

ORGANIZATIONAL CHANGES AND THE IMPACT ON THE PERFORMANCE OF SHARIA BANK EMPLOYEES THROUGH AFFECTIVE COMMITMENT

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ARTICLE HISTORY

Received:

31 March 2023

Revised

20 May 2023

Accepted:

6 June 2023

Online available:

30 June 2023

Keywords:

Affective
Commitment,
Employee
Performance, Islamic
Bank, Merger,
Organizational Change

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ABSTRACT

Organizational changes in a company often bring significant impact. One of the impacts that may arise due to organizational changes is decreasing employee performance. In the Islamic banking industry in Indonesia, one of the banks that has made organizational changes is Bank Syariah Indonesia (BSI). For this reason, it is necessary to pay attention to strategies in dealing with these changes so that changes can run well. One way to improve employee performance is to increase employee affective commitment to the company. This study aims to determine the relationship of organizational change to employee performance mediated by affective commitment. Respondents in this study were employees of Bank Syariah Indonesia (BSI) who had worked before and after the merger. The data collection process was carried out online to 165 employees of Bank Syariah Indonesia (BSI) and then analyzed using the Structural Equation Modeling (SEM) method through the SmartPLS 3.2 application. This study proves that organizational change has a negative effect on affective commitment, while affective commitment has a positive effect on employee performance. In addition, this study also proves that affective commitment is able to mediate a negative relationship between organizational change and employee performance. Therefore, employees need to increase their affective commitment in order to improve performance so as to support organizational change.

INTRODUCTION

The development of the Islamic banking industry in Indonesia is now starting to show a significant increase. In fact, Islamic banking is one of the fastest-growing industries in Indonesia (Utami & Zakiy, 2020). Based on data from the Financial Services Authority (OJK), in 2020, Islamic banking indicators showed positive results. Islamic banking assets grew by 13.11%, deposits grew by 11.8%, and financing from Islamic banking grew by 9.08% despite the COVID-19 pandemic. (OJK, 2021). The market share of Islamic banking towards national banks will also increase in 2020, both in terms of assets, deposits, and financing. This certainly cannot be separated from the

participation of all components of Islamic banking companies in Indonesia, both from resources in the form of material and human resources who have dedicated their energy and thoughts to keep moving forward in order to achieve organizational goals. It can be said that the performance of employees at Islamic banks plays an important role in increasing this achievement (Wulandari, 2021).

Human resources have an important role for an organization or company. For this reason, an effort is needed to manage human resources so that they have good quality. According to Mathis et al. (2017), Human resource management is a formal system designed in an organization to manage human talent in order to achieve organizational goals. In this case, the human resources in question are employees at Islamic banks. Good quality human resources are needed to achieve organizational goals. This quality can be seen in the performance of an employee, so performance is an important factor for the sustainability of the organization (Chisaan & Zakiy, 2020). Performance is the extent to which a person plays a role in carrying out his duties and responsibilities in the organization (Afandi, 2018). When employee performance in a company is good, achieving organizational goals tend to be easier and more efficient.

Employee performance can be influenced by several factors, both internal and external. One factor that comes from within the organization or internally is the organizational change in a company. Organizational change is the act of shifting an organization from its current condition to a future condition with a specific goal in order to increase its effectiveness (Robbins & Judge, 2017). Organizational change can also cause psychological uncertainty that employees feel (Zakiy, 2019) and decrease employee performance (Prihantari & Astika, 2019). Generally, organizational changes are carried out to achieve better goals than before, either through changes in organizational structure, changes in mindset, goals, vision and mission, and so on. Organizational change can also occur when an organization undertakes a merger or acquisition (Mangundjaya, 2016:18). Rafferty & Griffin (2006) explains that organizational change can reduce job satisfaction which impacts on employee commitment.

A merger is a combination of two or more companies into one company (Atikah et al., 2021). In the Islamic banking industry in Indonesia, many companies have merged in an effort to improve their company performance, one of which is Bank Syariah Indonesia (BSI). Bank BSI is a bank resulting from the merger of Bank Syariah Mandiri (BSM), Bank BRI Syariah (BRIS), and Bank BNI Syariah (BNIS) in February 2021 (BSI, 2021).

