CHAPTER IV

DATA ANALYSIS AND DISCUSSION

This chapter discusses the data analysis and findings. The result is used as the indicators to know whether the hypotheses are accepted or rejected. The organization of the chapter consists of data collection result, respondent description, data description, data quality test, hypothesis testing result, discussion of the result and the relationship between the research results, discussion of the result and the relationship between the research results and the prior research result.

Data analysis in this study demonstrated the empirical influences of Job Rotation and Job Promotion to Commitment with Job satisfaction as an intervening variable in BRI branch office Wonosobo. The data was obtained from 59 respondents by using questionnaires from employees of BRI branch office Wonosobo. The analysis used in this study included descriptive statistics and inferential statistics. Descriptive statistical analysis was used to describe the data that has been collected with the present data in the form of a percentage. While the inferential analysis is the analysis of data with multiple linear regressions used to prove the hypothesis.

4.1 Validity and Reliability test

4.1.1 Validity Test

The researcher used the *Pearson product moment* formula to test the validity. The Correlation Coefficient Number (rxy) showed the relationship between the question score and total score (item-total correlation). Validity was measured by comparing the value of r count (item-total correlation) and the value of r table. If r count is positive compared tor table (count value is greater than r table value), then the points or questions on the questionnaire is valid, and vice versa. This research usedvalues of r table based on the provisions for degree of freedom (df) = n-2 where n is the amount of sample used with 5% corrected item total correlation. Validity of the test results can be shown in Table 4.1 below:

Table 4.1 Job Rotation Validity Test Result

Variable	Item	r count	r table	Remark
Job Rotation				
The level of saturation of employment	X1.1	0.930	0,256	Valid
	X1.2	0.829	0,256	Valid
	X1.3	0.915	0,256	Valid
The additional knowledge, skills, and competencies	X1.4	0.801	0,256	Valid
	X1.5	0.828	0,256	Valid
	X1.6	0.832	0,256	Valid
Preparation of management	X1.7	0.899	0,256	Valid
	X1.8	0.810	0,256	Valid
	X1.9	0.834	0,256	Valid
The choice of the appropriate working position	X1.10	0.773	0,256	Valid
	X1.11	0.887	0,256	Valid
The development of social relationships	X1.12	0.880	0,256	Valid
	X1.13	0.849	0,256	Valid
	X1.14	0.799	0,256	Valid

*Source: Primary data processed, 2016 (Appendix III Page 169)

Based on Table 4.1, it is showedthat the entire question items in the Job Rotation variables have a coefficient correlation (rxy) which are greater than the r table (0,256). Thus, all of the questions in the questionnaire can be declared as valid.

Table 4.2 Job Promotion Validity test Result

Variable	Item	r count	r table	Remark
Job Promotion				
Experience	X2.1	0.820	0,256	Valid
	X2.2	0.720	0,256	Valid
Skill	X2.3	0.867	0,256	Valid
	X2.4	0.824	0,256	Valid
	X2.5	0.775	0,256	Valid
Loyalty	X2.6	0.821	0,256	Valid
	X2.7	0.836	0,256	Valid
	X2.8	0.858	0,256	Valid
Leadership	X2.9	0.797	0,256	Valid
	X210	0.812	0,256	Valid
	X2.11	0.820	0,256	Valid
Communicative	X2.12	0.643	0,256	Valid
	X2.13	0.600	0,256	Valid

*Source: Primary data processed, 2016 (Appendix III Page170)

Based on Table 4.2, it showedthat the entire question items in job promotion variables have coefficient correlations (rxy) which are greater than the r table (0,256). Thus, all of the questions in the questionnaire can be declared as valid.

Table 4.3 Job Satisfaction Validity Test Result

Variable	Item	r count	r table	Remark
Job Satisfaction				
Freedom	Z.1	0.777	0,256	Valid
	Z.2	0.673	0,256	Valid
	Z.3	0.622	0,256	Valid
Career Benefit	Z.4	0.702	0,256	Valid
	Z.5	0.677	0,256	Valid
	Z.6	0.717	0,256	Valid
Opprtunity to developed	Z.7	0.671	0,256	Valid
	Z.8	0.733	0,256	Valid
Opportunity developing a carreer	Z.9	0.619	0,256	Valid
	Z.10	0.795	0,256	Valid
	Z.11	0.674	0,256	Valid
	Z.12	0.753	0,256	Valid
	Z.13	0.436	0,256	Valid
	Z.14	0.624	0,256	Valid
	Z.15	0.540	0,256	Valid
	Z.16	0.856	0,256	Valid
Communication between employee and manager	Z.17	0.613	0,256	Valid
	Z.18	0.591	0,256	Valid
Contribution to organization	Z.19	0.706	0,256	Valid
	Z.20	0.509	0,256	Valid
Feeling safety in workplace	Z.21	0.729	0,256	Valid
	Z.22	0.540	0,256	Valid
Fleksibility to harmonizing of life and job's problem	Z.23	0.736	0,256	Valid
	Z.24	0.741	0,256	Valid
Responsibility	Z.25	0.714	0,256	Valid
	Z.26	0.718	0,256	Valid
	Z.27	0.707	0,256	Valid

* Source: Primary data processed, 2016 (Appendix III Page 171)

Based on Table 4.3, it showedthat all of the question items on the value of

the coefficient correlation (rxy) of job satisfaction variable aregreater than the r

table (0,256). Thus, all of the questions in the questionnaire can be declared as valid.

Table 4.4 Job Satisfaction Validity Test Result

Variable	Item	r count	r table	Remark
Commitment				
Affective Commitment	Y.1	0.767	0,256	Valid
	Y.2	0.781	0,256	Valid
	Y.3	0.812	0,256	Valid
Continuance Commitment	Y.4	0.859	0,256	Valid
	Y.5	0.844	0,256	Valid
	Y.6	0.658	0,256	Valid
Normative Commitment	Y.7	0.820	0,256	Valid
	Y.8	0.764	0,256	Valid
	Y.9	0.768	0,256	Valid
	Y.10	0.802	0,256	Valid

* Source: Primary data processed, 2016 (AppendixIIIPage173)

Based on Table 4.3, it shows that all of the question items on the value of the coefficient correlation (rxy) of Commitment variable are greater than the r table (0,256). Thus, all of the questions in the questionnaire can be declared as valid.

4.1.2 Reliability Test

An instrument is reported to be reliable if it is consistent and free from bias. Reliability test is conducted to measure the consistency of instruments.

This test was done in one shot or one-time measurement. This research usedSPSS as the measurment tools. SPSS provided facilities for statistical reliability with

Cronbach Alpha (α). Sugiyono (2005) stated that research can be considered reliable if an alpha test results shows greater than 0.6. Questions about the reliability test results of research variables can be summarized as presented in the Table 4.4:

Table 4.5 Reliability Test Result

Variable	Alpha Cronbach	Critical Value	Remark
Job Rotation	0,975	0,600	Reliable
Job Promotion	0,959	0,600	Reliable
Job Satisfaction	0,960	0,600	Reliable
Commitment	0,950	0,600	Reliable

*Source: Primary data processed, 2016 (Appendix IIIPage 159)

Reliability of test results shows reliability coefficients for all variables used in this study with the critical value of 0,6, so it can be concluded that all of the questions in the questionnaire of this study can be declared as reliable / unreliable.

Based on the Table 4.4, it showed that reliability test results point that all variables have a Cronbach's Alpha coefficients that are greater than 0.6 (Job Rotation is 0.975, job promotion is 0,959, job satisfaction is 0,960, and commitment is 0.950). Therefore, all the variables in the study can be declared as reliable.

4.2 Descriptive Analysis

Descriptive analysis was done by comparing the various levels as measured by the percentage obtained from each variable. This analysis was expressed in the form of word, phrase, or image scheme.

4.2.1 Description of Respondent Research

1. Characteristics of Respondents by Gender

    Gender can embody or describe skills, thoroughness and a person's physical ability to do the job. Table 4.6 shows the respondents' gender.

    Table 4.6 Characteristics of Respondents by Gender

No	Gender	Total	Percentage (%)
1.	Male	28	47.5
2.	Female	31	52.5
Total		**59**	**100**

From the Table 4.5, it showed that employees of BRI branch office Wonosobo have female employees as the majority which is 31 people or 52.5% and the remaining 28 people or 47.5% are male employees.

2. Characteristics of Respondents by Age

    Description of the results of respondent's characteristics by age can be seen as presented in Table 4.7:

    Table 4.7 Characteristics of Respondents by Age

No.	Age	Total	Percentage (%)
1.	20-25	16	27.11
2.	26-30	10	16.94
3.	31-35	12	20.33
4.	36-40	7	11.86
5.	41-45	6	10.16
6.	46-50	3	5.08
7.	More than 50 years old	5	8.47
Total		**59**	**100**

The Table 4.7informed that from 59 employees, in the first category which is the age range of 20 to 25 years old is 16 respondents (27.11%). The second category is the age range from 26 to 30 years old by 10 respondents (16.94%), the third category is the age range from 31 to 35 years old by 12 respondents (20.33%), the fourth category is the age range from 36 to 40 years old by 7 respondents (11.86%), the fifth category is the age range from 41 to 45 years old by 6 respondents (10.16%), the sixth category is the age range from 46 to 50 years old by 3 respondents (5.08%) while the rest respondentsare categorized as more than 50 years oldwhich are 5 respondents or 8.47 percent.

3. Characteristics of Respondents by Time Length of Employment

Based on the identification of respondents by the time length of employment, the respondents can be classified as follows:

Table 4.8 Characteristics of Respondent by Time Length of

Employment

No.	Time Length of Employment	Total	Percentage (%)
1	1-5 years	19	32.20
2	6-10 years	17	28.81
3	11-15 years	12	20.33
4	16-20 years	9	15.25
5	21-25 years	2	3.38
6	More than 30 years	-	0
Total		**59**	**100**

*Source: Primary Data is processed, 2016 (Appendix II Page 161)

From the Table 4.8, it can be concluded that most of the employees have 1 to 5 years working experience in BRI branch office of

87

Wonosobo that is represented by 19 respondents (32.20%). Secondly, it is followed by 17 respondents (28.81%) having 6 to 10 years experience. Thirdly, there were 12 respondents who have working experience about 16 to 20 years (15.25%). Lastly, only 2 respondents (3.38%) have 21 to 25 years experience.

