

**Analysis of the Influence of Job Rotation and Job Promotion
on Commitment with Job Satisfaction as an Intervening Variable
Employees of Bank Rakyat Indonesia (BRI) Office Branch
in Wonosobo**

A RESEARCH JOURNAL

Presented as a Partial Fulfillment of the Requirements
to Obtain the Bachelor Degree in Management Department



By:

-Mochamad Gani Anggoro Pradigdo

Student Number: 12311005

DEPARTMENT OF MANAGEMENT

INTERNATIONAL PROGRAM

FACULTY OF ECONOMICS

UNIVERSITAS ISLAM INDONESIA

2016

**Analysis of the Influence of Job Rotation and Job Promotion
on Commitment with Job Satisfaction as an Intervening Variable
Employees of Bank Rakyat Indonesia (BRI) Office Branch
in Wonosobo**

A RESEARCH JOURNAL



Written by

Mochamad Gani Anggoro Pradigdo

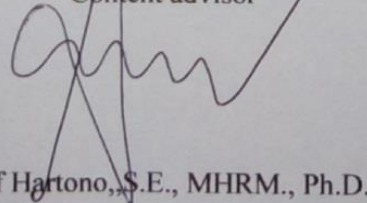
Student number: 12311005

Approved By

الإسلام جامعة
الاندونيسيا

Yogyakarta, October 10, 2016

Content advisor



Arif Hartono, S.E., MHRM., Ph.D.

Analysis of the Influence of Job Rotation and Job Promotion On Commitment with Job Satisfaction as an Intervening Variable Employees of Bank Rakyat Indonesia (BRI) Office Branch in Wonosobo

Mochamad Gani Anggoro Pradigdo

Faculty of Economics Universitas Islam Indonesia

Email : Mochamaddgani@gmail.com

Arif Hartono

Faculty of Economics, Universitas Islam Indonesia

Email : Arifhartono@yahoo.com

ABSTRACT

The aim of this research was to determine the Analysis the Influence of Job Rotation and Job Promotion On Commitment with Job Satisfaction as an Intervening Variable Employees BRI Branch of Wonosobo. This research was conducted in Wonosobo and people that were taken as sample were those who are permanent employees in BRI Branch of Wonosobo. This research used census to collect data. The analytical tool used multiple linear regression and path analysis using SPSS version 16. The results of this research showed a positive and significant influence of Job rotation, job promotion and job satisfaction on performance of employees. The results also showed direct influence of job rotation on commitment is higher meanwhile indirect influence of job promotion on commitment is higher.

Keyword: *job rotation, job promotion, job satisfaction, commitment, BRI*

ABSTRAKSI

Tujuan dari penelitian ini adalah untuk mengetahui Analisis Pengaruh Job Rotasi dan Promosi Job Pada Komitmen dengan Kepuasan Kerja sebagai Intervensi Variabel Karyawan BRI Cabang Wonosobo. Penelitian ini dilakukan di Wonosobo dan orang yang diambil sebagai sampel adalah mereka yang merupakan karyawan tetap di BRI Cabang Wonosobo. Penelitian ini menggunakan sensus untuk mengumpulkan data. Alat analisis yang digunakan regresi dan analisis jalur linier menggunakan SPSS versi 16. Hasil penelitian ini menunjukkan pengaruh positif dan signifikan rotasi kerja, promosi jabatan dan kepuasan kerja pada

performance karyawan. Hasil penelitian juga menunjukkan pengaruh langsung dari rotasi pekerjaan di commitmetn lebih tinggi pengaruh sementara tidak langsung promotion pekerjaan pada komitmen yang lebih tinggi.

