

**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 THESIS

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



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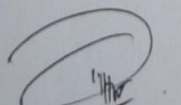
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AN UNDERGRADUATE THESIS

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DECLARATION OF AUNTHENTICITY

Herein I declare the originality of the thesis; I have not presented anyone else's works, ideas, or expression without acknowledge, nor have I presented anyone else's words, ideas, or expression without acknowledge. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with determined regulation or its consequence.

Yogyakarta, September , 2016



Mochamad Gani Anggoro Pradigdo

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Assalamu'alaikumWr. Wb.

Alhamdulillah rabbil'alamin, The researcher felt blessed and gratitude to Allah SWT that had shown His grace and guidance, and the prophet Muhammad SAW as a great teacher in his life and as intercessors in the end Yaumul, Amin. The most spiritual power had lead the researcher to finish the thesis with a titled **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**. This thesis aimed to fulfill the requirement to finish the undergraduate degree in Human Resource Study, Department of Management, Faculty of Economics, Universitas Islam Indonesia.

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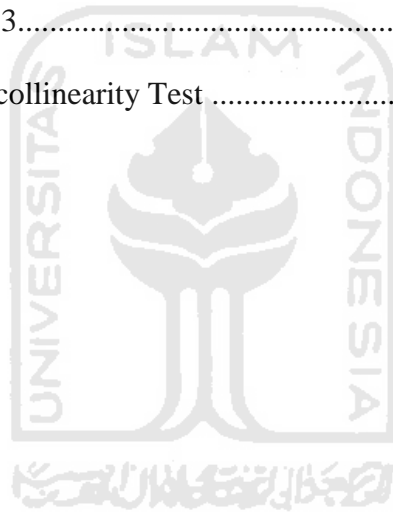
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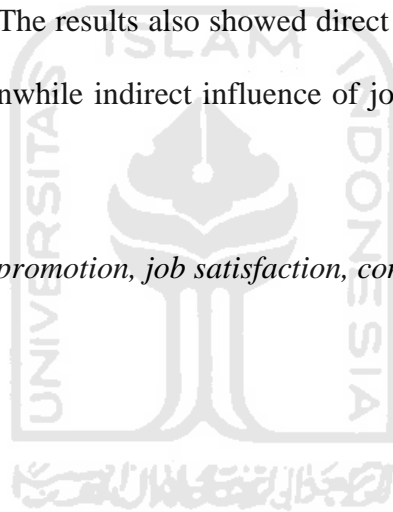
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ABSTRACT

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 with 59 respondent. 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.

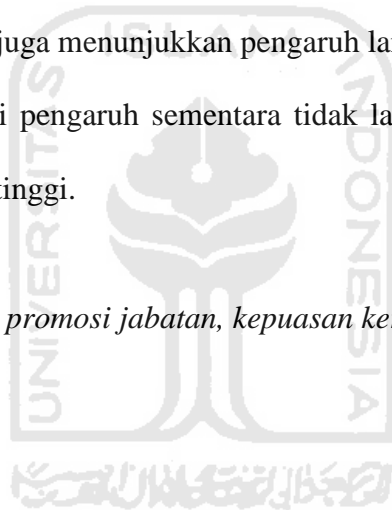
Keyword: *job rotation, job promotion, job satisfaction, commitment, BRI*



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 dengan 59 responden. 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 komitmen lebih tinggi pengaruh sementara tidak langsung promotion pekerjaan pada komitmen yang lebih tinggi.

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



CHAPTER I

INTRODUCTION

1.1 Background of Study

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 is that 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 will be more motivated compared with those with low career commitment. 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 perform their 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 .

Ihhami (2012) explained that job satisfaction is a highly important issue for organizational behavior researchers because a person with a high level of job satisfaction holds positive feeling about his or her job. On the other hands, if the employee has lower satisfaction it will affect the performance and commitment of the employees. Job satisfaction is an assessment and a person's attitude or employee to work and relate to the working environment, type of work, relationships between co-workers, and social relations in the workplace. Now employees are not only wishing for rewards for services they give to an organization, but also they expect certain qualities of treatment in the workplace. Employees are currently also looking for awards, policies that affect their work and career, cooperative colleagues , and fair compensation. That is why the factor of employee satisfaction is very important for the sustainability organization. It is very important for the organization to pay attention to the employee satisfaction. In this case, the commitments can be grown in the presence of career development, or what we call the promotion of employment.