Mergers by companies according to some literature can provide some significant advantages. First, the merger can result in synergies between two entities, allowing the combined company to expand its business reach and improve operational efficiency. Second, the merger can provide the ability to leverage more advanced technology and information systems, allowing Islamic banks to improve service and

provide a better customer experience. In addition, the merger can provide access to larger resources, including capital, expertise, and client networks. This can help Islamic banks develop more innovative and attractive products and services for their customers. Lastly, a merger between Islamic banks can also enhance market position and competitiveness, thereby increasing the company's value and providing long-term benefits for shareholders (Berriategortua et al., 2018; Rahman et al., 2021). In addition, according to Murniati Mukhlisin as an expert on Islamic banking, the presence of BUMN Islamic banks resulting from the merger will enrich the choice of Islamic financial products and services for the community (Jadmiko, 2020).

However, the policy of organizational change does not always have a good impact on a company. In a change process, not all organizations can do it smoothly. Many experiences various obstacles and make the planned change program not as expected. (Mangundjaya, 2016:3). Organizational changes that fail can be caused by individuals or organization members rejecting changes to their organizations (Mangundjaya, 2016:3). According to Tambuwun et al. (2018), The attitude of resistance to these changes can occur because changes are considered to disturb the comfort zone that has been embedded and felt comfortable. This results in a decrease in employee affective commitment because poor quality of work life will cause employee affective commitment to also decrease (Dwita & Rozikan, 2022).

According to Tarba et al. (2019), Human resource management can be a factor causing the failure of a merger in a company. This is because the merger process can trigger emotional effects that cause a sense of uncertainty, anxiety, and even stress. The existence of a new policy set by the company will certainly have an impact on increasing the workload, which will reduce employee performance (Rolos et al., 2018; Zakiy, 2019). Moreover, the auto account migration policy carried out by Bank Syariah Indonesia for BNI Syariah and BRI Syariah customers has drawn protests because there was no prior notification. (Dzulfaroh, 2021). This also causes many customers to come to branch offices to migrate their passbooks and ATM cards (Mustofa, 2021).

Besides that, Karanja (2015) stated that organizational change could have a negative impact on the organization, including low morale and lack of commitment. If employees lack commitment, it will lead to an increase in absenteeism and affect workforce turnover (Sofat et al., 2015). The low employee commitment will also cause a low sense of attachment to the company, which can reduce the sense of responsibility for his work and also cause low performance. However, when employees have a high commitment, the level of job satisfaction, motivation and regularity in work will increase (Bennett & Durkin, 2000). According to Aprillianto et al. (2019), affective commitment has a positive effect on employee performance, meaning that if the employee's affective commitment is high, then employee performance will also increase.

Affective commitment is one of the dimensions of organizational commitment, according to Allen dan Meyer (1997). Furthermore, Allen dan Meyer (1997) explained

affective commitment as an emotional attachment that causes a person's love to keep working in an organization or company. Employees with high affective commitment will continue to do work in the company because they have a strong desire to do so (Allen & Meyer, 1997). When the level of commitment of an employee is high, then he will increasingly show a positive attitude towards organizational change (Mangundjaya, 2016:51). This is because employees who have a high affective commitment will do a good job so that organizational changes set by the company do not have a bad impact on employee performance. Thus, organizational change does not directly affect the decline in employee performance.

This study aims to determine the effect of organizational change on employee performance through affective commitment as a mediation. Previous research states that organizational change has a positive effect on employee performance (Sunaryo, 2017; Jansen et al., 2019; Poluakan, 2016). In addition, the majority of previous studies only discussed the effect of organizational change on other dependent variables without going through mediation. Therefore, the researchers tried to examine the effect of organizational change on employee performance mediated by affective commitment. The research was conducted on Islamic banks undergoing organizational changes, Bank Syariah Indonesia (BSI). We focused on sampling in several big cities such as Central Java, East Java, DKI Jakarta and DI Yogyakarta. This is because according to BSI data for 2022, the provinces of Central Java, East Java and DKI Jakarta are included in the top 5 provinces with the largest number of branch offices (bankbsi.co.id, 2022). We added DI Yogyakarta province as a sample because this area is included in the working area of BSI Central Java.