By looking at this respondent's data on the working experience, it is good to have many young people to work. Beside to regenerate the employee, the young employee will be more creative and improve working qualities.

4. Characteristics of Respondents by Educational Level

According to the identification of respondents' education level, the respondents can be classified as follows:

Table 4.9 Characteristics of Respondents by Educational Level

No.	Educational Level	Total	Percentage (%)
1.	SMA	-	-
2.	Diploma	23	38.98
3.	S1	26	44.06
4.	S2	11	18.64
5.	S3	-	-
	Total	**59**	**100**

*Source: Primary Data is processed, 2016 (Appendix II Page 161)

The Table 4.9 displayed that undergraduate (S1) dominates the educational level of the employee with total numbers of employeeis26 (44.06%). Besides, there is 23 (38.98%) respondents with a diploma program and the rest of theemployeeswhich are 11employees (18.64%) holding a post graduate educational level.

By looking at the structure of educational level of the employee in BRI branch office of Wonosobo, it is known that the majority of employeehasa high educational level. Therefore, the employees who work in this workplace are well-educated-employees that have adequate knowledge and skills to establish different levels of job description and task. By this reason, the employee performance is expected to be high in every position if they get a job promotion or job rotation.

5. Characteristics of Respondents by Salary

According to the identification of respondents' employee salary, the respondents can be classified as follows:

Table 4.10 Characteristics of Respondents by Employee Salary

No.	Salary	Total	Percentage (%)
1.	<3.000.000	21	35.5
2.	3.100.000-5.000.000	19	32.2
3.	5.100.000-7.000.000	16	27.1
4.	>7.100.000	5	8.4
	Total	**59**	**100**

*Source: Primary Data is processed, 2016 (Appendix II Page 161)

By looking atthe employees salary, there are 21 employees 35.5 percent having salary around 1.000.000-3.000.000, 19 employees 32.2 percent have the salary around 3.100.000-5.000.000 are, 16 employees 27.1 percent have the salary around 5.000.000-7.000.000, and 5 employees 8.4 percent have the salary around 7.100.000-9.000.000.

4.2.2   Descriptive Analysis of Research Variables

Data description is used to define the answers of each variable. The score of answers can be categorized as follows:

Minimum score = 5

Maximum score = 1

$$\text{Interval} = \frac{\text{Maximum - minimum}}{\text{Total Class}} = \frac{5-1}{5} = 0{,}8$$

The following score can be categorized as follows:

The average value of 5.00 to 4.20 = Very high

The average value of 4.19 to 3.40 = high

The average value of 3.39 to 2.60 = Enough

The average value of 2.59to 1.80 = low

The average value of 1.79 to 1.00 = Very low

1. Variable of Job Rotation (X_1)

The variable of job rotation has several questions measured by using5 scales, ranging from very low score for strongly disagree and very high score for strongly agree. The descriptive results or the respondent assessment of job rotation on the variables can be shown in the table below:

Table 4.11 Assessment of Job Rotation Variable (X_1)

Item	Indicators	Mean	Precentage (%)	Categories
	The level of saturation of employment			

X1.1	Job rotation can reduce the monotony of my activities in the workplace	4.149	82,98	High
X1.2	Job rotation to do because of my dissatisfaction in work	4.298	85,96	High
X1.3	Job rotation can make me become exert in my particular job	4.115	82,3	High
	Mean value of the level of saturation of employment	4.120	82,4	High
	The additional knowledge, skills, and competencies			
X1.4	Job rotation in my opinion can increase productivity in the work environment	4.125	82,5	High
XI.5	Job rotation can increase my desire to continue learning	4.166	83,32	High
X1.6	Job rotation can increase my motivational level in workplace	4.139	82,78	High
	Mean value of the additional knowledge, skillsand competenscies	4.143	82,86	High
	Preparation of management			
X1.7	With job rotation I can improve the ability to divide the time and tasks to accomplish my goal	4.281	85,62	High
X1.8	Job rotation can improve my ability to solve problems	4.212	84,24	High
X1.9	Job rotation of work can improve my skills in decision-making	4.161	83,22	High
	Mean value of preparation of management	4.118	82,36	High

Cont. Table 4.11

	The choice of the appropriate working position			
X1.10	Job rotation can improve my work performance	4.166	83,32	High

X1.11	Rotation of work can make me enjoy the work	4.132	82,64	High
	Mean value of the choice of the appropiate working position	4.149	82,98	High
	The development of social relationships			
X1.12	Job rotation to foster a harmonious relationship between workers	4.114	82,28	High
X1.13	Job rotation can make me enjoy a social life and environmental conditions	4.188	83,76	High
X1.14	Job rotation can make people to have stronger character	4.293	85,86	High
	Mean value of the development of social relationships	4.293	85,86	High
Mean		**4.124**	82,48	**High**

*Source: Primary Data is Processed, 2016 (Appendix II Page 162)

Based on the Table 4.11,it can be seen that the average on the variables of job rotation is 4,124, 82.48 percent. The variables of job rotation have some indicators which are the level of saturation of employment, the additional knowledge, skills, and competencies, preparation of management, the choice of the appropriate working position, the development of social relationships. For the indicator of the level of saturation of employment has the mean value of 4,120, 82.4 percent, for the indicator of the additional knowledge, skills, and competencies has the mean value of 4,143, 82.86 percent, for the indicator preparation of management has the mean value 4,118 (82.36%), pada indicator the choice of the appropriate working position have mean value of 4,149, 82.98 percent, for the indicator of the development of social relationships has the mean value of 4,293, 85.86 percent. From that result, it was found that the smallest data

is the indicator of the choice of the appropiate working position having the mean value of 4,149 82.98 percent. From that result,it can be seen that the choice of the appropiate working position is an important thing that employees want to get while they do the job rotation. From the result,it can be also concluded thatjob rotation can make the employees enjoy a social life and environmental conditions with the highest level of mean 4,288, 82.76 percent.This result showed that every employee wants to increase the development of social life relationship and environmental conditions in workplace or in new workplace while they get a job rotation in the workplace.

2. Variable of Job Promotion(X_2)

The variable of job promotion has several questions measured by using 5 scales, ranging from very low score for strongly disagree and very high score for strongly agree.

The descriptive results or the respondents' assessment of job satisfaction on the variables are shown in the Table 4.12 below:

Table 4.12 Assessment of Job Promotion Variable (X_2)

Item	Indicators	Mean	Precentage (%)	Categories
	Experience			
X2.1	Job promotions can improve internal communication in my work environment	4.29	85,8	High
X2.2	Job promotions to do with significant involvement in work	4.08	81,6	High
	Mean value of experience	4.18	83,6	High
	Skill			

X2.3	Job promotions can make me be multitasking at work	4.13	82,6	High
X2.4	The ability to communicate will increase the opportunities of the job promotion	3.61	72,2	High
X2.5	Job promotions are made to people who have the good ability to negotiate	3.73	74,6	High
	Mean value of skill	4.05	81	High
	Loyalty			
X2.6	Job promotions to do when it has active participation in achieving the company's goals	3.90	78	High
X2.7	Job promotions can improve the feedback in performance at work	4.05	81	High
X2.8	Job Promotions can be made dependent on the quality in work supervisions	4.23	84,6	High
	Mean value of loyalty	4.09	81,8	High
	Leadership			
X2.9	Ability to execute corporate strategies can be used as a basis for job promotion	4.18	83,6	High
X2.10	Ability in decision making can be the basis for job promotion	4.10	82	High
X2.11	Ability to influence workers to work in a team is one of its core occurs promotion	4.06	81,2	High
	Mean value of leadership	4.04	80,8	High
	Communicative Skills			

Cont. Table 4.12

X2.12	With the job promotion can improve relations and cooperation in the work	4.01	80,2	High
X2.13	Job promotions can enhance creative work environment	4.08	81,6	High
	Mean value communicative Skills	4.05	81	High
Mean		4.04	80,8	High

*Source: Primary Data is Processed, 2016 (Appendix II Page 164)

Based on the Table 4.12, the results in job promotion variable have the mean value of 4.04 80.8 percent. Job promotion variable has several indicators, namely, experience, skill, loyalty, leadership, and communicative skills. Based on the Table 4.12 on the indicator of exeperience has a mean value of 4.18, 3.6 percent, the indicator of skill has a mean value of 4.05, 81 percent, the indicator of loyalty has a mean value of 4.09, 81.8 percent, the indicator of leadership has a mean value of 4.04, 80.8 percent, and the indicator of communicative skills has a mean value of 4.05, 81 percent. From these results, it can be seen that the highest value is on experience indicators with an average value of 4.18, 83.6 percent.This happens because employee experiences can make them get a job promotion. While the lowest value is the loyalty indicator with an average value of 4.09, 81.8 percent.The loyalty indicator becomes very important for the job promotion because the value of the loyalty is basically not much different with other indicators. Therefore, companies must be able to direct the employees to become a loyal employee.

