

National Private Banks' Organizational Culture and Organizational Commitment Analysis

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Abstract- *The acceleration of environmental change results in changes in corporate culture, the success of an organization is not only supported by the organizational culture but also how the organization fosters organizational commitment that is understood as an individual's psychological bond to the organization. The purpose of this study is to analyze the Organizational Culture and Organizational Commitment in Private Banks in Bandung. Descriptive method was used in this study for employees of some private banks. The total number of respondents were 80 employees. The result shown that Organizational Culture produces the level of effort and subordinate Organizational Commitment beyond what will happen, when viewed from the average weight of Organizational Culture. Based on the analysis of Organizational Commitment, it can be said that employees of Private Bank in Bandung as a whole have a high Organizational Commitment based on the weight generated from the questionnaires that the authors distribute.*

General Terms- *Organizational Management*

Keywords- *Analysis; National Private Bank; Organizational Culture; Organizational Commitment.*

1. INTRODUCTION

A conducive organizational life is the desire of every personnel in an organization, both those who hold positions as leaders and as employees. However, to create a conducive organizational atmosphere is not easy to realize, it is considering that the attitudes and behavior of each personnel in the organization are different. Therefore, it is common that in organizations there are differences in organizational personnel attitudes (Muchlas, 2008)[15].

Furthermore, the development in the business world in Indonesia today, which is increasingly fast and fast, also results in cultural change. So that organizations are required to have a culture that distinguishes from other similar organizations. The acceleration of environmental change results in changes in corporate culture, the success of an organization is not only supported by the organizational culture but also how the organization fosters organizational commitment that is understood as an individual's psychological bond to the organization.

2. REVIEW OF LITERATURE

A good, growing and developing organization will focus on human resources to carry out their functions optimally, especially in facing the dynamics of environmental changes that occur. Thus the technical, theoretical, conceptual, and moral capabilities of corporate / corporate actors at all levels (levels) of work are urgently needed. The discussion of organizational culture among businesses and academics begins with research on the success of the Japanese business world in the 1980s (Mc Kenna et al. 2005)[12], before finally being followed by

the success of other large companies such as Johnson and Johnson, IBM, Mc Donald's and General Motors. O'reilly in Kartingsih (2007)[9] stated that the company can win the competition through a great attention to the culture for the company for its employees, customers and business owners consistently. But the study of organizational culture in terms of organizational culture has long been studied from cultural experts, sociologists and anthropologists who are interested in seeing the success of a company organization (Armstrong, 2001)[2]. Among them are also management experts Pascale & Athas (2001)[17] who conducted a comparison between Japanese companies and American companies, from starting to stand up to growing.

The answers of each individual will certainly vary because culture is not an exact science like two multiplied by two equals four. Talking about culture means talking taste. The taste of each individual will produce normative values which are then gathered into Organizational Culture. Considering that our organization has a diversified work environment and HR diversification, it is indeed not easy to form the Directorate General of State Treasury's organizational culture. On the other hand, whether you realize it or not, the success and failure of an organization is rooted in its culture. Recognizing the importance of the role of organizational culture, research has been carried out on samples of Directorate General of State Treasury employees to try to describe its Organizational Culture as a whole. Our hope, this picture of Organizational Culture is useful as a tool for managers in policy making (News Spam, January 21, 2011).

Understanding of organizational culture also needs to be associated with diversity and characteristics of the work

orientation of the members of the organization. This will give an overview of their actions, reactions and decisions regarding their respective work situations. Cormick (2000)[5] affirms the existence of an indication of attitude as a conscious condition that more shows the level of a person's subjective feelings towards an object (work). The result is an assessment of the good and bad of the object from a certain point of view. When a company begins to be oriented towards the formation of an organizational culture, it also means putting aspects of human resources in a strategic position through top leaders or managers to secure behavior norms, values and shared beliefs towards the company. As well as being a vital tool for management if it wants to achieve high performance, which in turn creates a positive work attitude that encourages employees and management performance, manifested in all activities and company policies.

In Indonesia at first the organizational culture was only considered as a complement in the sense of the core value concept (Core Values) that came and was formed from the leadership alone (Swa, 2004). But the presence of multinational companies in Indonesia with adaptive (sensitive) management of local culture, also influences the general view of the concept of organizational culture. Own research shows that culture is the main differentiating variable in the scope of multinational companies that require cosmopolitan leaders or managers (Martin and Owen, 2000)[11].