LITERATURE REVIEW

Social Learning Theory

This study refers to the social learning theory (Social Learning Theory) developed by Albert Bandura. This theory explains how an individual learns and observes an event or behavior that will affect the individual's personality development. Social learning theory views the formation of individual personality as a response to social stimuli (Ainiyah, 2017). In the learning process, Bandura (1977) states that the drive of each individual plays an important role in the success of a person's personality development process. This is explained by Bandura (1977) through his theory, social cognitive theory or social cognitive theory.

This social cognitive theory emphasizes that in addition to social factors, individual cognitive and mental factors play an important role in the learning process (Ainiyah, 2017). Bandura also explained that cognitive factors play an important role in the process of personality formation. In this case, the factor in question is self-efficacy. Self-efficacy is an individual's belief in his ability to produce certain achievements (Bandura, 1977). Individuals with high self-efficacy have a commitment

to solving problems and will not give up when they find that what they have done is not working (Ainiyah, 2017).

In a company, of course, the theory is also important to be applied. According to Bernadian (2018), The level of self-efficacy will affect organizational commitment, so it can be said that if a person has high self-efficacy, then he will also have a strong commitment to the organization or company where he works. When a person's level of commitment is high, he will increasingly show a positive attitude towards organizational change (Mangundjaya, 2016:51).

Theory of Change

This study uses the theory of change developed by Kurt Lewin or known as the Lewin Model. The theory explains that in carrying out planned changes, there are three stages, unfreezing, changing, and refreezing. In the unfreezing or preparation stage, the attitude of organizational members will appear to accept or reject the organizational change (Lewin, 1947 in Armenakis & Harris, 2002).

Individuals who resist change tend to feel hopeless and lead to uncooperative work behavior (Mangundjaya, 2016:40). This uncooperative attitude will later have an impact in the form of a decrease in the performance of an employee. Employee performance affects how much they contribute to the company, including the quantity of output, quality of output, time, attendance at work and cooperative attitude. (Mathis & Jackson, 2009).

Based on research conducted by Tambuwun et al. (2018), organizational change has a negative effect on employee performance because these changes are considered to disturb the comfort zone that has been embedded in an employee. However, Aprillianto et al. (2019) state that performance can be influenced by a person's affective commitment so that if a person's level of affective commitment is high, his performance will also be better.

Organizational Change

Robbins dan Judge (2017) explains the organizational change as an act of shifting an organization from its current condition to a future condition with a specific goal in order to increase its effectiveness. Changes can affect the organization's strategy to carry out the mission, the implementation of the strategy in the organization, the tasks and functions performed by the people in the organization, as well as the relationship between these people. (Karanja, 2015). Organizational change is divided into two types, planned change and unplanned change Mangundjaya (2016). According to Robbins dan Judge (2017), several factors drive organizational changes, including labor, technology, economic shocks, competition, social trends, and politics.

Affective Commitment

Organizational commitment is an identification or belief in organizational values, a willingness to try their best for the benefit of the organization and loyalty or a desire to remain a member of an organization expressed by an employee towards his organization (Aprillianto et al., 2019). Allen dan Meyer (1997) explained that there are three dimensions of organizational commitment, affective, continual, and normative commitment. This study uses affective commitment as the basis of research. Affective commitment refers to an employee's emotional attachment, identification, and involvement of an employee in the organization (Allen & Meyer, 1997). Furthermore, Allen and Meyer explained that employees who have a strong affective commitment would work in the company because they have a strong desire to do so.

Employee Performance

Mathis dan Jackson (2009) states that performance is basically what a person does or does not do in carrying out his work. According to Mangkunegara (2017), Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. There are several things that need to be considered to find out how well a person's performance is, according to Mathis dan Jackson (2009), including the quantity of work, quality of work, punctuality, effectiveness, and attendance.

Hypothesis

The Effect of Organizational Change on Affective Commitment

According to Mangundjaya (2016), organizational change can have a negative effect on affective commitment to change, organizational commitment, job satisfaction and organizational citizenship behavior (Organizational Citizenship Behavior). The research conducted by Karanja (2015), Organizational change can have a negative impact on the organization, including low morale and lack of commitment. This can happen because failed changes create uncertainty that makes employees question their existence in the organization which can lead to a decrease in commitment (de Fátima Nery et al., 2020; Schwarz et al., 2021) and have a negative impact on employee performance (Carter et al., 2013). If employees lack commitment, it will lead to an increase in absenteeism and affect workforce turnover (Kim et al., 2017). Even though employee commitment to the organization is needed by organizations that are carrying out organizational change (Sofat et al., 2015).