2. **Variable of Job Satisfaction(Z)**

The variable of job satisfaction has several questions measured by using5 scale, ranging from very low score for strongly disagree and very high score for strongly agree.The descriptive results or the respondent assessment of job satisfaction on the variables are shown in the table below:

Table 4.13 Assessment of Employees JobSatisfaction Variable (Z)

Item	Indicators	Mean	Precentage (%)	Categories
	Freedom			
Z.1	I am responsible for all the works I do in the company	3.800	76	High
Z.2	The company has a good environment to work	4.230	84,6	High
Z.3	I can choose a priority in the work	4.213	84,26	High
	Mean value of freedom	4.281	85,62	High
	Career Benefit			
Z.4	I can improve my competence in working in the company	4.370	87,4	Very High
Z.5	My ability can always increase in this company	4.390	87,8	Very High
Z.6	Knowledge I learned more widely for this company	4.230	84,6	High
	Mean value of career benefit	4.396	87,92	High
	Opportunity to Develop			
Z.7	The company can take a benefit of my potential in working	4.216	84,32	High
Z.8	The company was able to improve my potential in work and increase my involvement in work	4.264	85,28	High
	Mean value of opportunity to develop	4.240	84,8	High

Cont. Table 4.13

	Opportunity to Developing Career			
Z.9	I have opportunity to learn new things in the company	4.362	87,24	Very High
Z.10	I was able to improve my capabilities in this company	4.330	86,6	Very High
	Mean value of opportunity to developing career	4.346	86,92	Very High
	Compensation			

Z.11	The salary that I received from the company is in line with expectations	4.235	84,7	High
Z.12	I am satisfied with the wages available in the company	4.379	87,58	Very High
Z.13	The company provides insurance to suit my needs	4.387	87,74	Very High
Z.14	The facilities provided by the company's very feasible to use	4.216	84,32	High
Z.15	During the work at the company, I getsecurity guarantee adequate	4.115	82,3	High
Z.16	During the work at the company, I get health insurance more than enough	4.181	83,62	High
	Mean value of compensation	4.252	85,04	High
	Communication between Employee and Manager			
Z.17	I have a good relationship with my direct supervisor	4.115	82,3	High
Z.18	I was able to invite co-workers to work in	4.00	80	High
	Mean value of communication between employee and manager	4.157	83,14	High
	Contribution to Organization			
Z.19	I always give the best performance for the company	3.901	78,02	High
Z.20	I always try to achieve the company's goals	4.397	87,94	Very High
	Mean value of contribution to organization	4.149	82,98	High
	Feeling Safety in Workplace			

Cont. Table 4.13

Z.21	I feel comfortable working environment that made me able to finish the job	4.281	85,62	High
Z.22	I feel safe and secure in working at this company	4.211	84,22	High
	Mean value of feeling safety in workplace	4.246	84,92	High
	Flexibility to Harmonizing Life and Job's Problem			
Z.23	I was able to communicate well in my work environment	4.118	82,36	High
Z.24	I was able to build good relationships with co-workers	4.184	83,68	High

	Mean value of flexibility to harmonize life and job's problem	4.151	83,02	High
	Responsibility			
Z.25	The quality of my work performance can always be improved in work	4.169	83,38	High
Z.26	The results of my work is always in a good level	4.167	83,34	High
Z.27	I always had the initiative to complete all my works	3.933	78,66	High
	Mean value of responsibility	4.189	83,78	High
Mean		**4.274**	85,48	**High**

*Source: Primary Data is Processed, 2016 (Appendix II Page165)

Based on the Table 4.13, it can be seen that job satisfaction variable has a mean value of 4.274 85.48 percent. In the variable of job satisfaction has several indicators, namely freedom, career benefits, opportunity to developed, opportunity developing a carreer, compensation, communication between employee and manager, contribution to organization, feeling of safety in the workplace, flexibility to harmonize life and job's problem, and the last is responsibility. From the results in the Table 4.13, it is found that the indicator of freedom on this variable has a mean of value 4.281, 85.62 percent, the indicator ofcarreer benefit on this variable has a mean of value 4.396 87.92 percent, the indicator of opportunity to develop on this variable has a mean of value 4.240, 84.8 percent, the indicator of opportunity to develop career in the variable has a mean of value 4,346, 86.92 percent, the indicator of compensation on this variable has a mean value of 4,252, 85.04 percent, the indicator of communication between employee and manager on this variable has a mean value of 4.157, 83.14 percent, the indicator of contribution to organization on this variable has a mean value of

4.149, 82.98 percent, the indicator of feeling safety in the workplace on this variable has a mean value of 4.246, 84.92 percent, flexibility to harmonize indicator of life and job's a problem on this variable has a mean value of 4.151, 83.02 percent, and the indicator of responsibility on this variable has a mean value of 4.189, 83.78 percent. Based on these results, it can be known that the indicator having the biggest mean value is the opportunity to develop career with the mean value of 4,346, 86.92 percent.This is because the employees really feel satisfied when they are able to grow rapidly during their work in the company. While the result of the indicators of communication between employee and manager is at the lowest point with an average value of 4.157, 83.14 percent, meaning that the communication between employee and manager is still considered as an important thing by the employees.

4.   **Variable of Commitment(Y)**

The variable of commitment has several questions measured by using5 scale, ranging from very low score for strongly disagree and very high score for strongly agree.

The descriptive results or the respondent assessment of job satisfaction on the variables are shown in the Table 4.14 below:

Table 4.14 Assessment of Commitment Variable (Y)

Item	Indicators	Mean	Precentage (%)	Categories
	Affective Commitment			
Y.1	I feel I have a strong emotional bond to companies	4.115	82,3	High

Y.2	I know this company very well	4.198	83,96	High
Y.3	I have always wanted to get involved in efforts to achieve the goals set by the company I work	4.166	83,32	High
	Mean value of affective commmitment	4.126	82,52	High
	Continuance Commitment			
Y.4	It is very unlikely that I leave the company	3.917	78,34	High
Y.5	I work hard because the company gives appropriate rewards	4.264	85,28	High
Y.6	I joined the company I work for my own desires	4.281	85,62	High
	Mean value of continuance commitment	4.120	82,4	High
	Normative Commitment			
Y.7	I exert all the efforts beyond the expected to help the company's success	4.132	82,64	High
Y.8	I do my best because I feel the joy of life is at this company	4.149	82,98	High

Cont. Table 4.14

Y.9	I am willing to sacrifice my time and thoughts for the betterment of the company work	4.111	82,22	High
Y.10	I tried to implement all duties and my job at the company with full responsibilities	4.296	85,92	High
	Mean value of normative commitment	4.122	82,44	High
	Mean	**4.120**	82,4	**High**

*Source: Primary Data is Processed, 2016 (Appendix II Page 167)

Based on the Table 4.14, a commitment variable has an average value of 4.120

,82.4 percent. In the variable of commitment, there are three indicators, namely,

affective commitment, continuance commitment, and normative commitment.

According to the results in the Table 4.14 to note that affective commitment

indicator has an average value of 4.126, 82.52 percent, continuance commitment

indicator has an average value of 4.120, 82.4 percent, and normative commitment

indicator has an average value of 4.122, 82.44 percent. From the results, it can be seen that the mea of value from Reviews those indicators are not too different, it can be concluded that commitment has a high value in this company. By looking at these indicators, employees can feel and perform better in the company's commitment to this.

4.2.3. Summary of Each Variable's Assessment Results

Table 4.15 The Summary of Each Variable's Assessment Result

Variable	Mean	Precentage (%)	Categories
Job Rotation (X_1)	4,124	82,48	High
Job Promotion (X_2)	3,941	78,82	High
Job Satisfaction (Z)	4,274	85,48	High
Commitment (Y)	4,120	82,4	High

*Source: Primary Data is Processed, 2016 (Appendix II Page 153)

4.3 Inductive Analysis

4.3.1 Job Rotation and Promotion on Job satisfaction (X_1, X_2 $\longrightarrow$ Z)

4.3.1.1 Multiple Regression

Table 4.16

Variable	Coefficient Regression (B)	Standardized Coeffisient Beta	t_{count}	t-table	Sig	Result
(Constant)	0.488				0.000	
Job Rotation (X_1)	0.304	0.329	2.794	2.00	0.000	Significant
Job Promotion (X_2)	0.567	0.639	5.001	2.00	0.000	Significant
R Square	0,702					
F Sig	0,000					
F Test	66.022					
F table	3,17					

By considering the regression model and the results of the multiple regression equation,it is derived that variables ofjob promotion and job rotation influence jobsatisfaction in BRI Wonosobo as follows:

$$Z = 0.488 + 0.304X_1 + 0.567 X_2$$

Based on the various parameters in the regression equation on the influence of job promotion and job rotation onjobsatisfaction, it can be given the following interpretation:

1. Constanta (B_0)

The constant value is 0.488. It means that if there is no variable or changing value on job rotation (X_1) and job promotion (X_2) that influences job satisfaction, it will have a value of 0.488.

2. Regression Coefficients of Job rotation (B_1)

The job rotation (X_1) has a positive influence on commtiment with a regression coefficient value of 0.304.It means that if there is an increase in job rotation by 1%,there will be an increase in job satisfaction of 0.304 % .

3. Regression Coefficients of Job Promotion (B_2)

The job promtoion (X_2) has a positive influence on commtiment with a regression coefficient value of 0.567.It means

that if there is an increase in job rotation by 1%,there will be an increase in jobsatisfaction of 0.567 % .

4.3.1.2 Hypothesis testing

4.3.1.2.1 t test result of Hypothesis 1 and 2

As explained in the Chapter III, the results of the comparison between the t_{count} and $t_{table,}$ and the amount of probability value (β) with the significant level of 5% (α=0.05) will be used as the basis for decision making.The results of the partial test (t test) are shown in the below Table.

1.   Hypothesis Testing on the partial influence of Job Rotation (X_1) on job satisfaction (Z).

To interpret the data in the table 4.17, the researcherreturns to the hypothesis that:

a.   Ho1: $\beta 1 \leq 0$, Job Rotation (X_1) has no influence on Job Satisfaction (Z).

b.   Ha1: $\beta 1 > 0$, Job Rotation (X_1) has an influence on Job Satisfation (Z).

If $t_{count} < t_{table}$ or -t > -t_{table}, Ho is accepted

If $t_{count} > t$ table or -t < -t_{table}, Ho is rejected

Based on the Table 4.17, the probability value (β) is 0,000 which means that the probability value is less than α (0,05).The t-count value (2.794) is greater than the t-table (2.00),it means that there is a positive influence between Job Rotation and Job Satisfaction. As the result,itcan be

categorized as significant. In conclusion, H1 is accepted. It means that Job Rotationhas a siginificant influence on Job Satisfaction.

2.   Hypothesis Testing on the partial influence of Job Promotion (X_2) on job satisfaction (Z).

To interpret the data in the table 4.16, the researcherreturns to the hypothesis that:

c.   Ho1: $\beta 1 \leq 0$, Job Promotion (X_2) has no influence on Job Satisfaction(Z).

d.   Ha1: $\beta 1 > 0$, Job Promotion (X_2) has an influence on Job Satisfation (Z).