One of the employees' opportunity to move forward is with a promotion. A promotion means the displacement of a position to another position and status having a higher responsibility. Companies can use promotion as a gift for productive workers, and create an incentive to workers who have performed their best efforts (Prawita, 2012).

In carrying out the works, employees are sometimes feeling bored because they always face the same job and the same challenges. An organization should provide a solution to overcome the boredom of their employee. One of the solutions is by conducting a job rotation. The job rotation will make the employees to face new tasks and challenges that may overcome their boredom. The job Rotation is a system which is capable of augmenting employees' motivation and commitment within an organization and make wider observations as well (Faisal, 2014). Job rotation could become one of solutions to change the way thinking and habits of the employees to infuse more commitment in working, which in turn will give maximum results. Bank Rakyat Indonesia (BRI) is the largest government bank in Indonesia, that was initially founded in Purwokerto on 16th December 1985.

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, BRI has 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 do actions 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 .

1.2 Problem Identification

The intention and purpose of this research are namely to:

1. Determine if there is any influence of job rotation towards job satisfaction partially and simultaneously in BRI Office branch of Wonosobo.
2. Determine if there is any influence of promotion towards job satisfaction partially and simultaneously in BRI Office branch of Wonosobo.
3. Determine if there is any influence of job rotation and job promotion towards job satisfaction partially and simultaneously in BRI Office branch of Wonosobo.
4. Determine if there is any influence of job rotation towards commitment partially and simultaneously in BRI Office branch of Wonosobo.
5. Determine if there is any influence of promotion towards commitment partially and simultaneously in BRI Office branch of Wonosobo.
6. Determine if there is any influence of job rotation and job promotion towards commitment partially and simultaneously in BRI Office branch of Wonosobo.

7. Determine if there is any influence of job satisfaction towards commitment partially and simultaneously in BRI Office branch of Wonosobo.
8. Determine if there is any influence of job rotation towards commitment through job satisfaction partially and simultaneously in BRI Office branch of Wonosobo.
9. Determine if there is any influence of job promotion towards commitment through job satisfaction partially and simultaneously in BRI Office branch of Wonosobo.

1.3 Problem Formulations

In accordance with the background issues described above, then the problems which will be discussed in this study are as follows:

1. Is there any influences of job rotation to job satisfaction of employees at BRI Office branch of Wonosobo?
2. Is there any influences of promotion to job satisfaction of employees at BRI Office branch of Wonosobo?
3. Is there any influences of job rotation and job promotion to job satisfaction of employees at BRI Office branch of Wonosobo?
4. Is there any influences of job rotation to commitment of employees in BRI Office branch of Wonosobo?
5. Is there any influences of promotion to commitment of employees in BRI Office branch of Wonosobo?

6. Is there any influences of job rotation and job promotion to commitment of employees at BRI Office branch of Wonosobo?
7. Is there any influences of job satisfaction to commitment of employees in BRI Office branch of Wonosobo?
8. Is there any influences of job rotation to commitment through job satisfaction of employees in BRI Office branch of Wonosobo?
9. Is there any influences of job promotion to commitment through job satisfaction of employees in BRI Office branch of Wonosobo?

1.4 Problem Limitation

The results of this study and the generalization of those results may be limited by the following factors or conditions:

1. The population was limited to better understanding with staff in the organization.
2. The results of the study are dependent on the willingness and ability of the respondents to accurately complete and return the survey to the researcher.
3. The conclusion of this research study would be limited and constrained to unique factors associated with this company. Consequently, the conclusion may not be the same as other companies.