Based on these studies, it can be said that organizational change has a negative impact inversely proportional to organizational commitment. If there is an organizational change, it is suspected that a person's affective commitment will also decrease. This is because organizational changes in a company will trigger various reactions from employees, including resistance or rejection of these changes so that

an employee's commitment will decrease. Based on the explanation above, it can be concluded that the research hypothesis is:

H1: Organizational change has a negative effect on affective commitment

The Effect of Affective Commitment on Employee Performance

Affective commitment is an employee's emotional attachment, identification, and involvement of an employee in an organization (Allen & Meyer, 1997). Furthermore, Allen and Meyer explained that employees with high affective commitment would continue to do work in the company because they have a strong desire to do so. Several studies prove that employees' emotional attachment to their organization makes employees more enthusiastic at work than employees who do not have an emotional bond with the organization (Khalid, 2020; Paul et al., 2016; Ribeiro et al., 2020). This commitment is also the employee's highest commitment to the organization and this commitment is also the most expected by the organization from its employees (Zakiy & Hariyanto, 2022).

The results of a similar study conducted by Pradana & Andriyani (2021) state that affective commitment has a positive effect on performance because employees who have a high affective commitment will do their best work because they feel attached to the company and feel happy to spend the rest of their career at the company where they work. Based on these studies, it is suspected that affective commitment has a positive effect on the performance of an employee. So it can be said that for someone who has a high affective commitment, his or her performance will also be better. Based on the explanation above, it can be concluded that the research hypothesis is:

H2: Affective commitment has a positive effect on employee performance

The Role of Affective Commitment as a Mediation on the Relationship of Organizational Change to Employee Performance

In a change process, not all organizations can do it smoothly. Many experiences various obstacles and make the planned change program not as expected (Mangundjaya, 2016:3). Organizational changes that fail can be caused by individuals or members of the organization rejecting changes to their organizations (Mangundjaya, 2016:3). Individuals who resist change will tend to feel hopeless and lead to uncooperative work behavior (Mangundjaya, 2016:40). This uncooperative attitude will later have an impact in the form of a decrease in the performance of an employee. Whereas organizational change greatly influences the behavior of employees throughout the company (Jeong & Shin, 2019; Karanja, 2015).

Aprillianto et al. (2019) state that performance can be influenced by one's affective commitment. This is because employees who have high affective commitment will prefer to spend the rest of their careers in the company and will do a better job, so if a person's level of affective commitment is high, their performance

will also be better. However, under conditions of organizational change employees have mixed feelings in adapting to change (Vakola et al., 2021). This is due to the fear that change will have a positive or negative impact on himself and the organization (Rafferty & Griffin, 2006). Therefore, organizational changes do not directly affect the decline in employee performance. This is supported by research conducted by Mangundjaya (2016), that when the level of commitment of an employee is high, then he will increasingly show a positive attitude towards organizational change. Employees who have a high affective commitment will do a good job so that organizational changes set by the company do not have a bad impact on employee performance.

This is supported by research conducted by Langton et al. (2016) that committed employees are likely to reduce stress during the organizational change process and will understand and cope with change so as to make it successful. This assumption makes the researcher add affective commitment as a mediating variable. This is because the independent variable (organizational change) does not directly affect the dependent variable (employee performance). Based on the explanation, it can be concluded that the research hypotheses are:

H3: Affective commitment mediates the negative effect of organizational change on employee performance



Figure 1. Research Model

RESEARCH METHODS

Samples and Procedures

This research was conducted on employees of Bank Syariah Indonesia (BSI) with sampling through purposive sampling technique with the criteria of employees who have worked before the merger and after the merger in several provinces such as Central Java, East Java, DKI Jakarta, and DI Yogyakarta. This research questionnaire was distributed online to a total of 170 respondents, but 5 of them did not meet the specified criteria, so a total of 165 questionnaires could be processed. According to (Hair et al., 2021) the minimum expected path coefficient is between 0.11 and 0.20 in SEM-PLS, it would take a minimum of about 155 observations to make the corresponding effect significant at 5%. For this reason, this study took 165 samples. The data was then processed using the SEM-PLS method using the SmartPLS application through the outer model test and the inner model test. The choice of SEM-PLS as data analysis was due to the fact that there were not many previous studies that examined organizational changes in Islamic Banks so that it could be said that

variant-based variables were in accordance with SEM-PLS. Besides that the sample size in this study is relatively small when using the SEM method which can be overcome through SEM-PLS (Ghozali & Latan, 2017).