If $t_{count} < t_{table}$ or $-t > -t_{table}$, Ho is accepted

If $t_{count} > t$ table or $-t < -t_{table}$, Ho is rejected

Based on the Table 4.23, the t-count value (5.001) is greater than the t-table (2.00).It means that there is a positive influence between Job Promotion and Job Satisfaction. The probability value (β) is 0,000 which means that the probability value is less than α (0,05).As the result,itcan be categorized as significant. In conclusion, H2 is accepted. It means that Job Promotion has a siginficant influenceonJob Satisfaction.

4.3.1.2.2 f test of Hypothesis 3

To determine the significance of the influence of all the independent variables all together on the dependent variable, F Testwas used. The results of the comparison between the F_{count} with the F_{table} and the probability value (β) with

the significant level of 5% (α=0.05) will be used as the basis for decision making. F test's results can be shown in the following Table.

Table 4.17 Regression Analysis Result

F Test	F table	P value	Result
66.022	3,17	0.000	Significant

*Source: Primary Data Processed, 2016 (Appendix IV Page 174)

To interpret the data above, the researcher returns to the hypothesis that:

1. Ho1:β≤0,Job Rotation (X_1) and Job Promotion (X_2) have no influence on Job Satisfaction (Z) simultaneously.

2. Ha1: β> 0,Job Rotation (X_1)and Job Promotion (X_2) have no influence on Job Satisfaction (Z) simultaneously.

3. If $F_{count}$is greater than F_{table}, Ho is rejected

   If the $F_{count}$is less than F_{table}, Ho is accepted

Based on the results of multiple regression test represented on table 4.30, the f-count value (66.022) is greater than the f-table (3.17) and the probability value (β1) is 0.000 which is less than α (0.05). This means that the result showedthat H3 is accepted. It means that Job Rotation and Job Promotion have an influence on Job Satisfaction simultaneously.

Thus, the first hypothesis and second hypothesisstating that "Job rotationhas a significant influence on job Satisfaction, and job promotion has a significant influence on job satisfaction" is accepted.

4.3.1.3 Multivariate Model Conformance Test

To indicate the percentage of the job satisfaction, which can be explained by the variable of job rotation and job promotion can be seen from Table 4.38 below:

Table 4.18

The Value of Coefficient Correlation and Coefficient of Determination

R	R Square
0,838	0.702

*Source : Primary Data Processed, 2016 (Appendix 4 Page 174)

From the table (4.39) above, the multiple correlation coefficients R is 0.838. This value is close to 1, it means that the relation of variable Job Rotation and Job Promotion with job satisfaction is strong, while the coefficient of determination (Rsquare) is 0.702. The determination coefficient of 0.702, it means that 70,2% of the job satisfaction in BRI branch of Wonosobo is influenced by job rotation (X_1) and job promotion (X_2). Based on the results of the F test and R_2,it indicates that the regression models in this study have met the eligibility model / goodness.

4.3.2   Job Rotation and Job Promotion on Commitment (X_1, $X_2 \longrightarrow$ Y)

4.3.2.1 Multiple Regression

Table 4.19

Multiple Regression Job Rotation and Job Promotion on Commitment

Variable	Coefficient Regression (B)	Standardized Coefficient (Beta)	t_{count}	t-table	Sig	Result
(Constant)	0.216				0.000	

Job Rotation (X$_1$)	0.727	0.723	5.719	2.00	0.000	Significant
Job Promotion (X$_2$)	0.240	0.240	2.104	2.00	0.000	Significant
R Square	0,709					
F Sig	0,000					
F Test	68.077					
F table	3,17					

*Source: Primary Data Processed, 2016 (AppendixIV Page 175)

By considering the regression model and the results of the multiple regression equation,it is derived that that job rotation and job promotion variables influence commitment in BRI Wonosobo as follows:

$$Y = 0.216 + 0.727X_1 + 0.240 X_2$$

Based on the various parameters in the regression equation on the influence of job rotation on job satisfaction, it can be given the following interpretation:

1. Constanta (B$_0$)

The constant value is 0.216. It means that if there is no variable or changing value on job rotation (X$_1$) and job promotion (X$_2$) that influence commitment,it will have a value of 0.216.

2. Regression Coefficients of Job rotation (B$_1$)

The job rotation (X$_1$) has a positive influence on commitment with a regression coefficient value of 0.727, it means that if there

107

is an increase in job rotation by 1%,there will be an increase in commtiment of 72.7% and vice versa.

3. Regression Coefficients of Job promotion (B_2)

The job promotion (X_2) has a positive influence on commitment with a regression coefficient value of 0.240, it means that if there is an increase in job promotion by 1%,there will be an increase in commitment of 24% and vice versa.

4.3.2.2 Hypothesis Testing

4.3.2.2.1 t test result of hypothesis 4 and 5

As explained in the Chapter III, the results of the comparison between the t_{count} and $t_{table,}$ and the amount of probability value (β) with the significant level of 5% ($\alpha=0.05$) will be used as the basis for decision making.

1. Hypothesis testing on the partial influence of Job Rotation (X_1) on Commitment   (Y).

   Based on the Table 4.24, the t-count value (5.719) is greater than the t-table (2.00).It means that there is a positive influence between Job Rotation and Commtiment. The probability value (β) is 0,000 which means that the probability value is less than α (0,05).As the result,it can be categorized as significant. In conclusion, H4 is accepted. It means that Job Rotation has a significant influence on the commitment.

2. Hypothesis testing on the partial influence of Job Promotion (X_2)

on commitment (Y).

3. Based on table 4.24, the t-count value (2.104) is greater than the t-table (2.00).It means that there is a positive influence between Job Promotion and Commtiment. The probability value (β) is 0,000 which means that the probability value is less than α (0,05).As the result,thiscan be categorizedas significant. In conclusion, H2 is accepted. It means that Job Promotion has a significant influence to the commitment.

4.3.2.2.2 f test result of hypothesis 6

To determine the significance of the influence of all the independent variables all together on the dependent variable, F Test was used. The results of the comparison between the F_{count} with the F_{table} and the probability value (β) with the significant level of 5% (α=0.05) will be used as the basis for decision making. F test's results can be shown in the following Table.

Table 4.20 Regression Analysis Result

F Test	F table	P value	Result
68.077	3,17	0.000	Significant

*Source: Primary Data Processed, 2016 (Appendix IV Page 175)

Based on the results of multiple regression test represented on Table 4.31, the f-count value (68.077) is greater than the f-table (3.17) and the probability value (β1) is 0.000 which is less than α (0.05). This means that the result showedthat H6 is accepted. It means that Job Promotion and and Job Rotation have an influence on commitment simultaneously.

Thus, the third and fourth hypothesis which is stated that "Job rotation and Job Promotion have significant influence on Commitment." is accepted.

4.3.2.3 Multivariate Model Conformance Test

To indicate the percentage of the commitment, which can be explained by the variable of job rotation and job promotion can be seen from Table 4.38 below:

Table 4.21
The Value of Coefficient Correlation and Coefficient of Determination

R	R Square
0,842	0.709

*Source : Primary Data Processed, 2016 (Appendix IV   Page 175)

From the Table (4.21) above, the multiple correlation coefficients R is 0.842. This value is close to 1.It means that the relation of Job Rotation and Job Promotion variables withthe commitment is strong, while the coefficient of determination (Rsquare) is 0.709. The determination coefficient of 0.709, it means that 70.9% of the job satisfaction in BRI branch of Wonosobo is influenced by job rotation (X_1) and job promotion (X_2). Based on the results of the F test and R_2,it indicates that the regression models in this study have met the eligibility model / goodness

4.3.3 Job Satisfaction on Comitmment (Z $\longrightarrow$ Y)
4.3.3.1. Regression
Table 4.22
Regression Job Satisfaction on Commitment

Variable	Coefficient Regression (B)	Standardized Coeffisient Beta	t_{count}	t-table	Sig	Result
(Constant)	0.449				0.000	
Job satisfaction (Z)	0.720	0.638	6.257	2.00	0.000	Signific ant
R Square	0,407					
F Sig	0,000					
F Test	39.150					
F table	3,17					

*Source: Primary Data Processed, 2016 (AppendixIV Page 176)

By considering the regression model and the results of the multiple regression equation,it is derived that job satisfaction variables influence the commitment in BRI Wonosobo as follows:

$$Y = 0.449 + 0.720Z$$

Based on the various parameters in the regression equation on the influence of job satisfaction on commitment, it can be given the following interpretation.

1.Constanta (B_0)

The constant value is 0.449. It means that if there is no variable or changing value on job satisfcation (Z) that influence commitment,it will have a value of 0.499.

2.Regression Coefficients of Job Satisfaction (B_1)

The job satisfaction (Z) has a positive influence on commitment with a regression coefficient value of 0,720, it means that if there is an increase in job satisfaction by 1%, there will be an increase in commitment of 0,720 percent.

4.3.3.2 T test of Hypothesis 7

1. As explained in the Chapter III, the results of the comparison between the t_{count} and t_{table}, and the amount of probability value (β) with the significant level of 5% ($\alpha=0.05$) will be used as the basis for decision making. The results of the partial test (t test) are shown below in table. Based on the Table 4.27, the t-count value (6.257) is greater than the t-table (2.00), it means that there is a positive influence between job satisfaction and commitment. The probability value (β) is 0,000 which means that the probability value is less than α (0,05). As the result, it can be categorized as significant. In conclusion, H7 is accepted. It means that job satisfaction has a significant influence on the commitment.

4.3.3.3 Multivariate Model Conformance test

To indicate the percentage of the commitment, it can be explained by the variable of job satisfaction that can be seen from the Table 4.41 below:

Table 4.23
The Value of Coefficient Correlation and Coefficient of Determination

R	R Square
0,638	0.407

*Source : Primary Data Processed, 2016 (Appendix IV Page 176)

From the table (4.23) above, the multiple correlation coefficients R is 0.638. This value is close to 1, means that the relation of Job satisfaction variable with commitment is enough, while the coefficient of determination (Rsquare) is 0.407. The determination coefficient of 0.407, means that 40,7% of the commitment in BRI branch of Wonosobo is influenced by job satisfaction(Z). Based on the results of the F test and R_2, it indicatedthat the regression models in this study have met the eligibility model / goodness.