1.5 Research Objectives

1. To test and analyze the influence of job rotation to job satisfaction of employees of the BRI office branch of Wonosobo
2. To test and analyze the influence of promotion to job satisfaction of employees of BRI office branch of Wonosobo
3. To test and analyze the influence of job rotation and promotion to job satisfaction of employees of BRI office branch of Wonosobo
4. To test and analyze the influence of job rotation to job commitment of employees of BRI office branch of Wonosobo.
5. To test and analyze the influence of promotion to commitment of employees of BRI office branch of Wonosobo
6. To test and analyze the influence of job rotation and promotion to commitment of employees of BRI office branch of Wonosobo
7. To test and analyze the influence of job satisfaction to commitment of employees of BRI office branch of Wonosobo
8. To test and analyze the influence of job rotation to commitment through job satisfaction of employees of BRI office branch of Wonosobo
9. To test and analyze the influence of job promotion to commitment through job satisfaction of employees of BRI office branch of Wonosobo

1.6 Research Contributions

The results are expected to have benefits for the following parties:

1. For the office of BRI branch of Wonosobo, the research results are expected to be used as a consideration or input to the company in managing the company's performance with respect to job satisfaction of employees Bank Rakyat Indonesia, PT (Persero) to improve the performance of employees;
2. For students, this research's results have applies the theories acquired in a scientific paper in the form of a thesis;
3. For science, the results of this research can be one of the theoretical references in the development of social science;

1.7 Definitions of Terms

Job Rotation: the definition of job rotation refers to a professional job cross training plan that helps employees expand their job territory while broadening their working experience and skills, stimulating their working spirit and cultivating their interpersonal relationships by shifting medical personnel to different departments or units of the same department (Ching, 2009).

Promotion: promotion is a basic needs for employees who want to develop. The importance of promotion make each employee improve the performance, experience and control the field of work. Job promotion is the important access for an organization developed to achieve an organization's purpose (Andi, 2012).

Job Satisfaction: job satisfaction an affective response to the job viewed either in its entirety (global satisfaction) or with regard to particular aspects (facet satisfaction) i.e. pay, supervision etc (Saimir, (2013).

Commitment: organizational commitment is one of the most important factors in the organizational performance. Organizational commitment is defined as the sense of an individual which depends on the organization (Faizan,2014).

1.8 Systematics of Writing

The thesis will be divided into five chapters in order to provide clarity and elaboration on the discussion of the relationship between independent variables and dependent variables.

Chapter I: INTRODUCTION

This chapter contains the problem uncovered by the researcher and provides the background on the topic. The chapter will constitute an introduction to the whole thesis, the hypothesis, and the statement of the problem in order to present the basis of the study. Moreover, the chapter will also have a discussion on the scope of its study as well as the significance of the study to society in general and specific effects on the management of firms.

Chapter II: LITERATURE REVIEW

This chapter will be discussing the relevance of the study in the existing literature. It shall provide studies on promotion, job rotation, commitment and job satisfaction.

Chapter III: RESEARCH METHOD

This chapter describes the methods and procedures used in the study. The chapter will comprise of the presentation of the utilised techniques for data collection and research methodology. Similarly, it will also contain a discussion on the used techniques in data analysis as well as the tools used to acquire the data.

Chapter IV: DATA ANALYSIS AND DISCUSSION

This chapter describes an analysis on the tabulated data. After the tabulation has done, the data are statistically treated in order to uncover the relationship of the variable involved in the study. With the data, the chapter seeks to address the statement of the problem noted in the first chapter.

Chapter V: CONCLUSIONS AND RECOMMENDATIONS

This chapter will comprise of three sections, the summary of the findings, the conclusions of the study, and the recommendations. With the three portions, the chapter will be able to address the verification of the hypothesis stated in the initial chapters of the study.

CHAPTER II

LITERATURE REVIEW

2.1 Previous Studies

Maria (2013) in the journal 'Influence awards, promotions, and the work environment to employee's job satisfaction in Pandanaran university Semarang'. Job satisfaction is one issue that is always interesting to study because people are always dissatisfied with what they had learned. University Pandanaran Semarang who had established for 14 years also experienced the same thing, especially with regard to its employees. Job satisfaction has always been associated with salaries, promotions, awards, work environment and other positions. Promotion has a positive effect on job satisfaction. Promotions make a person more healthy in competition and always try to be good. Promotions put someone in the spirit of work. Factors affecting job satisfaction of employees, including the award / reward, a chance to grow / promotion, supportive work environment, salary and behavior of boss / supervisor.