Seeing the impact of such a large organizational culture on the success of a business and the importance of maintaining employee commitment, this research was conducted at Private Banks throughout the City of Bandung.

Private banks throughout the city of Bandung have the potential of human resources in various capacities to carry out various banking activities. On the other hand the company must also carry out social functions internally and externally to ensure the welfare of its members which also have an impact on the survival of the company. It is more important to maintain the level of competition among similar industries both locally and internationally. Private Banks in the City of Bandung as a service company already have the Company's Vision and Mission which is the basis for the company to establish business strategies that will be implemented in winning the competition.

Vision of Private Banks in Bandung City is "To be a leading bank in prioritizing customer satisfaction". This vision is then translated into the company's mission as follows:

1. Providing superior services in housing finance and related industries, as well as providing other banking products and services.
2. Prepare and develop quality and professional human resources and have high integrity.
3. Increase competitive advantage through continuous innovation according to customer needs.

4. Implement sound banking management in accordance with the principles of prudence and *Good Corporate Governance* to improve *Shareholder Values*.
5. Concerning the interests of the community and the environment.

To realize the vision and carry out the mission of the company above, then all ranks of private banks throughout the city of Bandung are required to have the following basic values:

1. Obey in carrying out and practicing the teachings of his religion.
2. Always try to gain knowledge to improve their knowledge and skills for the advancement of the company.
3. Prioritizing cooperation in carrying out tasks to achieve the company's goals with good performance.
4. Always give the best sincerely to the company and all stakeholders.
5. Always work professionally who is competent in the field of work.

External factors that are so strong affect the development and growth of private banks throughout the city of Bandung. Social factors, economic conditions, paradigm changes in society, especially in the business world, encourage companies to seriously deal with HR issues, especially the application of intensive organizational culture. Especially with the development of business scope, organizational structure, location distribution, number of employees, management arrangements, giving back consequences to organizational culture.

The importance of research in this company is because even though the organizational culture at the Private Bank has been formulated, it has never been conducted to study whether the existing organizational culture has an association with employee commitment.

A company's commitment can be seen from a variety of perspectives. In terms of company employees, commitment is characterized by productivity and respect for employees; from the customer side, how much is the target number and type of customer audience; and from the investor's point of view is the company's reputation and intangible values. In reality the commitment between employees can vary. Starting from the very lacking to the very commitment. Then what can a company leader do to increase employee commitment? In practice it is not enough to just analyze which dimension we see employee commitment. Much more important after an analysis has been done, the company leader should be able to make a framework approach to improving employee commitment (Sjafri, Kompas 2011)[22].

The dedication of employees or company personnel to the company provides a clear picture if the awareness for loyalty to the company is a key to the commitment of employees of the National Private Bank in Bandung City and the commitment becomes a separate problem for company management. The concept of corporate commitment is based on the premise that individuals form an attachment to the company. Historically, corporate

commitment is a behavioral perspective where commitment is defined as behavior consistent with activity. Commitment is the identification and involvement of someone who is relatively strong towards the company or the desire of a member of the company to maintain its membership in the company and is willing to strive to achieve the company's goals. So that the company's commitment is the psychological bond of employees to the company that is marked by the existence; Strong trust and acceptance of company goals and values; Willingness to strive to achieve company interests; and a strong desire to maintain a position as a member of the company suggests that there are three forms of corporate commitment, namely continuance commitment, which is a commitment related to the dedication of members in sustaining the life of the company and producing people who are willing to sacrifice and invest in the company. cohesion commitment, namely the commitment of members to the company as a result of social relations with other members in the organization. This happens because employees believe that the norms adopted by the company are useful norms, and control commitment, namely the commitment of members to the norms of the company that gives behavior in the direction they want. The norms of the company are appropriate and able to contribute to the desired behavior.

3. METHODOLOGY

3.1 Sampling Technique

Data collection techniques to determine the population, need to first put forward an understanding that is as stated by Sugiyono (2008: 115)[25] that the population is a generalized area consisting of objects/subjects that have certain quantities and characteristics set by researchers to be studied and then withdrawn the conclusion.