4.3.4 Path analysis

Path analysis requires conditions that have at least measurement intervallevel. This path analysis technique will be used to examine the contribution indicated by the path coefficient on any path diagram of causal relationships between variables X1, X2, Z to Y. The following are the results of path analysis based on standardized coefficient Beta in Table 4.16, 4.19 and 4.22.
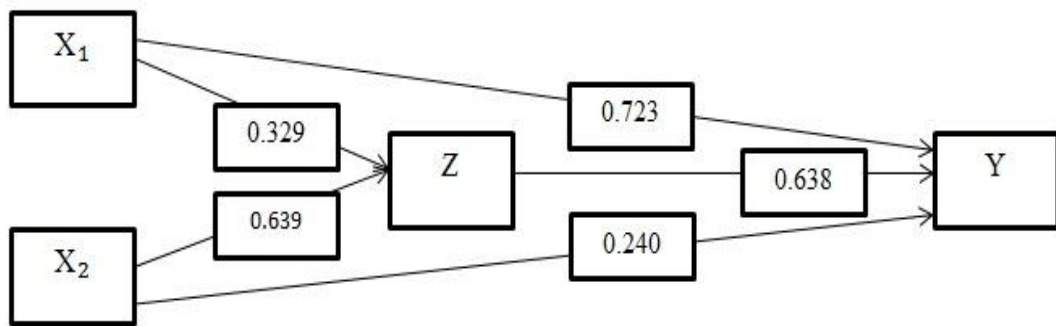
Figure 2 Path Analysis

Interpretation result :

- Coefficients Path variabel X_1 to Z is 0.329 =>direct effect X_1 to Z

- Coefficients Path variabel X_2 to Z is 0.639 => direct effect X_2 to Z

- Coefficients Path variabel X_1 to Y is 0.723 => direct effect X_1 to Y

- Coefficients Path variabel X_2 to Y is 0.240 => direct effect X_2 to Y

- Coefficients Path variabel Z to Y is 0.638 => direct effect Z to Y

- The calculation of indirect influence on the X_1 to Y = direct influence X_1 to Z x direct effect Z to Y = 0,329 x 0,638 = 0,2099

- The calculation of indirect influence on the X_2 to Y = direct influence X_2 to Z x direct effect Z to Y = 0,639 x 0,638 = 0,4076

Table 4.24 Direct – Indirect Effect

Variable	Direct effect X to Y	Direct effect Z to Y	Indirect effect X to Y
X_1	Coeff path = 0,723 T count = 5.719 Sig. = 0,000	Coeff Path = 0,638 T count = 6.257 Sig. = 0,000	0,329 x 0,638 = 0.2099
X_2	Coeff path = 0,240 T count = 2.104 Sig. 0,000		0,639 x 0,638 = 0,.4076

Direct influence of the job rotation to commitment is higher than job rotation to commitment through job satisfaction as the mediate variable. Direct influence of job rotation to commitment has a mean value 0.723, while the indirect mean value obtained from the multiple of direct job rotation to job satisfaction and job satisfaction to commitment is 0.329 x 0.639 = 0.2099 so that indirect job rotation to comitmment with job satisfaction as the mediate variable is smaller than the direct influence of job rotation to job satisfaction .

Direct influence from job promotion to commitment is smaller than job promotion to commitment through job satisfaction as the mediate variable. Direct influence of job promotion to commitment has a mean value 0.240, while the indirect mean value obtained from multiple of direct job promotion to job satisfaction and job satisfaction to commtiment is 0.639 x 0.638 = 0.4076 so that indirect job promotion to performance with commitment as the mediate variable is higher than direct influence of work job promotion to commitment.

4.3.5 Summary of Hypothesis Testing

The result of hypotheses testing can be summarized on Table 4.25 below:

Table 4.25 Hypothesis Testing Result

Hypothesis	Results
Job rotation has a positive influence on job satisfaction	Proven
Promotion has a positive influence on job satisfaction	Proven
Job rotaton and job jromotion have a positive influence on job satisfaction	Proven
Job rotation has a positive influence on commitment	Proven
Promotion has a positive influence to commitment	Proven
Job rotaton and job promotion has a positive influence on commitment	Proven
Job satisfaction has a positive significant effect against the organizational commitment	Proven
Job rotation has a positive influence on commitment through job satisfaction	Not Proven
Job promotion have a positive influence on commitment through job satisfaction	Proven

4.4 Classical Assumption

The researcher used aclassical assumption as the requirement for multiple regression analysis. According to Sujarweni (2007), the regression model will show a significant relationship if the data are free from classical assumption statistics. By using SPSS 16.0 software, the researcher used two tests of classical assumption: multicollinearity test and heteroscedasticity test. The researcher used the population as the sample, but the researcher used normality test in this research.

4.4.1 Normality test

4.4.1.1 Normality test 1

Normality test should be performed before data processing in order to know if there is a normal distribution in the regression model for independent and dependent variables. The use of the regression model is to know thenormal distribution data or close to normal. The researcher used Kolmogorov-Smirnov with a significant value of $\alpha = 0.05$ to conduct normality test. Finally, the result of normality test using Kolmogorov-Smirnov is shown in the table below:

Table 4.25 **Result of Normality Test Using Kolmogorov Smirnov**

Kolmogorov Smirnov	**Significances**	**Explanation**
1.482	0.185	Normal

The table 4.25 revealed the result of the normality test using Kolmogorov-Smirnov. By comparing the significant value of α (0.05), it can be concluded if the significant result is 0.185 and is greater than significant value, then for the regression of job rotation and job promotion have an influence on job satisfaction which is categorized as normal.

4.4.1.2 Normality test 2

Normality test should be performed before data processing in order to know if there is a normal distribution in the regression model for independent and dependent variables. The use of regression model is because it has normal distribution data or close to normal. The researcher

used Kolmogorov-Smirnov with significant value of α = 0.05 to conduct normality test. Finally, the result of normality test using Kolmogorov-Smirnov is shown in the table below:

Table 4.26 **Result of Normality Test using Kolmogorov Smirnov**

Kolmogorov Smirnov	Significances	Explanation
1.991	0.411	Normal

The table 4.26 revealed the result of the normality test using Kolmogorov-Smirnov. By comparing the significant value of α (0.05), it can be concluded if the significant result is 0.411 and is greater than significant value, then the regression of job rotation and job promotion has an influence on commitment it categorized as normal.

4.4.1.3 Normality test 3

Normality test should be performed before data processing in order to know if there is a normal distribution in the regression model for independent and dependent variables. The use of regression model is because it has normal distribution data or close to normal. The researcher used Kolmogorov-Smirnov with significant value of α = 0.05 to conduct normality test. Finally, the result of normality test using Kolmogorov-Smirnov is shown in the table below:

Table 4.27 **Result of Normality Test using Kolmogorov Smirnov**

Kolmogorov Smirnov	Significances	Explanation
0.866	0.442	Normal

The table revealed the result of normality test using Kolmogorov-Smirnov. By comparing the significant value of α (0.05), it can be concluded if the significant result is 0.442 and is greater than significant value, then the regression of job satisfaction has an influence on commitment categorized as normal.

4.4.2 Multicollinearity Test

Result of Multicollinearity Test Table 4.28

Variable	Tolerance Value	VIF	Explanation
Job rotation	0,294	3,405	No Multicollinearity
Job promotion	0,294	3,405	No Multicollinearity
Job satisfaction	1,000	1,000	No Multicollinearity

The result of multicollinearity test on the table above showed that the tolerance value for job rotation, job promotion and job satisfaction is bigger than 0,10,withVIF whichis less than 10. Thus, independent variables are free from multicollinearity symptoms or there is no multicollinearity between both of the independent variables

4.4.3   Heteroscedascisity Test

4.4.3.1 HeteroscedascisityTest 1

Based on Ghozali (2005), heteroscedascisity test is aimed to know whether there is an absolute residual variance in all of the observations.

If the residual variance is not absolute, it is called heteroscedasticity.If there is an absolute residual variance for all of the observations, then it is called homoscedasticity. A good regression model should be homoscedasticity or free from heteroscedasticity. SPSS 16.0 software was used to determine the existence of heterocedasticity.Based on the result of heteroscedaticity test for the independent variables:

Scatterplot
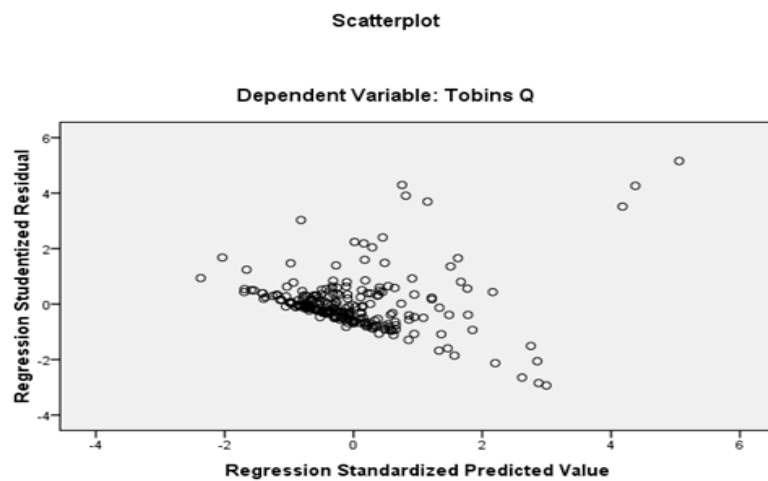
Dependent Variable: Y_TOTAL
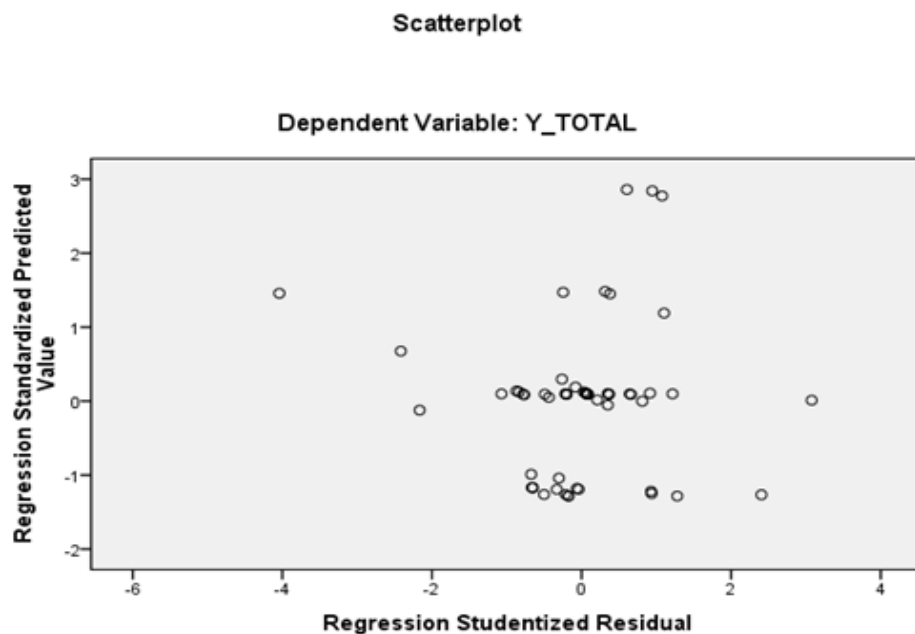
Figure 3 Scatterplot Heteroscedasticity

The scatter plot graph showed that there is no clear pattern and the points spread above or below the number 0. Then, it can be stated that there is no heteroscedasticity.