According to Robbins (2002) in Maria (2003), job satisfaction is employee attitudes toward works. Robbin also reminded to each organization management to really look at the importance of understanding and fulfillment of job satisfaction that have an impact on the productivity levels of absenteeism and labor turnover. The results using the SPSS showed no significant effect of appreciation, promotion and working conditions on employee job satisfaction. This study has implications, both theoretical and managerial.

Wayan (2012) in the journal 'Effect of Financial Compensation, promotion Work Environment and Physical Position on the Job Satisfaction of Employees in Parigata Sanur Resort and Spa. This study aims to determine simultaneously and partially the influence of financial compensation, promotion and physical work environment on employee job satisfaction and to determine which variables are the most dominant variable in influencing the job satisfaction of employees at Parigata Resort and Spa Sanur - Bali. Data analysis technique used is multiple linear regression analysis. Kostea's Research (2009) found that after employees received a promotion from his boss, in the past two years, this will lead to increase the employee satisfaction. Naveed et al. (2011) also suggests one important factor to improve employees' job satisfaction is promotion.

Promotion undertaken by the company management provides an important role for each of its employees, even every employee makes a promotion as a dream and goal that is always expected by the employees. The results showed that the variables of financial compensation, promotion, and physical work environment significantly influence the employee satisfaction at Parigata Resort and Spa Sanur - Bali with a contribution of 82 per cent, while the remaining 18 percent are influenced by other variables not included in the model.

Faidzin (2011) in his research entitled Pengaruh Kompensasi dan Promosi Jabatan terhadap Kepuasan Kerja Karyawan Pada PT ALTRAK 78 PEKANBARU. This journal aims to examine the effect of compensation and promotion toward job satisfaction in Altrak 78 Pekanbaru. The population of this research is all employees of PT Altrak 78 Pekanbaru. The total sample are 47

employees, which was obtained by using Slovin and stratification technique. Independent variables are compensation and promotion, while the dependent is job satisfaction. The data were analyzed by using descriptive and multiple regression analysis.

Job satisfaction is an assessment of how far the worker feels satisfied with all they need in the workplace. Satisfaction is a general attitude as a result of some special attitudes towards factors of work, adjustment and individual social relationships outside of work (Rival, 2003). Hasibuan (2007) in Faizdin (2011) said the promotion is the displacement that increases the authority and responsibility of employees to a higher position in the organization so that the rights, status, and their earnings will be even greater. This increase will happen to salaries, wages, benefits, incentives or other kinds of force in the company, along with increasing jobs, assignments, workloads, and controls of its range as a result of the promotion.

Faizan (2012) studied about 'Impact of job rotation on employee motivation, commitment and job involvement in banking sector of Pakistan'. Banking industries in Pakistan account for 95% of the financial sector. Pakistan has a well-established banking system which includes a wide variety of financial institutions ranging from central banks to commercial banks to specialize financial agencies to cater for specific requirements of various sectors of the country. The survey method used for this descriptive study was the questionnaires as the data collection instrument. Questionnaires allow time to the respondents to think about the research questions which produce more meaningful answers (Peil et al., 1982).

The scale was developed to measure the extent of job rotational activities in the bank by using five point likert scale. The skill variety, task significance, autonomy, task identity, feedback and empowerment inherent in job rotation significantly enhance the employee motivation, commitment and job involvement by making the work more interesting which would otherwise become bored and tired of always performing the similar tasks and showing a little loyalty to their employers (Zeira, 1974). This study was conducted to highlight the importance of the job rotation as a training method and to assess its impact on the employee motivation, commitment and job involvement. From this journal, it can be concluded that job rotation has a significant relationship with motivation, employee commitment and job involvement.