Based on the total number of respondents who filled out this questionnaire, male respondents dominated with a total of 100 people (61%) while female respondents amounted to 65 people (39%). Respondents aged 32-37 years occupy the highest position, with a total of 53 respondents (32%). In the category of the length of service, the respondents who filled out the questionnaire the most were employees who had worked for more than 10 years, with a total of 64 people (39%). The majority of respondents in this study were employees who took their last education Diploma/S1 with a total of 147 people (89%).

Measurement

The questionnaire in this study was measured using a Likert scale with 5 alternative answer choices, namely a score of 5 for the answer choices strongly agree, 4 for the answer choices agree, 3 for the neutral answer choices, 2 for the answer choices disagree, and 1 for the answer choices strongly disagree.

Organizational change was measured using a 13 item statement developed by Rafferty & Griffin (2006). The indicators of these items include frequency, impact, and change planning. An example of a statement item is "Changes affect the structure of my work unit". Cronbach's alpha of this variable is 0.887.

Affective commitment is measured using 8 statement items developed by Fritz et al. (2013) from the original measurement by Allen dan Meyer (1990). This item aims to measure employee emotional attachment and employee involvement in the organization. An example of a statement item is "I will be very happy to spend the rest of my career at this company". Cronbach's alpha of this variable is 0.919.

Employee performance is measured using 8 statement items developed by Ruliana (2016). Indicators of these items include quality, quantity, timeliness, effectiveness, and independence. An example of a statement item is "I do my job accurately and rarely make mistakes". Cronbach's alpha of this variable is 0.909.

RESULT AND ANALYSIS

Validity Test

The validity test in this study is seen based on the values of convergent validity and discriminant validity. The criteria used to test the validity of the instrument is the value of the loading factor on the measurement model 0.7, while if the value of the loading factor on the indicator item is less than 0.7, then it must be removed from the model.

Convergent Validity

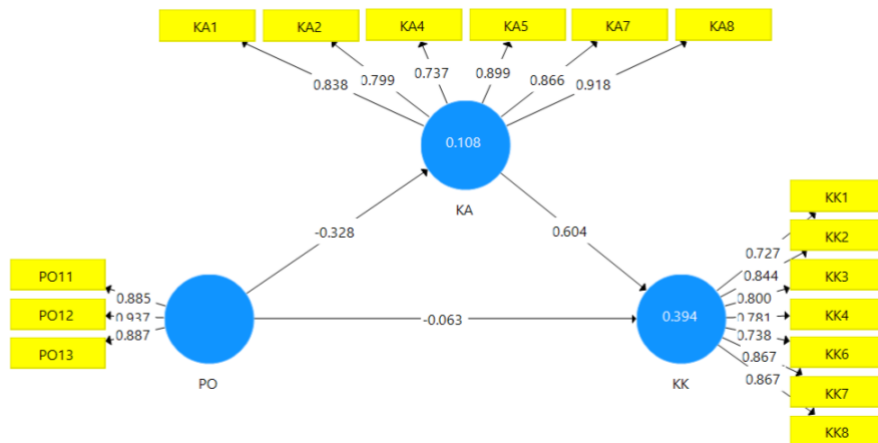


Figure 2. Outer Model Output Display

Figure 2 and table 1 show that convergent validity has been fulfilled because all loading factor values for each indicator are above 0.7 and the AVE value for each variable is above 0.5. Several indicators that have a loading factor value of <0.7 have been removed from the model so that there are 3 indicators for the organizational change variable, 6 indicators for the affective commitment variable, and 7 indicators for the employee performance variable.

