

## Abstrak

Pertumbuhan fundamental dalam lingkungan bisnis telah mengakibatkan perubahan dramatis pada sifat-sifat penting sistem sumber daya manusia (SDM) hal itu menunjukkan bahwa semakin pentingnya SDM bagi bisnis. Pesatnya perkembangan teknologi, pergeseran demografi, fluktuasi ekonomi, dan kondisi dinamis menyebabkan lingkungan bisnis menjadi penuh ketidakpastian, semakin kompleks, dan cepat berubah. Untuk menghadapi kondisi tersebut, setiap organisasi dituntut untuk segera beradaptasi dengan perubahan lingkungan yang semakin kompetitif melalui pertumbuhan organisasi. Berbagai instansi baik pemerintah dan swasta mau atau tidak mau dituntut agar bisa meningkatkan kinerjanya. PT Bank BCA Kanwil III Surabaya merupakan perusahaan swasta nasional yang bergerak di bidang perbankan. Untuk dapat bertahan dalam persaingan, setiap perusahaan jasa perlu untuk meningkatkan *Service Orientation*, *Job Satisfaction* dan *Organizational Commitment* terhadap *Intention of Leaving*. Dalam hal ini karena semakin banyak nya tingkat *turnover*, maka perusahaan penting untuk menurunkan intensitas karyawan meninggalkan perusahaan. Tujuan dari penelitian ini adalah untuk menguji hubungan antara orientasi layanan karyawan (fokus pelanggan, dukungan organisasi, dan layanan di bawah tekanan) dan kepuasan kerja karyawan, komitmen organisasi, dan keinginan karyawan untuk pergi. Untuk tujuan ini, penulis mengembangkan pemodelan persamaan struktural. Metode sampel yang digunakan pada penelitian ini yaitu *probability sampling*, dimana karyawan yang bekerja di PT Bank BCA Kanwil III Surabaya bagian frontliner atau bagian yang melayani langsung nasabah BCA. Responden dari penelitian ini berjumlah 30 karyawan. Untuk pengolahan dan penganalisaan data dalam penelitian ini yaitu dengan menggunakan SPSS sebagai software untuk mengolah data. Hasil analisis menunjukkan bahwa Statistical Product and Service Solutions (SPSS) dengan software 22.0 sebagai software untuk mengolah data kuesioner.

Nilai koefisien regresi dari *Customer Service Under Pressure* terhadap *Job Satisfaction* adalah 0,104 yang artinya positif dan berpengaruh.

Nilai koefisien antara variabel *Customer Focus* terhadap *Job Satisfaction* sebesar 0.161 berpengaruh dan signifikan terhadap variabel *Satisfaction*. Nilai koefisien antara variabel *Organizational Support* terhadap *Job Satisfaction* sebesar -0.539

berpengaruh negatif dan tidak signifikan terhadap variabel *Job Satisfaction*. Nilai koefisien regresi dari *Customer Service Under Pressure* terhadap *Organizational Commitment* adalah -0,092 yang artinya berpengaruh negatif dan tidak signifikan. Nilai koefisien antara variabel *Customer Focus* terhadap *Organizational Commitment* sebesar 0.484 berpengaruh dan tidak signifikan terhadap variabel *Organizational Commitment*. Nilai koefisien antara variabel *Organizational Support* terhadap *Organizational Commitment* sebesar -0.063 berpengaruh negatif dan signifikan terhadap variabel *Organizational Commitment*. Nilai koefisien regresi antara variabel *Job Satisfaction* terhadap *Organizational Commitment* sebesar 0.289 berpengaruh positif dan tidak signifikan terhadap variabel *Organizational Commitment*. Nilai koefisien regresi antara variabel *Job Satisfaction* terhadap *Intention of Leaving* sebesar -0,369 berpengaruh negatif dan signifikan terhadap variabel *Intention of Leaving*. Nilai koefisien regresi antara variabel *Organizational Commitment* terhadap *Intention of Leaving* sebesar -0.247 berpengaruh negatif dan tidak signifikan terhadap variabel *Intention of Leaving*

Kata Kunci : *Intention of Leaving, Customer Focus, Organizational Commitment, Organizational Support, Job Satisfaction dan Customer Service Under Pressure*

## **Abstract**

Fundamental growth in the business environment has resulted in a dramatic change in the essential characteristics of the human resource system (HR), which shows that the importance of human resources to business is increasing. The rapid development of technology, demographic shifts, economic fluctuations, and dynamic conditions cause the business environment to become full of uncertainties, increasingly complex, and rapidly changing. To deal with these conditions, every organization is required to immediately adapt to increasingly competitive environmental changes through organizational growth. Various government and private agencies are willing or unwilling to be prosecuted in order to improve their performance. PT Bank BCA Regional Office III Surabaya is a national private company engaged in banking. To be able to survive in competition, every service company needs to increase Service Orientation, Job Satisfaction and Organizational Commitment to Intention of Leaving. In this case because the more the turnover rate, the company is important to reduce the intensity of employees leaving the company. The purpose of this study was to examine the relationship between employee service orientation (customer focus, organizational support, and service under pressure) and employee job satisfaction, organizational commitment, and employee desire to leave. For this purpose, the authors developed structural equation modeling. The sample method used in this study was probability sampling, where employees worked at PT Bank BCA Regional Office III in Surabaya in frontliners or parts that served BCA customers directly. Respondents from this study amounted to 30 employees. For processing and analyzing data in this research that is by using SPSS as software to process data. The result of analysis shows that Statistical Product and Service Solutions (SPSS) with software 22.0 as software to process questionnaire data.

The value of regression coefficient from Customer Service Under Pressure to Job Satisfaction is 0.104 which means positive and influential. The coefficient value between Customer Focus variable and Job Satisfaction is 0.161 and has a significant effect on the Satisfaction variable. Coefficient value between Organizational Support variable to Job Satisfaction is -0.539 have negative and not significant to

Job Satisfaction variable. The value of regression coefficient of Customer Service Under Pressure on Organizational Commitment is -0.092 which means have a negative and insignificant effect. Coefficient value between variable of Customer Focus to Organizational Commitment equal to 0.484 have an effect and not significant to Organizational Commitment variable. Coefficient value between Organizational Support variables on Organizational Commitment of -0.063 has a negative and significant effect on Organizational Commitment variables. The regression coefficient value between the variable Job Satisfaction on Organizational Commitment of 0.289 has a positive and not significant effect on Organizational Commitment variables. The regression coefficient value between the variable Job Satisfaction towards Intention of Leaving is -0.396 negative and significant effect on the Intention of Leaving variable. The regression coefficient between the Organizational Commitment variables and the Intention of Leaving of -0.247 has a negative and insignificant effect on the Intention of Leaving variable.

Keywords: Intention of Leaving, Customer Focus, Organizational Commitment, Organizational Support, Job Satisfaction and Customer Service Under Pressure