Ihhami (2012) in the journal entitled 'Examining the Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: An Empirical Study' examined the relationship among job satisfaction, organizational commitment, and turnover intention of employees. A model of job satisfaction, organizational commitment, and turnover intention is developed and tested in one field study. In this study, used 250 employees of a Turkish manufacturing company were given questionnaires to complete during their regular working hours; 188 completed questionnaires were returned. The results indicated that job satisfaction is one of the most antecedents of organizational commitment and turnover intention and suggested that high levels of job satisfaction results in higher commitment and lower turnover intention. Thus, job satisfaction positively influences on affective commitment, continuance

commitment, and normative commitment while it is negatively impact on turnover intention. The results emphasized the need to consider the factors affecting the relationship by highlighting to studies conducted on job satisfaction, organizational commitment, and turnover intention. It means that job satisfaction has a positive effect on affective commitment, continuance commitment, and normative commitment. In other words, job satisfaction has an influence on the affective commitment, continuance commitment, and normative commitment at the significance level. From that conclusion, the organization should try to increase job satisfaction of employees.

Ebru (2009) in the journal of 'Job satisfaction and organizational commitment of hotel managers in Turkey' identified the effects of job satisfaction on organizational commitment for managers in large-scale hotels in the Aegean region of Turkey and, in addition, to examine whether there is a significant relationship between the characteristics of the sample, organizational commitment, and job satisfaction. Two structured questionnaires were administered to large-scale hotel managers in the tourism industry. The survey instruments were adopted from the validated Minnesota Job Satisfaction and Organizational Commitment Questionnaire of Meyer-Allen. The data were analyzed by using Statistical Package for Social Sciences version 13.0. From this journal, it was found that extrinsic, intrinsic, and general job satisfaction have a significant effect on normative commitment and affective commitment. In addition, the findings suggested that the dimensions of job satisfaction do not have a significant effect on the continuance commitment among the managers of

large-scale hotels. The characteristics of the sample used are such as age, income level, and education having a significant relationship with extrinsic job satisfaction, whereas income level indirectly affect affective commitment.

Ching (2009) in the journal entitled 'Effects of job rotation and role stress among nurses on job satisfaction and organizational commitment' investigated how role stress among nurses could affect their job satisfaction and organizational commitment, and whether the job rotation system might encourage nurses to understand the vision of the organization, that is consequently increasing their job satisfaction and stimulating them to willingly remain in their jobs and commit themselves to the organization. With the top of managerial hospital administration's approval, questionnaires were only distributed to nurses who had had job rotation experiences. 650 copies of questionnaires in two large and influential hospitals in southern Taiwan were distributed, among which 532 valid copies were retrieved with a response rate of 81.8%. From this journal, the results can be concluded that job rotation among nurses could have an effect and had a positive influence on their job satisfaction, and job rotation could have an effect and had a positive influence on organizational commitment, and job satisfaction could have a positive effect on organizational commitment.

Andi (2012) in the research of 'Analysis of Effect Of Organizational Commitment Career Development Employees at Head Office PT. Bank Sulselbar City Makassar' provided an opportunity for all employees to be able to follow the education and training programs for the development of knowledge and expertise. This research used a method of multiple linear regression analysis as a preference

analysis to determine the effect of career development organization on the commitment of the employees of PT. Bank Sulselbar Office Makassar. It was found that promotion post promotion applied is promotion that gives an effect on its commitment. Employees are required to be able to make the job planning after being promoted, to evaluate their job performance after having promoted, to do a briefing on policies in accordance with the promotion occupied, to control and analyze problems after the promotion to increase its commitment. From that research, it can be concluded that the development of a career based on education and training, as well as transfer and promotion have a positive leverage on commitment of employees at headquarters of PT. Bank Sulselbar Kota Makassar.

Prawita (2012) in his research on 'Pengaruh Kepuasan Kerja, Komitmen Organisasi, Promosi Jabatan Pada Komitmen Karir' concluded that job satisfaction has a significant positive effect on carrier commitment. This finding indicated that an employee who already has a job satisfaction can increase their work and carrier commitment. Another finding is that job promotion has a positive influence on carrier commitment because employees believe that job promotion can increase carrier commitment.