4.4.3.2 Heteroscedascisity Test 2

Based on Ghozali (2005), heteroscedascisity test is aimed to know whether there is an absolute residual variance in all of the observations. If the residual variance is not absolute, it is called heteroscedasticity.If there is an absolute residual variance for all of the observations, then it is called homoscedasticity. A good regression model should be homoscedasticity or free from heteroscedasticity. SPSS 16.0 software was used to determine the existence of heterocedasticity.Based on the results of heteroscedaticity test for the independent variables:

Scatterplot

Dependent Variable: Z_TOTAL
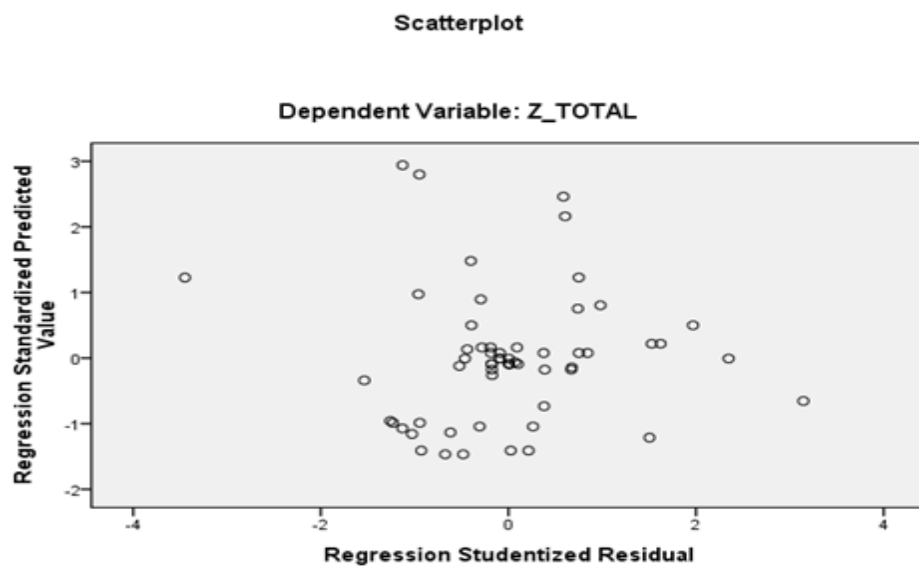
Figure 4 Scatterplot Heteroscedasticity

The scatter plot graph showed that there is no clear pattern and the points spread above or below the number 0. Then, it can be stated that there is no heteroscedasticity.

4.4.3.3 Heteroscedascisity Test 3

Based on Ghozali (2005), heteroscedascisity test is aimed to know whether there is an absolute residual variance in all of the observations. If the residual variance is not absolute, it is called heteroscedasticity.If there is an absolute residual variance for all of the observations, then it is called homoscedasticity. A good regression model should be homoscedasticity or free from heteroscedasticity. SPSS 16.0 software was used to determine the existence of heterocedasticity.Based on the results of heteroscedaticity test for the independent variables:

Figure 5 Scatterplot Heteroscedasticity

The scatter plot graphshowedthat there is no clear pattern and the points spreadabove or below the number 0. Then, it can be stated that there is heteroscedasticity.

4.5 Discussion of Research Findings

After conducting the data analysis, the result showedthat job rotation and job promotion have an influence on dependent variable (commitment) with job satisfactionas an intervening variable. These are the discussions of data analysis for each independent variable:

4.5.1 The Influence of Job Rotation on Commitment

The purpose of this research was to analyze whether job rotation has an influence toward the commitment in BRI branch office of Wonosobo. The result clearly showed that job rotation has a positive significant influence toward commitment. This was proven by the result of t-count value (5.719) that is greater than t-table (2,00) and probability value (β) 0.000 that is less than 0.05. Therefore,itcanbe concluded that the more employees do the job rotation in their organization, the more the contribution and the higher commitment they can give .

Furthermore, it was also found the positive result from the data description between job rotation and commitment. Job rotation has a high criteria by the

mean of 4,124. The highest job rotation variable question is 'job rotation can make me enjoy a social life and environmental conditions'. This becomes the highest indicator in the intrinsic job rotation indicator with the mean value of 4.288.The employees enjoy and feel responsibility in social life and environmental conditions to increase their commitment in organization. This is also proven that if the employees enjoy a social life and environmental condition, they can give good commitment to the organization. This is aligned with the very high criteria of commitment total mean by 4,120. The highest indicator of commitment is the continuance commitment indicator with the mean value of 4,120 with a statement"I work hard for the appropriate rewards given by the company". It means the employee know well that they should work hard and should give more efforts to achieve the organization's goals. Overall, this is can be concluded if there is a high level of job rotation it can be resulted in high levels of commitment.

According to Yuyuk (2007), her study has proven that job rotation is positively related to commitment examined the influence of job rotation, stress, job satisfaction to commitment in Perbankan in Malang city.The result showed that t-count value (2,605) is greater than t-table (2.00) and the probability value (β) 0.000 is less than 0.05. Yuyuk's research used job rotation because job rotationis the important element that must be considered by the company or organization, as it can increase works and the effectiveness of an employee in the organization.Yuyuk's thesis result found that it has no direct relationship between job rotation and job stress to the organization's commitment through job

satisfaction. Simultaneously the value of significance is0.012.This suggestedthat job rotation variable, job stress and job satisfaction have impacts on commitment to organization. Therefore,with the job rotation of employees, they will have more capability of maximizing the skills and expertise of employees. This has proven that thejob rotation variable has a significant influence toward employee commitment because the research result showed the t-count value (5,719) that is greater than t-table (2,00) and probability value (β) 0.000 that is less than 0.05. The difference is that in Yuyuk' thesis she used job stress on the independent variable, the effect of work stress on organizational commitment amounted to 0.120 with significance of 0.429 and job satisfaction on organizational commitment amounted to 0.256 with the significance of the value 0.112. The values showed the direct and indirect influence.

Besides, Faisal's (2014) study has proven a positive relationship between intrinsic job rotation and commitment. The study examined the relationship and effects of the study variables. The job rotation variable has a mean value of 2.97 with a higher standard deviation of 0.72, indicating the thinking of respondents, where there is a moderate level of rotation in banking sectors. On the other hand, the larger standard deviation illustrated that there is a difference of opinion among the employees in the banking sectors regarding the organizational commitment and job performance. Similarly, the mean of job performance is 3.88 and the standard deviation is 0.64, while the organizational commitment is 0.67 and 4.01. In addition, the current study also stated that they are more interrelated, significant, and positive with each other.This is proven that this job rotation

variable has a significant influence toward employee commitment because of the research result showed that the t-count value (5,719) that is greater than t-table (2,00) and probability value (β) 0.000 that is less than 0.05. The difference in Faisal's thesis is that he used many respondents to his research almost 450 respondents, but in one division in a company, meanwhile this research is more concerned with some of respondents in different divisions in one company.

The similar result is stated in Ardesir (2012).in his journal about A Study of Relation between Job Rotation andStaff's Organizational Commitment (A Case Study at Ilam University). The aim of their study is to elaborate the relation between job rotation and staff' sorganizational commitment. a. job rotation; b. affective commitment; c. continuous commitment; d. Normative commitment; e. dimensions of staff's organizational commitment. In terms of objective, this study is an applied research and in terms of data collecting, it is adescriptive one and among descriptive research types it is a correlation research. By accomplishing Spearman correlation test for examining the significance of the relation between the hypothesis variables in Ilam university at a confidence level of 0.98, P-value was determined as sig=0.000 and because sig<0/05, then zero hypothesis is rejected. Therefore, there is a significant relation between job rotation and staff organizational commitment.This has been proven that this job rotation variable has a significant influence toward employee commitment because this research result showed the t-count value (5,719) that is greater than t-table (2,00) and probability value (β) 0.000 that is less than 0.05. In this result, there are influences in increasing job rotation will increase the employees commitment as well. The

different results found in Ardesir and Bakhsh's thesis where they analyzed three components of commitment, which are affective commitment, continuous commitment and normative commitment. The main topic of this research is organizational commitment, but the selection of components of commitment that makes the difference.

In conclusion, this research has proven the positive and significant influence between job rotation and commitment. This means that if employeesdid job rotation in the organization, they will be able to commit well in the organization. As can be seen in Yuyuk's result showed that t-count value (2,605) is greater than t-table (2.00) and the probability value (β) 0.000 is less than 0.05. Khan's result found that the job rotation variable has a mean value of 2.97 with a higher standard deviation of 0.72, and the probability value (β) 0.000 is less than 0.05. Ardesir and Bakhsh (2012) in their journal showed that the result at a confidence level of 0.98, P-valuewas determined as sig=0.000 and because sig<0/05, that means there is a significant influence of job rotation on commitment. Besides, there are other variables that can influence commitment. Thus, it might have a direct influence of the independent variable toward commitment, or might be the moderator variable between the antecedents and commitment.