Keyword: rotasi pekerjaan, promosi jabatan, kepuasan kerja, komitmen, BRI

Background

In an organization, employees is one of the most important things in the achievement of organizational goals. That is why many organizations and companies try to always develop skills of employees in all aspects. It can be seen also in business competition, organizations must improve the quality of its employees. In addition to the purposes and in the face of business competition, it is necessary to maintain and foster employee commitment in the implementation of the work. The most commonly accepted thoughts on commitment isthat it is an indicator of employees who are strongly committed to an organization and are least likely to leave, hence it is a psychological state that binds an individual to an organization Allen & Mayer(1991).

Someone who is high committed for his career can bring expectations in a career to a greater degree or desire into organization. When expectations of career or need employees are filled by an organization, they willbe more motivated compared with those with lowcareercommitment .According to Allen & Meyer (1991), the commitment will be realized through the results of employee satisfaction due to the job satisfaction of employees so that they will perfromtheir best works. As a psychological state, commitment is then characterized as an employee relationship with the organization and the employee makes the decision to continue membership in the organization. Bank Rakyat Indonesia (BRI) implement various programs for the benefits of the borrowers. With a number of experience and capability owned by BRI in providing services, BRIhas been to maintain his achievement as the largest bank with the second position for assets in terms of banking industries in Indonesia for seven consecutive years. To achieve the company's goal, companies need to doactions to also create job satisfaction to the employees, for example by giving a promotion and job rotation.

From the description above, it can be drawn a conclusion that the employees of BRI need hard efforts to achieve the purpose of organization. That is why companies can give satisfaction to their employees by providing employees with opportunities of job rotation or promotion .

Job Rotation to Job Satisfaction

Job rotation increases the motivation level of the employee. To increase their (Faisal, 2014). Job rotation system causes enhancing productivity of human resources and improves organizational performance in both organization and individual level by training multi-skilled employees, creating a logical efficient interaction between skill and motivation and providing practical participation for employees which is the greatest advantage for the employee is job satisfaction (Shahin, 2013). According to Ching Seng in their research, job rotation among nurses could have an effect on their job satisfaction. Job rotation is a very effective policy to develop employee horizons and empower them which is considered as the most important effective factor mediated by job satisfaction and skill diversity on performance and effectiveness of organizations (Shahin, 2013). From the explanation above, then the hypothesis proposed is as follows:

H1: Job Rotation's effect is positive towards job satisfaction

Promotion and Job Satisfaction

Promotions have a positive influence on job satisfaction because job promotion makes a more healthy competition for the employees and always try to be good. Promotion makes a person has the spirit of the work (Maria, 2014). Simultaneously variables of financial compensation, promotion, and physical work environment significantly influence employee satisfaction (Wayan, 2014). The remuneration package and promotion opportunities have a positive correlation with job satisfaction among lecturers (Mustapha, 2013).

Organization can be improved by making good promotions and advancement policies. Employees' opinion should be considered as equal opportunities, and they should be given rewards for their hard work and good performance, such as to give fair salary and advanced training services for the job and skill improvement and development (Zahid, 2015). From the explanation above, then the hypothesis proposed is as follows:

H2: Promotion has a good influence on job satisfaction

Job Rotation and Job Promotion to Job Satisfaction

Job rotation system causes the enhancement of productivity of human resources and improves organizational performance in both organization and individual levels by conducting a multi-skilled training for employees, creating a logical efficient interaction between skill and motivation and providing a advanced practical participation for employees that the greatest advantage is the increase of job satisfaction of employees (Shahin, 2013). An organization can be improved by making a good promotion and advancement policies, employees' opinion should be considered as

equal opportunities that should be given, giving rewards for their hard work and good performance, giving fair salary and advance training services for the job and skill improvement and development (Zahid, 2015). From the explanation above, the hypothesis proposed is as follows:

H3: Job rotation and job promotion have a good influence on job satisfaction

Job Rotation and Commitment

The rotation within the working environment is increasing, the employees' commitment to the organization is also increasing, which in turn increases the loyalty of the employees within the organization (Faisal, 2014). Employee commitment to the organization is also to find out about the relationship of closeness of the employees of the organizations in which they work, so as to reflect the involvement and employee loyalty towards the organization, where it will affect the work charged to the employee concerned with the a higher quality expected results. Employee commitment and job involvement could be slightly increased by boosting up job rotational activities (Faizan, 2012). Job rotation is accomplished by a structured planning for realizing organizational goals and by referring to the point that job rotation is necessary as the staff are exhausted of repetitive tasks, in such a way that they cannot perform their tasks along with the organization's goals (Ardeshir, 2012). From the explanation above, then the hypothesis proposed is as follows:

H4: Job rotation has a good influence on commitment

Promotion and Commitment

Promotion decision has significant effects to organizational commitment in employees (Mary, 2001). Career development based on education and training, as well as the transfer and promotion have a positive effect on employee commitment (Andi, 2012). Promotions have positive and significant impact on employee commitment (Prawita, 2012). Visible career development based on education and training has a positive and the most dominant influence on the commitment of employees (Andrew, 2012). From the explanation above, then the hypothesis proposed is as follows:

H5: Promotion has a good influence on commitment

Job Rotation and Job Promotion, and Commitment

Employee commitment to the organization is also to find out about the relationship of closeness of the employees of the organizations in which they work, so as to reflect the involvement and employee loyalty towards the organization, where it will affect the work charged to the employee concerned that the expected

result is a higher quality again. Employee commitment and job involvement could be slightly increased by boosting up job rotational activities (Faizan, 2012). Visible career development based on education and training has a positive and the most dominant influence on the commitment of employees (Andrew, 2012). From the explanation above, then the hypothesis proposed is as follows:

H6 : Job rotation and job promotion have a good influence on commitment

Job Satisfaction and Commitment

There is a positive significant relationship between extrinsic job satisfaction and affective and normative organizational commitment and also there is a positive significant relationship between affective and normative commitment (Ebru, 2009). Job satisfaction positively impacts on affective commitment, continuance commitment, and normative commitment (Ilhami, 2012). Job satisfaction is thought to influence their work outcomes such as organizational commitment and turnover intentions (Ilhami, 2012). An employee who has a good job satisfaction will be more motivated to work and perform better in doing all works so that they are more committed to the company. Employees who work with high motivation and job satisfaction will perform maximum and satisfactory works for the company (Tania, 2013). By considering the description above, the hypothesis proposed is as follows:

H7: Job satisfaction has a positive significant effect to the organizational commitment

Job Rotation to Commitment through Job Satisfaction

According to Yuyuk (2014), there is a significant relationship between job rotation and job satisfaction. Job rotation can increase job satisfaction in organization. Job satisfaction positively impacts on affective commitment, continuance commitment, and normative commitment. By considering the description above, the hypothesis proposed is:

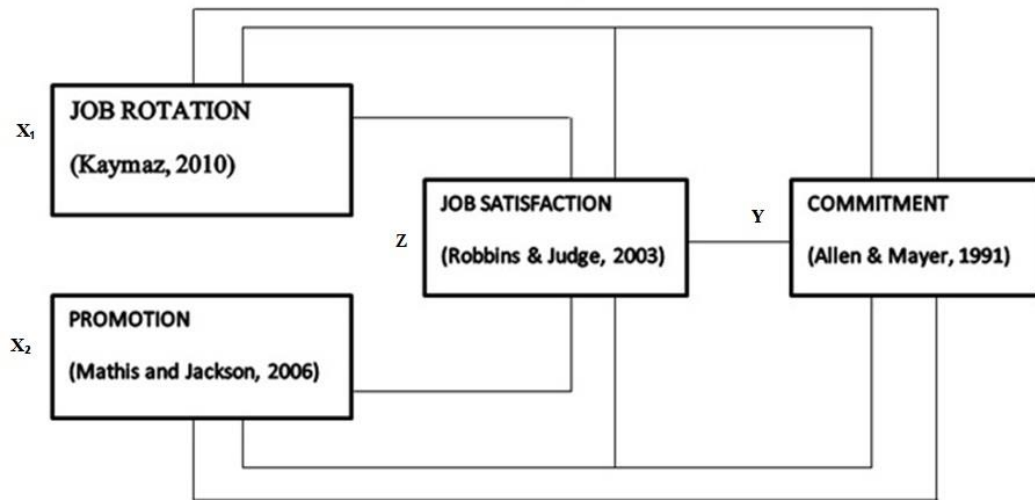
H8 = Job rotation has a positive influence on commitment through job satisfaction