Shahin (2013) in the journal entitled 'Investigating the Influence of Job Rotation on Performance by Considering Skill Variation and Job Satisfaction of Bank Employees' found that job rotation is the most important approach of job design as well as human capital development policies which has the potential to improve job satisfaction and increase capabilities in employees. Thus, a present study attempts to study the effects of job rotation patterns on the performance of

employees in Keshavarzi Banks of Gilan considering the skill diversity and job satisfaction and providing effective guidelines to enable managers to lead the organization toward a better future by desired policies. Statistical population consists of 218 employees from 30 branches of Keshavarzi Bank in three south, centre, east and west districts. The sample size was 137 estimated by Cochran formula. Hence, LISREL software was used to test the relationship between job rotation and performance by mediating the role of skill variation and job satisfaction by modelling structure equations.

The results showed that job performance is not directly influenced by job rotation. Job rotation positively influences job performance mediated by job satisfaction and skill variation. From this journal, it was found a positive significant relationship between job rotation and job satisfaction. Job rotation is a very effective policy to develop employee horizons and empower them, which is considered as the most important effect factor mediated by job satisfaction and skill diversity on performance and effectiveness of organizations.

Faisal (2014) in the journal of 'Job Rotation, Job Performance, Organizational Commitment: An Empirical Study On Bank Employees' investigated the relationship and effect of job rotation, job performance and organizational commitment variables among the employees working in the banking sector in Pakistan. A self-administrated questionnaire was distributed by selecting a convenient sampling method. The data collected were 435 from the employees in the banks. The data were analyzed by using Statistical Package of Social Sciences (SPSS). Job Rotation has been used to increase the

employee working performance and to actively take parts in performing their jobs within the organization, which are incredibly vital for valuable performance as stated by Zeira (1974). Organizational commitment is one of the most important factors in the organizational performance. Organizational commitment is defined as the sense of an individual which depends on the organization. According to Modways et al., (1984), organizational commitment is an effective matter, whereas it defines that the employees have a strong interest and attachment to the organization. From this journal, it was found that job rotation has a positive significance with an employees' commitment to the organization and also can increase the motivation level and employee performance.

Ardesir (2012) in his journal entitled 'A Study of Relation between Job Rotation and Staff's Organizational Commitment (A case Study at Ilam University)' has been done with the aim of examining the relation between job rotation and organizational commitment among Ilam university staff. Statistical population in this study included staff of Ilam University and statistical sample consists of 72 individuals including 51 men and 21 women. Data collecting tools for measuring job rotation is a standard questionnaire consisting of 24 items and also for measuring organizational commitment, Allen and Mayer's questionnaire has been applied. It was found that there is a significant relation between job rotation and staff commitment to the organization. Job rotation is accomplished by a complete planning to realize organizational goals and by referring to appoint that job rotation is conducted because repetitive tasks make staff exhausted so that they cannot perform their tasks along with the organization's goals.



















2.2 Theoretical Review

2.2.1. Human Resource Management

2.2.1.1. Definition of Management

Management is formally defined as planning, organizing, leading and controlling the use of resources to accomplish the performance of goals (Schermerhorn,1996). Management is the process of planning, organizing, directing and monitoring the efforts of the members of the organization and the use of other organizational resources in order to achieve organizational goals that have been set (Stoner, 1992).

Management is a process for coordinating activities of the work efficiently and effectively (Robbins & Coulter, 2003).

2.2.1.2. Definition of Human Resource Management

According to Flippo (1980), human resource management is the planning, organizing, directing and controlling of the procurement, development, resources to the end that individual and societal objectives are accomplished.

Scott, Clothier and Spriegel (2007) defined Human Resource Management as a branch of management which is responsible on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees and employees to employees and with the development of the individual and the group.

French (1994) defined Human Resource management as the recruitment, selection, development, utilization, compensation and motivation of human resource by the organization.