The sampling technique used in this study is the technique of taking Proportionate Stratified Random Sampling, which is a sampling technique if the population has a member/element that is not homogeneous and proportionate.

By using the formulation proposed by Husen Umar (2008: 141)[8] the calculation number of sample units from the population is 422 as follows:

$$n = \frac{N}{Nd1^2 + 1}$$

$$n = \frac{422}{422(0,1)^2 + 1} = 81$$

So, the minimum sample size is 81 as shown in Table 1.

Table 1. Sampling Distribution

Bank	Quantit y	Sample
Bank Artha Graha Internasional	20	4
Bank Bukopin	15	3

Bank Bumi Artha	19	3
Bank Central Asia	22	5
Bank CIMB Niaga	36	6
Bank Danamon	14	3
Bank Himpunan Saudara 1906	51	9
Bank ICB Bumi Putera	30	5
Bank Internasional Indonesia	18	4
Bank Kesawan	12	3
Bank Mayapada	12	3
Bank Mega	25	5
Bank Muamalat Indonesia	45	8
Bank Nusantara Parahyangan	16	3
Bank OCBC NISP	30	5
Bank Permata	12	3
Bank SBI	6	1
Bank Sinar Mas	7	1
Bank Swadesi	10	3
Bank Syariah Mandiri	22	4
Total	422	81

3.2 Data Collection Technique

Data collection techniques are the method used in gathering information or information about an object of research. The data collection can be carried out in several ways or tools used to obtain research data called the data collection technique. Data collection techniques used in this study are as follows.

1. Observation
2. Interview
3. Documentation Study
4. Literature Study
5. Questionnaire

To assess the response of each respondent, the author uses a "Likert Scale", in which all questions that have been answered are weighted and summed up in total so that the value of each respondent can be known. This value will then be used as an appraisal variable. The respondent's answer weight is given a detailed value as follows:

Table 2. Likert Method Score

Response	Statement Score
Agree	3
Less Agree	2
Disagree	1

3.3 Data Analysis Design

Data derived from research results using questionnaire instruments, library studies and interviews were analyzed qualitatively.

Analysis of research data was done through the following steps:

- a. Preparation.

In this preparation stage, the activities carried out were:

- 1) Checking data, identity and other information needed for analysis.
- 2) Conduct an examination of all data contained in the research instrument.
- 3) Check the procedure for filling in the data.

The results of the answers from the questionnaire distribution are outlined in the form of respondent tables, with the aim of making it easier to interpret and discuss and analyze operational results operationally.

Respondents' responses include 3 (three) alternative answers, namely for alternative answers to item "3" is presented with the word "Agree", the response to alternatives "2" is presented with the words "Less Agree", the response to alternative answers to item "1" is presented with the word "Disagree".

To find out the value of the respondent's answer, weighting calculation is used. Data analysis in this study begins with analyzing the results of the respondents' answers to the changes as outlined in the form of respondents' response tables. The findings of the analyzed data consist of data in the form of qualitative words and data in quantitative form (the results of the calculation of questionnaire answers).

Qualitative data were analyzed using a statistical approach with a simple calculation formula that the author uses as follows:

$$\text{Weight} = \text{Frequency} \times \text{value of statement item}$$

Note:

Weight = Percentage of respondent's responses.

f = Number of respondents who provide answers to an alternative answer.

N = The sum of all the frequencies of sample members observed and asked for information (Sujana 2001: 114).

Data tabulation was a step of entering data based on the results of data extraction in the field. To obtain the value of a variable, for example, the value of X_1 , X_2 , or X_3 , the original data can be directly from the field and can be the sum of several points that have been answered by the respondent.

The result of the tabulation in the form of numbers adjusted to the research approach used. This study was using a qualitative approach, the data in the form of numbers were analyzed into words. Thus, the data analysis used descriptive analysis with a qualitative approach by giving descriptions of research results without giving general conclusions about Work Discipline and Work Productivity through questionnaires, which then being processed by giving score to the given answer as stated above using a Likert scale.

4. DATA ANALYSIS

Out of 81 distributed questionnaire, one sample did not return it. Thus, there were only 80 samples, in which 70 (86.4%) were female, 10 (13,6%) were male.

The highest respondent age were 26-35 years old with a percentage of 71.2% compared to 25% of respondents who were <30 years and 2.5% in 40 and up years. This means that in Bandung, the employee's age was dominated by those in aged of 26-35 years.