Job Promotion and Commitment through Job Satisfaction

According to Zahid (2015), job promotion has a positive effect on job satisfaction, and job advancement has also a significant relationship on job satisfaction. From the above explanation, satisfaction also has a significant relationship to commitment. Then, the hypothesis formulated is:

H9 = Job promotion has a positive influence on commitment through job satisfaction

THEORITICAL FRAMEWORK



Type of study

Quantitative Method

Quantitative method is an analysis that is giving a description and explanation of using the figures and calculations with statistical methods. According to Mustafa (1995), the data analysis was done by manual calculation then the formula used is:

1. Multiple Linear Regressions

Multiple linear regressions were used to find out the direction that affects the independent variable (X) against the dependent variable (Y).

$$Y^{\wedge} = B_0 + B_1 X_1 + \dots + B_k X_k$$

Population and sample

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.

Research Variables

Based on the literature review and the preparation of the hypothesis, the research variables are:

1. A bound Variable (the Dependent Variable)

"Variable is a variable that is becoming a major concern of the researchers or the main variable that becomes a factor in the

investigation" (Sekaran, 2011). In this research the bound variable is a commitment.

2. The Free Variable (the Independent Variable)

"The free variables are the variables that affect the bound variable, either positively or negatively" (Sekaran, 2011). In this research, job rotation and promotion were the free variables .

3. Intervening Variable

According to Sekaran (2011), it is "the remaining variables between the free variable that affect the bound variables, and the influence of the free variables in other variable ". In this research that job satisfaction is the intervening variable.

DATA ANALYSIS AND DISCUSSION

Respondent Profile

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. 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 respondents are categorized as more than 50 years old which are 5 respondents or 8.47 percent. displayed that undergraduate (S1) dominates the educational level of the employee with total numbers of employee is 26 (44.06%). Besides, there is 23 (38.98%) respondents with a diploma program and the rest of the employees which are 11 employees (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 employees has a 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.

Validity and Reliability Test

In this research, 115 samples were taken to measure the validity test. The researcher uses the *Pearson product moment* formula to test validity. Data in value test if the estimate value of total correlation is greater than critical value for validity coefficient (0.10), it determines that the item can be considered as valid.

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

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
	X2.10	0.812	0,256	Valid
Communicative	X2.11	0.820	0,256	Valid
	X2.12	0.643	0,256	Valid

	X2.13	0.600	0,256	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 career	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

Table 4.4 Job Satisfaction Validity Test Result

Variable	Item	r count	r table	Remark
Commitment				
<i>Affective Commitment</i>	Y.1	0.767	0,256	Valid
	Y.2	0.781	0,256	Valid
	Y.3	0.812	0,256	Valid
<i>Continuance Commitment</i>	Y.4	0.859	0,256	Valid
	Y.5	0.844	0,256	Valid
	Y.6	0.658	0,256	Valid
<i>Normative Commitment</i>	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

Reliability test is conducted with SPSS by putting all questions in SPSS version. SPSS provides facilities for statistical reliability with Cronbach Alpha (α). Sugiyono (2007) stated that research can be considered reliable if an alpha test results show greater than 0.6.

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

Hypothesis Testing

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, it can be concluded that the more employees do the job rotation in their organization, the more the contribution and the higher commitment they can give.