Table 1
Factor Loadings (FL), Average Variance Extracted (AVE), and Composite Reliabilities (CR)

Construct	Items	FL	AVE	CR
Organizational Change	OC11	0,885	0,816	0,930
	OC12	0,937		
	OC13	0,887		
Affective Commitment	AC1	0,838	0,714	0,937
	AC2	0,799		
	AC4	0,737		
	AC5	0,899		
	AC7	0,866		
	AC8	0,918		
Employee Performance	EP1	0,727	0,649	0,928
	EP2	0,844		
	EP3	0,800		
	EP4	0,781		
	EP6	0,738		
	EP7	0,867		
	EP8	0,867		

Source: Processed Data (2022)

Discriminant Validity

The discriminant validity test is seen based on the value of the cross-loading measurement with the construct. Based on the results of discriminant validity testing, it can be seen that the square root value of the AVE is greater than each construct. So it can be concluded that the measurement model or outer model is declared valid because it has met the requirements of convergent validity and discriminant validity. The following is a table of the outer results of the discriminant validity test:

Table 2
Discriminant Validity

	Affective Commitment	Employee Performance	Organizational Change
Affective Commitment	0,845		
Employee Performance	0,625	0,805	
Organizational Change	-0,328	-0,262	0,903

Source: Processed Data (2022)

Structural Model Test

Structural model testing is carried out after testing the validity and reliability of the measurement model, and there are no problems or the results are declared valid and reliable. This test aims to test the hypothesis as well as test the relationship between variables. Evaluation of the structural model (inner model) in PLS is seen from the R-square value, which is presented in the following table:

Table 3
R-Square Value

Constructs	R-Square	R-Square Adjusted
Affective Commitment	0,108	0,102
Employee Performance	0,394	0,387

Source: Processed Data (2022)

Based on the table above, it can be seen that the R2 value of affective commitment is 0.108, which means that 10.8% of the variance of affective commitment is influenced by the independent variable, organizational change and 89.2% is influenced by other factors. The value of R2 on employee performance is 0.394, which means 39.4% of the variance of employee performance is influenced by affective commitment, while 60.6% of the variance of this variable is explained by other factors outside of this study.

Hypothesis Test

In testing the hypothesis, the reference used is the path coefficients in the structural model test through the bootstrapping step by looking at the Original Sample (β), T-statistics, and P-values numbers as presented in the following table.

Table 4
Hypothesis Testing Results

	<i>Original Sample (β)</i>	<i>T-statistics</i>	<i>P-values</i>
Organizational Change → Affective Commitment	-0,328	3,343	0,001
Affective Commitment → Employee Performance	0,604	10,653	0,000
Organizational Change → Employee Performance	-0,063	0,788	0,431
Organizational Change → Affective Commitment → Employee Performance	-0,198	3,279	0,001

Source: Processed Data (2022)

Hypothesis 1 states that organizational change has a negative effect on affective commitment. Based on the results of hypothesis testing on the SmartPLS 3.2 application, it can be seen that organizational change has a significant negative effect on affective commitment. This is indicated by the original sample value with a negative direction, -0.328, the t-statistic value of 3.343 or greater than 1.96 or at a significant level of 5%, and the p-value of 0.001 so that the first hypothesis is supported.

Hypothesis 2 states that affective commitment has a positive effect on employee performance. The calculation results in SmartPLS 3.2 show that the original sample value is 0.604, which means it has a positive effect, the t-statistic value is 10.653 or greater than 1.96 at the 5% level, and the p-value is 0.000 or less than 0.001. Thus it can be interpreted that affective commitment has a significant positive effect on employee performance, so the second hypothesis is also supported.

Hypothesis 3 states that affective commitment mediates the negative effect of organizational change on employee performance. Based on the results of hypothesis testing, the original sample value was -0.198; t-statistic 3,279; and p-value 0.001, so it can be said that affective commitment is able to mediate the negative effect of organizational change on employee performance. These results indicate that affective commitment has a fully mediating role in the effect of organizational change on employee performance. This is because there is a significant effect of organizational change on employee performance through affective commitment, and there is an insignificant effect of organizational change on employee performance directly. Thus it can be said that the third hypothesis is supported.

Discussion

The results of the first hypothesis test in this study indicate that organizational change has a negative effect on affective commitment. This hypothesis is in line with the results of research conducted by Karanja (2015) and Stuart (1996), which states that organizational change can have a negative impact in the form of decreased

employee commitment. Therefore, it can be said that the organizational change at Bank Syariah Indonesia (BSI) caused the affective commitment of employees to decrease. This is because the organizational changes that occur at Bank Syariah Indonesia (BSI) are a merger of 3 banks into 1 entity so that the affective commitment of each employee has not been formed because they have a different work culture background, work method, and work environment. Research by Carter et al. (2013) explains that organizational change can increase employee cynicism towards the organization. In addition, organizational change can also increase uncertainty for employees which can reduce job satisfaction and increase employee intentions to leave the organization (Rafferty & Griffin, 2006). From previous research this supports our research, namely organizational change causes a decrease in employee affective commitment.

