it was found that the regression coefficient value of job satisfaction variable (X3) was 0.524 with a significance value of 0.003. If the significance value is compared with the significant level used in this study ( $= 0.05$ ), it is evident that the significance value is smaller than the significant level used ( $0.003 < 0.05$ ). From the regression coefficient it is known that the effect of job satisfaction with organizational commitment of 0.0524 is positive, which indicates that an increase in job satisfaction

(X3) will increase organizational commitment (Y) by 0.0524.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **a. Conclusion**

Based on the research findings and discussion, then in this study several conclusions can be drawn including;

1. Variable organizational commitment at PT Bank Rangkiang Aur Denai in good condition. Can be seen from the score of respondent achievement level (TCR) Affective commitment of 85.78 good category, continuous commitment of 86.48 good category and normative commitment of 88.15 good category. The training variable at PT Bank Rangkiang Aur Denai is in good condition. Seen from the score of respondents' achievement level (TCR) knowledge of 88.15 good categories, thinking abilities of 83.21, attitudes of 82.22 good categories and skills of 82.96, good categories. Work motivation variable at PT. Bank Rangkiang Aur Denai is in good condition and good enough. It can be seen from the score of the respondents' achievement level (TCR) oriented toward the goal of 80.74 good categories, like challenging jobs at 82.96 good categories, responsible for 85.19 good categories, risk-taking at 82.22 good categories and creative and innovative at 78.52, the category is quite good. Job satisfaction variable at PT. Bank Rangkiang Aur Denai in good condition. It can be seen from the score of the level of respondents' achievement (TCR) personal relationship with the work environment of 83.52 good categories and the work itself is 82.96 good categories.
2. Variable organizational commitment has 3 (three) indicators, namely Affective commitment, continuous commitment and normative commitment, based on the score of respondents' achievement



level (TCR), the indicator that has the highest average score is a normative commitment of 88.15 which can be interpreted that the commitment to spend a career in PT. Bank Rangkiang Aur Denai proudly that PT. Bank Rangkiang Aur Denai is a good organization in the excellent category. The training variable has 4 (four) indicators, namely knowledge, thinking ability, attitude and skills, based on the score of the respondent's achievement level (TCR), the indicator that has the highest average score is knowledge 88.15 which can be interpreted that the employee's knowledge increases after attending the training in the good category, work motivation variable has 5 (five) indicators which are goal-oriented, like work, responsible, risk-taking and creative or innovative, the indicator that has the highest average score is responsible for 85.19 which can be interpreted that the work motivation of bank employees to try to work in accordance with the main tasks and functions of the job in both categories and job satisfaction variables have 2 (two) indicators, namely the individual's personal relationship to the work environment and work itself, the indicator that has the highest average score is the relationship personal to the environment to the rate of 83.52 can be interpreted that employee job satisfaction is due to the harmonious working relationship and work environment and the support and trust given by the leadership in the good category.

#### **b. Suggestion**

Based on the results of the study, to improve organizational commitment at PT. Bank Rangkiang Aur Denai, it is recommended to the leadership;

1. Effective education and training to improve employees' thinking abilities so that employees increasingly understand

their basic duties and responsibilities and work in accordance with the Standard Operational Procedures (SOP) set by PT. Rangkiang Aur Denai Bank after they attended education and training. Providing opportunities for employees to take part in training and training in order to increase their ability and work productivity in accordance with the OJK budget and Regulation No.47 / POJK.03.2017 Article 2.

2. Increasing employee job satisfaction by increasing individual personal relationships to a harmonious work environment and fostering satisfaction with work carried out by employees, whether the salary received by employees must be in accordance with the burden and responsibilities of employees and work as well as employee knowledge and skills.
3. Increase work motivation by providing understanding to employees to work oriented to work plans and goals set by PT Bank Rangkiang Aur Denai, by motivating employees to be creative and innovative, and be able to overcome difficulties in the work.

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