The Influence of Job Promotion on Commitment

Job promotion also has a significant influence toward commitment. Job promotion gives 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 1,98, that is understanding the experience as an 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 1,92. The highest indicator of commitment is continuance commitment indicator with the mean value as much as 1,92 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 career, they will keep his commitment as well.

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 is aligned with that the f-count value (68.077) is greater than the f-table (3.17) and the probability value (β) 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.

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 1,924. 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 1.888. 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 1.874. The highest indicator of job satisfaction is Career Benefit indicator with the mean value as much as 1,770 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. Therefore, if the employee has a high job rotation this will increase the job satisfaction as well.

The Influence of Job Promotion and on Job Satisfaction

Job Promotion also has a significant influence on Job 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 2.041. The highest job promotion variable in a statement '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 1.762. 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 1.874. The highest indicator of job satisfaction is Career Benefit indicator with the mean value as much as 1,770 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.

The Influence of Job Rotation and Job Promotion on Job Satisfaction

This has 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 (β) of 0.000 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.

The Influence of Job Satisfaction on Commitment

Job Satisfaction also has a significant influence on commitment. Job satisfaction gives a positive effect to commitment. It has 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 overall is categorized as in higher level by 1.874. 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 1.790. 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 commitment with the total mean of 1.920. The highest indicator of commitment is Normative Commitment

indicator with the mean value as much as 1,770 with a statement “I am willing to sacrifice time and my thoughts for the betterment of 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.

The Direct or Indirect Influence of Job Rotation on Commitment

Based on the result of the path analysis, it showed that a direct influence of job rotation on commitment 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 $0.329 \times 0.638 = 0.2099$. Thus, indirect job rotation to commitment 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.

The Direct or Indirect Influence of Job Promotion on Commitment

Based on the result of path analysis, it showed that direct influence of job promotion on commitment is smaller than job promotion to commitment 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 $0.639 \times 0.638 = 0.4076$ 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.

Table 4.6 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 rotation and job promotion 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 rotation 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

CONCLUSION RECOMMENDATIONS

The direct influence from job rotation to commitment in BRI branch office of Wonosobo is higher than job rotation to commitment through job satisfaction as the mediating variable. It means that job rotation can increase commitment with or without job satisfaction as an intervening variable. It means to increase commitment by job rotation, it is better if using a direct influence than indirect influence.

The direct influence of job promotion to commitment in BRI branch office in Wonosobo is smaller than job promotion to commitment through job satisfaction as the mediating variable. It means if the company wants to increase commitment, they also must increase job promotion and increase job satisfaction as a mediation of job promotion to commitment. Thus, commitment can increase if job promotion and job satisfaction increase, then the direct influence is the influence of job promotion to commitment. From the results, it is found that the smallest data for indicator the choice of the appropriate working position have a mean value (1,949). From that result, it can be seen that the choice of the appropriate working position is the important thing that employee want to get while they did job rotation. From the result, it was found that 'job rotation can make me enjoy a social life and environmental conditions' has the highest level with a mean of 1,888. From this result, it can be concluded that every employee wants to increase the development of their social life relationship and environmental conditions in their workplace or new workplace while they get the job rotation in the workplace.

For the readers who will use this paper as a reference, preferably before using this material as a reference, it would be better to do the analysis first because this thesis still has shortcomings and weaknesses. It was realized by the researcher as he is still in the learning process. Conducting a research on other banks, especially other private banks are likely to have a job rotation system and a different job promotion system. These differences can enrich the results of this study because it may be found different results. In addition, this study could also be extended by retrieving data on a bank in another town. For the future

researchers who are interested in the topic, it is suggested that the researchers add more independent variables such as work environment, performance and leadership to know the effect to employees' commitment.