Mostly respondents owned diploma education with a percentage of 50% compared to other educational background. This was due to the qualifications for employees of Private Banks in Bandung required an average minimum of diploma education, whom have worked for 6-15 years with a percentage of 75%.

4.1 Respondents' Response Analysis

To analyze the respondent's response, the respondent's answer were weighted by multiplying the number of respondents who answer with a Likert scale value from the answer. After that the weight value was compared with the standard weight value to find out the Organizational Commitment.

This standard weight value was divided into three (3) assessment ranges, namely: *agree*, *less agree*, *disagree*. To find the standard weight value, the formula is as follows:

$$PI = \frac{B_{maks} - B_{min}}{3}$$

$$PI = \frac{(3 \times 80) - (1 \times 80)}{3}$$

Range = 53

Note:

PI = Range

Bmaks = maximum answer weight (3)

Bmin = minimum answer weight (1)

By comparing the weight of respondents' answers with standard weight values, the weight of Organizational Culture and Organizational Commitment can be concluded whether classified as High, Moderate, or Low.

4.2. Respondents Response About Organizational Culture

This variable consists of 4 statement items taken from 4 indicators, namely Innovation, Attention to detail, Team orientation and Aggressiveness.

The result shown that the employee statement items are encouraged to be more innovative, it can be seen that the percentage of respondents who answered disagree was 6.3% with a weight of 5 while the respondents who answered did not agree that was 30% and the respondents who answered agreed were 63.8%. Likewise, when viewed based on the value of the resulting weight of 206 this weight is in the range 188-240 in the high category. This means that the leadership of the Private Bank in Bandung encourages its employees to be more innovative. This is in accordance with the theory put forward by Sedarmayanti (2009: 75)[20] which states that culture is a belief, attitude and values that are generally owned, which arise in the organization. In a simpler way, culture is the way we do things here. This pattern of values, norms, beliefs, attitudes and assumptions may not be revealed, but will shape the way people behave and do things.

For the item statement "Employees are encouraged to take risks" can be seen that the percentage of respondents who answered disagree was 8.8% while respondents who answered less agreed were 27.5% and respondents who answered agreed were 63.8%. Likewise, when viewed based on the value of the resulting weight of 207 this weight is in the range 188-240 in the high category. This means that the head of the Swata Bank of Bandung encourages its employees to take risks.

This statement is in accordance with the theory of Robbins (2007: 721) namely the extent to which employees are encouraged to be innovative and take risks. For the next item in questionnaire stated that "Employees are expected to be able to use accuracy and good analysis." It can be seen that the percentage of respondents who answered did not agree at 15% while the respondents who answered were less agreeable at 37.5% and respondents who answered agreed 47.5%. Likewise, when viewed based on the weighted value of 186 this weight is in the range 134 - 187 in the medium category. This means that the leader simply expects his employees to use and good analysis.

Another item, "Work activities in the company organized based on team work" shows that the percentage of respondents who answered disagree was 7.5% while respondents who answered less agreed were 45% and those who answered agreed were 47, 5%. Likewise, when viewed based on the value of the resulting weight of 192. This weight is in the range 188 - 240 in the high category. This means that the leadership assesses that its employees have organized their work activities based on teamwork.

Furthermore, there were 68.8% (55 employees) with a weight of 55 who agreed "Employees in the company are aggressive and competitive in work", 30% (24 employees) answered less agree and there was 1 person or 1.3% answer disagree. This means that around 68.8% of employees in the company are aggressive and competitive at work and there are in the range 188-240 or in the high category, meaning that employees of Private Banks in Bandung are aggressive and competitive in working according to the respondents' judgment in this case the head of the Private Bank in the city of Bandung.

The average rating weight of respondents said that Organizational Culture is all in the high category, meaning that employees of Private Banks in Bandung have a high Organizational Culture, here the authors find that the highest weight is aggressiveness which means employees in Bandung City Private Banks are aggressive in working so that the organizational culture is high, while the lowest weight is attention to detail, from the above explanation the authors conclude that the Private Bank Employee Organization Culture in Bandung is high or strong.

4.3. Respondents' Response on Organizational Commitment

Organizational Commitment consists of 3 questions with 3 indicators, namely identification with organization,

involvement and loyalty.