4.5.2 The Influence of Job Promotion on Commitment

Job promotion also has a significant influence toward commitment.Job promotiongives a positive effect to commitment. It is proven by the result of t test

in which, t-count value (2,104) is greater than t-table (2,00) and probability value (β)0.000 is less than α (0,05).The highest indicator of job promotion variable is the experience indicator with the mean value as much as 4,18 ,that is understanding the experience as a employee. It means that the employee knows well what their ability from their experiences to achieve the organizational goals. This result is significant with the result of employees commitment's total mean by 4,12. The highest indicator of commitment is continuance commitment indicator with the mean value as much as 4,12 with the statement "It is very unlikely that I leave the company". It means the employee will feel enjoy and loyal to the company if they get what they deserve from the company, for example by building the employees' career.Therefore, if the employee gets a good carreer, they will keep his commitment as well.

Prawita (2012) conducted a research about job satisfction, job promotion, and commitment. In her thesis,she found a result that there a positive influence between job promotion and commitment. In her thesis, the result showed a mean of significant p<0,05 with the regression coefficient (β$_1$= 0,404) and with t-count value (3.082)which is greater than t-table (2.00). It has proved that there are positive influences between job promotion variable and commitment. Thus, providing employees with good opportunities for job promotion can increase commitment as well. This is aligned with this research result showed that t test in which t-count value (2,104) is greater than t-table (2,00) and probability value (β)0.000 is less than α (0,05). In Prawita's thesis she divided commitment variable to carrier commitment and organisational commitment. It means that

commitment is still as the dependent variable even she divided into carrier commitment and organizatioanl commitment. The difference from this research is in the use of the commitment variable in the company. Although this research has a different analysis method, but the result is the same, that if the job promotion increases, the employee's commitment will increase too.

The similar result is stated byAdryan (2012) in his thesis about the influence of job promotion on employees' commitment in PT.Bank Sulselbar Makassar city. The regression coefficient promotion of 0.716 means that if promotion is increased by a unit, this will give the effect on the coefficient of commitment of employees, assuming that that other variables are considered to be constant.The result showed that t-count value (2,709) is greater than t-table (2.00) and the probability value (β) 0.015 is less than 0.05.This is aligned with this research result that t test in which t-count value (2,104) is greater than t-table (2,00) and probability value (β)0.000 is less than α (0,05).In Adriyan's thesis, he put carrier development as an independent variable, while job promotion and education and training include in the independent variable.This makes the difference with this reseasrch because in carrier development they are not only concerned in job promotion but also in mutattion in a company. Although this research has a different analysis method, but the result is the same, that if the job promotion increases, the employee's commitment will increase too.

To summarize, it can be concluded that job promotion consisting of experience, skill, loyalty, leadership, communicative might increase employee commitment in the organization. This has been stated in Prawita's research result

and Andriyan's research result with the different analysis method and tools. Job promotion is not the only variable that influences the employee commitment. There might be other variables that can have positive influences toward commmitment.

4.5.3 The Influence of Job Rotation and Job Promotion on Commitment

This has been proven that Job rotation and Job Promotion have a positive influence on commitment of the employees in BRI branch office in Wonosobo. This aligned with that the f-count value (68.077) is greater than the f-table (3.17) and the probability value ($\beta1$) is 0.000 which is less than α (0.05). The result of multiple correlation coefficient R is 0.842 which is close to 1.It means that the correlation of job rotation and job promotion on commitment of employees is strong. While the coefficient of determination (Rsquare) is 0.709 meaning that job rotation and job promotion influence (70.9 %) on the commitment of employees in BRI branch office in Wonosobo.

4.5.4 The Influence of Job Rotation and on Job Satisfaction

Job Rotation also has a significant influence toward Job Satisfaction.Job Rotation gives a positive effect to Job Satisfaction. It has been proven by the result of t test in which, t-count value (2,794) is greater than t-table (2,00) and probability value (β) 0.000 is less than α (0,05). In addition, the descriptive data informed that the level of job rotation among employees as an overall is categorized as higher level by 4,124. The highest the job rotation variable with a statement'Job Rotation can make me enjoy a social life and environmental

conditions', the highest the indicator in the intrinsic job rotation indicator with the mean value of 4.288.The employees enjoy and have the responsibility in social life and environmental condition to increase their commitment to the organization. This result is significant with the result of job satisfaction with a total mean of 4.274. The highest indicator of job satisfaction is Carreer Benefit indicator with the mean value as much as 4,370 with the statement "I can improve competence in working in the company". It means that the employees will automatically improve their competence and give maximum efforts to make them more competent in a particular job. Terefore, if the employee has a high job rotation this will increase the job satisfaction as well.

Ho (2003) conducted a research about 'Effects of job rotation and role stress among nurses on job satisfaction and organizational commitment'. In the research, it was found that there is a positive influence between job rotation and job satisfaction. In her thesis, the result with R count (0,51) is greater than (0.5) and with adjusted R square (0.93). This showed that there is a positive influence of job rotation to job satisfaction. So, if the variable of job rotationin good condition that make job satisfaction as well. This aligns with this research result that of t test in which R count value (0.702) is greater than (0.5), probability value (β)0.000 is less than α (0,05), and with adjusted R square (0.692). Although this research has a different analysis method, but the result is the same, that if the job rotation increases, the job satisfaction will increase too.

The similar result is stated in Saravani (2012) in his research about 'Investigating the influence of job rotation on performance by considering skill

variation and job satisfcation of bank employees'.There is a positive significant relationship between job rotation and job satisfaction (standard coefficient of 0,54) indicating a direct relationship between job rotation and satisfaction. Also, this relationship is significant in t count(3,78)which is greater than t table (2.00) showing that exogenous latent variable (job rotation) is causally weakly effective on indigenous latent variable (job satisfaction). This align with this research result that of t test in which t-count value (2,794) is greater than t-table (2,00) and probability value (β)0.000 is less than α (0,05) and standard coefficient (0.329). Even this research has a different analysis method, the result is still respectively, that if the job rotation increases, the employee's satisfaction will increase too.

According to Yuyuk (2007), her study has proven that job rotationis positively related to satisfaction. Her study examined the influence of job rotation, stress, job satisfaction to commitment in banking sectors in Malang city. The result showed that individually or partial testing using the t test, where the rotation position / title (X1) are contributing significantly to job satisfaction (X3), the column sig. in the above table model 1 (rotation job / position) obtained sig. 0012 is less than 0.05 then Ho is rejected and Ha accepted, meaning the path analysis coefficient is significant. Thus, rotation of work contributes significantly to job satisfaction, so it was concluded that the rotation position / title has a significant effect on job satisfaction. Yuyuk's research used job rotation because job rotation is an important element important that must be considered by the company or organization because job rotation can increase the effectiveness ofthe employees' work in an organization. Yuyuk's thesis result found that there is no

direct relationship between job rotation and job stress to commitment organization through satisfaction work. Simultaneously the value of significance is 0.012.This suggested that the variablesof job rotation, job stress and job satisfaction impacted on the commitment to the organization. Therefore, with the rotation work for employees, they will be more capable of maximizing the skill and expertise. This has been proven that this job rotation variable has a significant influence toward employee commitment, in line with this research result, the t-count value (2.794) is greater than t-table (2,00) and probability value (β) 0.000 is less than 0.05.

To summarize, it can be concluded that job rotation consists of. the level of saturation of employment, the additional knowledge, skills, and competencies, preparation of management, the choice of the appropriate working position, the development of social relationships. As stated by Wen-Hsien Ho and Saravani, the difference is on the analysis method and tools. Even though, job rotation is not the only variable that influences employee satisfaction, there might be other variables that can have a positive influence toward satisfaction.

4.5.5 The Influence of Job Promotionand on Job Satisfaction

Job Promotion also has a significant influence onJob Satisfaction.Job Promotion gives a positive effect to Job Satisfaction. It was proven by the result of t test in which, t-count value (5.001) is greater than t-table (2,00) and probability value (β)0.000 is less than α (0,05). In addition, descriptive data informed that the level of job promotion among employees overall is categorized as in a higher level by 3.941. The highest job promotion variable in a statetment'I have opportunity to learn new things in the company'becomes the highest

indicator in the intrinsic job rotation indicator with the mean value of 4.362. The employee has the opportunity to learn and face a new thing and experience to increase their satisfaction in the organisation. This result is significant with the result of job satisfaction's total mean by 4.274. The highest indicator of job satisfaction is Carreer Benefit indicator with the mean value as much as 4,370 with a statement "I can improve competence in working in the company". It means that the employee will automatically improve their competence.It means that the employee will try to give their maximum effort to make them more competent in particular jobs. Thus, if the employees have a high job promotion,it will increase the job satisfaction as well.

Faidzin (2012) conducted a research 'Pengaruh kompensasi dan promosi jabatan terhadap kepuasan kerja karyawan pada PT Altrak 78 Pekanbaru'. In his research, there is a result that there is a positive influence between job promotion and job satisfaction. In her thesis, the result with T count (3.598) is greater than 2.00 and probability value (β) 0.001 which is less than α (0,05). It showed that there is a positive influence of job promotion variable to job satisfaction. This align with this research result that of t test in which, T count value (5.001) is greater than (2.00), probability value (β)0.000 is less than α (0,05). Even the research has a different analysis method, the result is still respectively, that if the job promotion increases, the employee's satisfaction will increase too.

The similar result is stated by Noor (2015) in his research about ' 'Impact of job promotion and job advancement on job satisfactionin universities of KPK province of Pakistan'.In his research, the result found that there is a positive

influence between job promotion and job satisfaction. In her thesis, the result with T count (9.606) is greater than 2.00 and the probability value (β)0.000 is less than α (0,05). It showed that there are positive influences between job promotion variable and job satisfaction. This align with this research result that of t test in which, T count value (5.001) is greater than 2.00, and probability value (β)0.000 is less than α (0,05). Even the research has a different analysis method, the result is still respectively, that if the job promotion increases, the employee's satisfaction will increase too.

Besides thatas stated in Oky (2013) in his research about 'Pengaruh kompensasi finansial, promosi dan lingkungan kerja fisik terhadap kepuasan kerja karyawan pada Parigata Resort and Spa Sanur Bali',the result showed that there is a positive influence between job promotion and job satisfaction. In her thesis, the result of T count (2.591) is greater than 2.00 and probability value (β)0.000 is less than α (0,05). It showed that there is a positive influence of job promotion varible on job satisfaction. This align with thisresearch result that of t test in which, T count value (5.001) is greater than (2.00), probability value (β)0.000 is less than α (0,05). Even,this research has adifferent analysis method, the result is still respectively, so that if the job promotion increases, the employee's satisfaction will increase too.