REFERENCES

- Adryan, Andi. 2012. *[Analisis Pengaruh Pengembangan Karir Organisasi Terhadap Komitmen Karyawan pada Kantor Pusat PT. Bank SULSELBAR Kota Makassar]*, *Influence Analysis of Organizational Career Development Employee Commitment Against the Head Office of PT. Sulselbar Bank of Makassar*
- Allen, & Meyer. 1990. *The Measurement and Antecedents of Affective, Continuance and Normative Commitment to The Organization*. *Journal of Occupational Psychology*, 63(1), 1-18.
- Becker, Thomas, et.al.:. "Employee Commitment : Implications for Job Performance." *Academy of Management Journal*. Volume 39, no. 2 464-482.
- Cascio, W. F., & McEvoy, G. 1992. *Managing Human Resources: Productivity, Quality of Work Life, Profits* (Vol. 2): McGraw-Hill.
- Chang, Sheng Ching., Ho, Wen-Hsien., Shih, Ying-Ling. 2009. *Effects of Job Rotation And Role Stress Among Nurses On Job Satisfaction and Organizational Commitment*. *BMC Health Services Research*. Vol.8-9
- Dessler G, Varkkey B 2009. *Training and Development. Human Resource Management*. New Delhi: Dorling Kindersley (India) Pvt. Ltd, Pp. 304.
- Dessler, G. 2013. *Human Resource Management*. Thirteenth Edition. Englewood Cliffs, New Jersey: Prentice Hall, Inc.
- Dyah Eka Yanti, Prawita. 2012. *[Pengaruh Kepuasan Kerja, Komitmen Organisasional, Promosi Jabatan pada Komitmen Karir]*, *Effect of Job Satisfaction, Organizational Commitment, Job Promotion on Career Commitment*.
- Flippo Edwin,B,1996, *[Manajemen Personalia] ,Management Personalia*,Jilid 1,Edisi Keenam, Erlangga, Jakarta.
- French, W. L. 1994. *Human Resource Management 3rd edition*. New Jersey: Houghton Driffin Co.
- Gimbart, John D., 2008. *Behavior Principles in Organization Everyday Life*. 2nd ed. Englewood Cliffs, Prentice Hall, New Jersey.
- Gunlu, Ebru., Aksarayli, Mehmet. 2009. *Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey*. *International Journal of Contemporary Hospitality Management* .Vol. 22 No. 5

Handoko, T, Hani, 2001. *[Manajemen Personalia dan Sumber Daya Manusia], Management Personnel and Human Resources Mangement*. Yogyakarta. Penerbit BPFE Yogyakarta

Hasibuan, Malayu, 2007. *[Manajemen Sumber Daya Manusia] Human Resource Management*, Jakarta, PT Bumi Aksara

Herzberg, F. 1966. *Work and the Nature of Man*. New York, U.S: Von Nostrand. *Impact of Job Mobility on Work Attitudes in Norway*. American Sociological Review, 28, 183-209.

Ivancevich, J. e. 2011. *Organizational Behavior and Management*. Houston: McGraw-Hill Higher Education.

Kaymaz, Kurtulus. 2010. *The Effect of Job Rotation Practices on Motivation : A research on Managers in the Automotive Organizations*. *Business and Economics Research Journal*. Volume 1. Number 3. PP.69-85.

Khan, Faisal., Rasli, MD Amran., Yusof, Md Rosman., Tariq. 2014. *Job rotation, job performance, organizational commmitment: Empirical Study On Bank Employees*. *Journal of Management Info*. 3(1), page 33-46

Kosteas, Vasilios D. 2009. *Job Satisfaction and Promotions*. *Jurnal of Cleveland State University*, pp:1-35.

Lemons, Mary A., Jones, Coy A. 2001. *Procedural justice in promotion decisions: Using perceptions of fairness to build employee commitment* *Journal of Managerial Psychology*. Vol. 16. No. 4. pg. 268

Luthans, Fred, 2002. *Organizational Behavior*, 7th ed, McGraw-Hill, New York

Magdalena, Maria. *Pengaruh Penghargaan, Promosi Jabatan dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan Di Universitas Pandanaran Semarang*. *Jurnal Unimus*

Mathis, Robert L dan Jackson, John, 2007. *[Manajemen Sumber daya manusia] Human Resource Management*. Penerbit Salemba Empat, Jakarta.