The results of the second hypothesis test in this study indicate that affective commitment has a positive effect on employee performance. This hypothesis is supported by previous research (Aprillianto et al., 2019; Pradana & Andriyani, 2021), which states that affective commitment has a positive effect on employee performance. Thus, it can be said that employees with high affective commitment have better performance, so it can be interpreted that the affective commitment of Bank Syariah Indonesia (BSI) employees has a positive effect on performance. This is because someone who has a high affective commitment will feel an emotional attachment to the company where he works, so he will also tend to try to do the best for the company and his performance will automatically increase. Dwita & Rozikan (2022) explains that affective commitment can increase employee work involvement. Employee affective commitment is also an important factor in improving employee performance because committed employees have full responsibility for their work (Ogbonnaya & Messersmith, 2019; Tjahjono et al., 2020). This statement supports our research which says that the higher the affective commitment, the better the employee's performance.

The results of the third hypothesis test in this study indicate that affective commitment is able to mediate the negative effect of organizational change on employee performance. Organizational changes can reduce employees' affective commitment so that it will also have an impact on decreasing performance. If there is an organizational change, then employee performance will decrease if it is not based on a strong affective commitment. This is because employees who have high affective commitment will tend to show more positive attitudes towards organizational change (Mangundjaya, 2016) so that these changes will not have an impact on the decline in performance. High affective commitment will make employees more prepared to face all forms of change because they will try to do their best to support these changes so that their performance will also increase. Thus, organizational changes that occur at Bank Syariah Indonesia (BSI) can run well if employees have a high affective commitment, so that later employee performance will also increase and organizational

goals can be achieved. These results can be explained from previous research which says employees will assume that frequent changes can reduce employee commitment to stay in the organization (Rafferty & Griffin, 2006). Changes that often occur can also have a negative impact on employees so that they affect their performance (Carter et al., 2013). In other words, organizational change can reduce affective commitment and have an impact on employee performance.

CONCLUSION

This study succeeded in explaining the effect of organizational change on employee performance with affective commitment as mediation. Organizational change has a negative direction on employee performance at Bank Syariah Indonesia (BSI). Affective commitment has a positive influence on the performance of Bank Syariah Indonesia (BSI) employees. Affective commitment is able to mediate the negative effect of organizational change on the performance of Bank Syariah Indonesia (BSI) employees. In the midst of organizational change, leaders need to maintain the affective commitment of employees so that there is no decrease in employee performance due to the negative impact of organizational change.

Weaknesses of research and further research

As usual research, this research also has some weaknesses. First, changes in organizational impact have not been studied in depth in this study. Subsequent research needs to clearly define the significance of change because the impact of mergers on companies is very diverse, it can directly affect or not affect the working conditions of employees. Second, this study only uses one of the dimensions of organizational commitment, namely affective commitment. For this reason, future research is expected to be able to use all dimensions of organizational commitment including continuance commitment and normative commitment. This is because after the merger, employee commitment can change.

Managerial Implications

Based on the results of this study, several managerial contributions can be made. First, organizational change is a necessity that must be carried out by an organization in order to increase competitiveness. For this reason, managers need to anticipate the negative impact of changes such as resistance from employees which can affect their performance indirectly. Second, an emphasis on employee affective commitment needs to be considered by management because this can improve employee performance even in conditions of organizational change. In the midst of increasingly difficult banking competition in Indonesia, employee commitment is needed as an internal company factor so that employees can create good employee performance and have an impact on sustainable competitive advantage.

ACKNOWLEDGEMENT

This research is supported by the Sharia Economics Department, Universitas Muhammadiyah Yogyakarta. We thank our colleagues who have provided support in this research. We also express our gratitude to the Association of Islamic Economics Lecturers (Adesy) and the Journal of Islamic Economic and Business Research who facilitated us in managing research data. Likewise for Bank Syariah Indonesian (BSI) who are willing to be our research object.

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