There are 47.5% (38 employees) who agree that Private Bank Employees in Bandung feel happy to be involved in the company he occupies, 42.5% (34 employees) who disagree, there are 10% (8 employees) disagree, when viewed from the total weight generated by 190 is in the range 188-240 this indicates that employees of Private Banks in Bandung feel happy to be involved in the company he occupies. This is in accordance with the opinion of Steers (2001)[24] that involvement is a willingness to really work on the organization. Involvement in accordance with the roles and responsibilities of work in the organization. Employees who are highly committed will receive almost all the duties and responsibilities of the work assigned to them. Moreover, there are 63.4% agree that Employees want to survive in Bandung City Private Bank, 31.7% disagree and 4.9% answer disagree if employees of Private Banks in Bandung want to stay where they work. When viewed from the total weight of 186 in the range of 134 - 187 or the medium category, so most employees simply want to stay in their work place or the Bank in the City of Bandung.

While 63.8% agreed that if employees tried to work hard to achieve company goals, 27.5% disagreed and 8.8% disagreed that private bank employees in Bandung worked hard to achieve company goals, this meant that most of them tried hard to achieve company goals. This is consistent with the opinion of Porter, Mowday and Steers (2001)[18], which defines organizational commitment as a relative strength of the individual in identifying his involvement in the organization.

To conclude the response of the questionnaire, the average rating weight of respondents shows that the Commitment of Private Bank employee organizations in Bandung is high. The highest weight is loyalty, while the lowest weight is involvement.

5. RESULT AND DISCUSSION

Of the four Organizational Culture indicators, the highest weighted value is Aggressiveness with a total weight of 214, this indicates that employees of the Private Bank in Bandung are aggressive in their work, while the lowest is attention to detail with a weight of 186, even though it is included in the high category. because not all employees pay attention to details.

The conclusion that can be drawn in maintaining a culture is to give an award given to employees or organizations that do their work well and successfully contribute to the organization in the success of the goals of the organization, therefore, culture must be instilled with full confidence, values and good attitude.

Organizational Commitment has a weight average of 193.3 is located in the high category by weight of the interval length.

The highest weight of the three indicators determined by the author is 204 with a loyalty with a percentage of

17.6%, which means that Private Bank employees in Bandung have high loyalty to the company, while the lowest weight is involvement.

Organizational Culture produces the level of effort and commitment of subordinate organizations beyond what will happen, when viewed from the average weight of Organizational Culture of 199.6 means that the Employee Organization Culture of Private Banks in Bandung is high.

Should the organization wants to grow rapidly, organizations must have human resources committed to their organization, therefore a strong organizational culture will also produce strong organizational commitment.

Based on the explanation above, the Organizational Culture and the Commitment of Employees of Private Banks in Bandung are in accordance with the existing theories and phenomena, namely:

- a. *Innovation and risk taking*. The extent to which employees are encouraged to be innovative and take risks.
- b. *Attention to detail*. The extent to which employees are expected to show precision, analysis and attention to detail.
- c. *Orientation of results*. The extent to which management focuses attention on results rather than on the techniques and processes used to achieve that outcome.
- d. *Person orientation*. The extent to which management decisions take into account the impact of results on people in the organization.
- e. *Team orientation*. The extent to which work activities are organized based on teams, rather than individualized.
- f. *Aggressiveness*. The extent to which people are aggressive and competitive and not relaxed.
- g. *Stability*. The extent to which organizational activities emphasize maintaining the status quo rather than growth.

6. CONCLUSION

After a discussion on the issue of Organizational Culture and Organizational Commitment in Private Banks in Bandung, it can be concluded that the Organizational Culture there has been classified as good and supports the increase in employee organizational commitment. This is indicated by the results of the calculation of the weight of Organizational Culture and Organizational Commitment. Thus if the Organizational Culture is good then the Organizational Commitment will also be good. In addition, based on an analysis of Organizational Commitment, it can be said that employees in Private Banks in Bandung as a whole have high Organizational Commitments based on the weight generated from the questionnaires that the authors distributed. It is advisable that Organizational Culture be further enhanced by raising the lowest indicator weight. Furthermore, it is better that

the Organizational Commitment be improved again by involving all Bank employees to pay attention to matters relating to Organizational Commitment.

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