Mohsan, Faizan., Nawas, Musarrat Muhammad., Khan, M.Sarfaz. 2012. *Impact of Job Rotation on Employee Motivation, Commitment and Job Involvement in Banking Sector of Pakistan*. *Journal of Business Management*. Vol. 6(24), pp. 7114-7119

Mustapha, Noraani. 2013. *The Influence of Remuneration Package and Promotion Opportunity on Job satisfaction Among Lectures in Malaysia*. *International Journal on Bussiness Review*, Vol. 2 No. 3

Naveed, Asvir., Ahmad Usman & Fatima Bushra. 2011. *Promotion: A Predictor of Job Satisfaction A Study of Glass Industry of Lahore Pakistan. International Journal of Business and Social Science*, 2(16): pp:301-305.

Nelson, D.L dan J.C. Quick, 2006, *Organizational Behavior Foundations Realities and Challenges*, Thompson South Western, United States of America.

Nicholas, James L., , 2002. [*Organisasi dan Manajemen*]*Organization and Management*. Terjemahan: Djarkasih, Edisi Keempat, Erlangga, Jakarta.

Noor, Zahid., Khani, Ullah Aman., Naseem, Imran. 2015. *Impact of Job Promotion and Job Satisfaction in Universities of KPK Province of Pakistan. Science International(Lahore). Vol. 27. No. 2*

Pride et al, 2005. *A Handbook of Human Resource Management Practice*. (10thed).London: Kogan Page Ltd.

Robbins, S.P., and Judge, T.A. 2012. *Organizational Behavior. Fifteenth Edition*. New Jersey: Prentice Hall. Pearson Education, Inc

Robbins SP, 1996 , *Perilaku Organisasi: Konsep, Kontroversi, aplikasi, Edisi Bahasa Indonesia*, Jilid 2, PT Prehealindo, Jakarta.

Robins, Stephen P.2003.*Perilaku Organisasi*. Jakarta: PT Indeks Kelompok Gramedia.

Saravani, Shahin Rasouli., Abbasi, Badri. 2013. *Investigating The Influence of Job Rotation on Performance by Considering Skill Variation and Job Satisfaction of Bank Employees.Technical Gazette. Vol. 3 473-476*

Shiri, Ardesir., Dehghani, Mehdi. 2012. *A Study of Relation between Job Rotation and Staff's Organizational Commitment (A Case Study at Ilam University). Science Road Publishing Corporation. TASE 5 (1) 82-86*

Saydam, Gouzali, 1996, [*Manajemen Sumber Daya Manusia*] *Human Resource Management*, Jakarta, PT. Toko Agung.

Sekaran, U. 2003. *Research methods for business: A skill-building approach, 3rd ed.*, New York: John Wiley & Sons, Inc.

Steers, R. M. 1977. *Antecedents and Outcomes of Organizational Commitment. Administrative Science Quarterly*, 22, 46 – 56.

Stoner, Wastem., 2004. *Human Resource Management* Published by McGraw Hill, USA.

Tania, Anastasia., Eddy, M Sutanto. 2013. *Pengaruh motivasi kerja dan kepuasan kerja terhadap komitmen organisasional karyawan PT. DAI KNIFE di Surabaya. AGORA. Vol. 1, No. 3,*

Wen-hsein Ho, Ching S Chang, Ying –Ling shih and Rong_Da Liang.2009. *Effect of job rotation and role stress among nurses on job satisfaction and organizational commitment.*

William B. Werther Jr, Keith Davis, 1996 “*Human Resources and Personnel Management*”, McGraw Hill,

Yucel, Ilhami. 2012. *Examining the Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: An Empirical Study. Canadian Center of Science and Education. Vol. 7, No. 20*

Zeira, Y. (1974). *Job Rotation For Management Development. Personnel, 51(4), 25-35.*