To summarize, itcan be concluded that job promotion consisting of experience, skill, loyalty, leadership, communicative might increase the employee commitment in the organization, as stated in in Faidzin, Noorand Oky's research results with the different analysis methods and tools. Even though, job promotion

is not the only variable that influences the employee commitment, there might be other variables that can have a positive influence onsatisfaction.

4.5.6 The Influence ofJob Rotation andJob Promotionon Job Satisfaction

This has s proven that job rotation and job promotion have a positive influence on job satisfaction of the employees in BRI branch office in Wonosobo. This aligns with the f-count value (66.022) which is greater than the f-table (3.17) and the probability value (β1) of0.000 which is less than α (0.05). The result of multiple correlation coefficient R is 0.838 which is close to 1.It means that the correlation of job rotation and job promotion on job satisfaction of employees is strong. While the coefficient of determination (Rsquare) is 0.702,meaning that job rotation and job promotion influence by 70.2 % on job satisfaction of employees in BRI branch office in Wonosobo.

4.5.7 The Influence of Job Satisfactionon Commitment

Job Satisfaction also has a significant influence oncommitment.Job satisfactiongives a positive effect to commitment. It has s proven by the result of t test in which, t-count value (6.257) is greater than t-table (2,00) and probability value (β)0.000 is less than α (0,05). In addition, from the descriptive data informs that the level of job satisfaction among employees in overall is categorized as in higher level by 4.274. The highest job satisfaction variable in the statement'My ability can always increase in this company' becomes the highest indicator in the intrinsic job rotation indicator with the mean value of 4.390.The employee has the opportunity to improve the ability in the company after they can finish the tasks.This result is significant with the result of commiment with the total mean of

4.120. The highest indicator of commitment is Normative Commitment indicator with the mean value as much as 4,370 witha statement "I am willing to sacrifice time and my thoughts for the betterment the company I work". It means the employee will automatically improve their competence and try to give maximum efforts to make them more competent in doing a particular job. Therefore, if the employees have a high job satisfaction,it will increase the commitment as well.

According to Saimir and Jonida (2013), job satisfactionis positively related to commitment. Their examined the influence of job satisfaction to commitment the case of Skhodra Municipality. Job satisfaction affects organizational commitment, tested by using the regression analysis. Organizational commitment was consideredas a function of job satisfaction and served as the dependent variable in the regression analysis.The result showed that t-count value (2,682) is greater than t-table (=2.00) and the probability value (β) 0.001 is less than 0.05.This has proven that this job satisfaction variable has asignificant influence onthe employee commitment because this research result showed that the t-count value (6,527)is greater than t-table (2,00) and probability value of (β) 0.000 is less than 0.05. Even though, job satisfaction is not the only variable that influences the employee commitment, there might be other variables that can have a positive influence oncommitment.

Beside that,as stated in Anastasia and Eddy (2013) in their research about 'Pengaruh motivasi kerja dan kepuasan kerja terhadap komitmen organisasional karayawan in PT.DAI KNIFE di Surabaya', there is a result that there is a positive influence between job satisfaction and commitment. In their thesis,the result of

with T count (4.435) is greater than (2.00) and probability value (β)0.000 is less than α (0,05It showedthat there is a positive influence of job satisfaction variable on commitment. Thus, if the job satisfaction variable in good condition this can make commitment as well. This has proven that job satisfaction variable has asignificant influence onemployee commitment because this research result showed the t-count value (6,527) that is greater than t-table (2,00) and probability value (β) 0.000 that is less than 0.05. Even though, job satisfaction is not the only variable that influences employee commitment, there might be other variables that can have a positive influence on commitment.

Accordingto Ilhami (2012), in her study,it has proven that job satisfactionis positively related to commitment, her study examined the 'Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: An Empirical Study'.To test whether job satisfaction affects organizational commitmentused the regression analysis. Organizational commitment was consideredas a function of job satisfaction and served as the dependent variable in the regression analysis.The result showed that t-count value (8.445) is greater than t-table (2.00) and the probability value (β) 0.000 is less than 0.05.This has s proven that job satisfaction variable has a significant influence onemployee commitment because this research result showed that the t-count value (6,527)is greater than t-table (2,00) and probability value (β) 0.000 that is less than 0.05. Even though, job satisfaction is not the only variable that influences employee commitment, there might be other variables that can have a positive influence oncommitment.

4.5.8 The Direct or Indirect Influencce of Job Rotation on Commitment

Based on the result of the path analysis, it showedthat a direct influence of job rotation on commmitment is higher than job rotation on commitment through job satisfaction as the mediate variable. The direct influence of job rotation to commitment has a mean value of 0.723, while the indirect mean value obtained from the multiple of direct job rotation to job satisfaction and job satisfaction to commitment is 0.329 x 0.638 = 0.2099. Thus, indirect job rotation to comitmment with job satisfaction as the mediate variable is smaller than direct influence of job rotation on job satisfaction. Job rotation may not have a direct effect on commitment, but an indirect effect by improving employees' commitment and other organizational outcomes.

According to Yuyuk (2007), in her study, it has proven that job rotationis positively related to commitment in her study examined the influence of job rotation, stress, job satisfaction to commitment in banking sectors in Malang city. The indirect effect between job rotation to commitment organization through job satisfaction showed the results of (p1 x p3) = 0.303 x 0.233 = 0.0705 while the indirect effect between job stress to commitment organization through satisfaction employment is of (p2 x p4) = 0.492 x 0.120 = 0.059. Thus,from the calculation above, it was obtained what influences the most is the indirect effect between job rotation and commitment organization through job satisfaction. In the main research's topic which is organizational commitment, many researchers conducted different researches with different components of commitment. With job rotation it is expected to many obtained and knowledge of an employee in the company in

addition factors saturation also could be avoided, in which the conditions will strengthen the commitment of an employee to the organization. However, for the job satisfaction, employees must be concerned that there is apossibility of variable's fruition .

According to Ching, et al (2009),regarding the relationship between job satisfaction and organizational commitment, in theirstudy onjob satisfaction and organizational commitment, the two variables have a significant positive correlation. In addition,it was proposed that job rotation has the advantageof increasing job satisfaction.Also, it was believed that implementing job rotation has the advantage of increasing organizational commitment in the aspect of employees'career and emotion. Their research used nurses working in hospitals as respondents , and they added stress as an independent variable and the result showed a negative correlation.

The similar result with Ardesir (2012), in his journal about 'A Study of Relation between Job Rotation and Staff's Organizational Commitment (A CaseStudy at Ilam University)'the study aimed to elaborate on the relation between job rotation and staff's organizational commitment. a. job rotation; b. affective commitment; c. continuous commitment; d. Normativecommitment; e. dimensions of staff's organizational commitment.In terms of objectives, this study was an applied research, and in terms of data collecting, it is adescriptive one, and among the descriptive research types, it is a correlation research. By accomplishing Spearman correlation test for examining the significance of the relation between variables of this hypothesis in Ilam University at confidence

level of 0.98, P-valuewas determined as sig=0.000 and because sig<0/05, then zero hypothesis is rejected.Therefore, there is a significant relation between job rotation and staff commitment in the organization.This hass proven that job rotation variable has asignificant influence toward employee commitment because this research result showed that the t-count value (5,719)is greater than t-table (2,00) and probability value (β) of 0.000 that is less than 0.05. Based on the result, there is aninfluence of the increase ofjob rotation will also increase the employees commitment as well. The difference in the Ardesir and Bakhsh's thesis is that they analyzed three components of commitment, which are affective commitment, continuous commitment and normative commitment. In the main of research is organizational commitment, but they make a different research dividing the components of commitment.

4.5.9 The Direct or Indirect Influencce of Job Promotion on Commitment

Based on the result of path analysis, it showedthat direct influence of job promotion on commitment is smaller than job promotion to commtiment through job satisfaction as the mediate variable. The direct influence of job promotion to commitment has a mean value of 0.240, while the indirect mean value obtained from the multiple of direct job promotion to job satisfaction and job satisfaction to commitment is 0.639 x 0.638 = 0.4076 so that indirect job promotion to commitment with job satisfaction as the mediate variable is higher than the direct influence of job promotion to commitment. Job promotion may not have a direct effect on commitment, but it has an indirect effect by improving employees' commitment and other organizational outcomes.

Faidzin (2012) conducted a research 'Pengaruh kompensasi dan promosi jabatan terhadap kepuasan kerja karyawan pada PT Altrak 78 Pekanbaru'. In his research,The result showed that there is a positive influence between job promotion and job satisfaction. In his thesis, the result with T count (3.598) is greater than (2.00) and probability value (β)0.001 is less than α (0,05). It showed that there is a positive influence of job promotion variable with job satisfaction. Thus, if the job promotion variable in good condition this can make job satisfaction as well. This aligns with this research result that of t test in which, T count value (5.001) is greater than (2.00), probability value (β)0.000 is less than α (0,05). Even these research has a different analysis method, so that the if the job promotion increases, the employee's satisfaction will increase too.

According to Saimir and Jonida (2013), their study has proven that job satisfactionis positively related to commitment.Their study examined the influence of job satisfaction on commitment, the case of Skhodra Municipality.Job satisfaction that affects organizational commitment was tested by using regression analysis. Organizational commitment was consideredas a function of job satisfaction and served as the dependent variable in the regression analysis. The result showed that t-count value (2,682) is greater than t-table (2.00) and the probability value (β) 0.001 is less than 0.05.This has proven that this job satisfaction variable has asignificant influence toward employee commitment because this research result showed that the t-count value (6,527) is greater than t-table (2,00) and probability value (β) 0.000 that is less than 0.05. Even though, job satisfaction is not the only variable that influences the employee commitment,

there might be other variables that can have a positive influence toward commitment.

CHAPTER V

CONCLUSIONS AND SUGGESTIONS

5.1. Conclusions

From the results of the data analysis and discussion, it can be concluded as follows:

1. Job rotation has a significant influence on employees' job satisfaction.

2. Job promotion has a significant influence on employees' job satisfaction.