2.2.1.3. Objective of Human Resource Management

Ivancevich (2011) said that the main objective of human resource management is to ensure the availability of committed and competent workforce in the organization. The other key objectives of HRM are:

1. Societal objectives

To be ethically and socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands on the organization.

2. Organizational objectives

To assist the organization achieve its primary objectives.

3. Functional objectives

To maintain the department's contribution at a level appropriate to the organization's needs.

4. Personal objectives

Assists employees in achieving their personal goals, that enhance the individual's contribution to the organization.

2.2.1.4. Function of Human Resource Management

According to Ivancevich (2011), the function performed by HRM can be classified into two broad categories:

a. Managerial functions

1. Planning

It is the primary function of management. It is a process of determining the organizational goals and formulation of policies and programs for achieving them. Forecasting is one of the important elements in the planning process.

2. Organizing

It is a process by which the structure and allocation of jobs are determined. Thus, organizing involves giving each subordinate a specific task, establishing departments, delegating authority to subordinates, establishing channels of authority and communication and coordinating the work of subordinates.

3. Staffing

It is a process concerned with filling all the positions in the organization with adequate and qualified personnel. Managers are required to recruit, select, train, place, compensate, maintain, promote and retire the employees of the organization at the appropriate time.

4. Directing

It is a process to guide, motivate, supervise and lead people towards the attainment of planned targets of performance. It includes issuing orders and instructions, supervising people, motivating them, communicating and influencing employees' behavior.

5. Controlling

It is a process of ensuring that everything is moving in the desired direction. Controlling means measurement of actual performance, by comparing it with the standards, finding deviations and taking corrective actions.

b. Operative functions

1. Procurement

It involves procuring the right kind of people in appropriate number to be placed in the organization. It consists of activities such as manpower planning, recruitment, selection placement and induction or orientation of new employees.

2. Development

It involves activities meant to improve the knowledge, skills aptitudes and values of employees so as to enable them to perform their jobs in the better manner in the future. This function deals with training to employees, executive training to develop managers, organization development to strike a better fit between organizational climate/culture and employees.

3. Compensation

It involves determination of wages and salaries in accordance with the contribution made by employees to organizational goals. This function ensures equitable and fair remuneration for employees in

the organization, consists of activities such as job evaluation, wage and salary administration, bonus and incentives.

4. Integrations

It deals with the integration of individual, societal and organizational goals. This function mainly focuses on good labor-management relations, grievance handling, maintenance of discipline and free flow of communication at all levels.

5. Maintenance

It refers to sustaining and improving the already established condition, concerned with proper health, medical and safety measures. Arrangement and proper maintenance of health and safety standards are essential for providing conducive working environment in the organization.

6. Separation

It returns of the person back to the society. Organizations are responsible for meeting certain requirements in the process of separation. This function is concerned with retirement, lay-off, outplacement and discharge.

2.2.2 Job Rotation

2.2.2.1 Definitions of Job Rotation

According to Robins (2006), if employees perform excessive routines it is necessary to organize their works. One alternative is the use of job rotation. Job rotation is used if a particular activity is no longer challenged, the employee was transferred to another job at the same level that have a similar skill requirements.

According to Kaymaz (2010), job rotation is a design of work with an approach widely used by many companies with tiers different hierarchical level.

According to Yuyuk (2002), job rotation or rotation of the post of a mutated form of the personal is done horizontally, in which the transfer of labor from one position / job to another job, but it is still in the level of the same management, often termed as well as the transfer, with the aim to add the knowledge of a workforce and avoid the saturation. Job rotation is an important element that must be considered by companies or organizations, due to the rotation of positions / job. It can improve the efficiency and effectiveness of employees in the organization. The job rotation can be defined as periodic changes in workers from one task to another.

Employees are trained and given the opportunity to do two or more jobs in a rotation system. With this job rotation, the manager believes can stimulate the willingness and motivation of employees when providing a

broad perspective of employees in the organization. Another advantage in this job rotation is to increase flexibility and to simplify scheduling employees because the employees have been trained to do different jobs. (Tolkah, 2009).

2.2.2.2 Components of Job Rotation

According to Kaymaz (2010), there are some components:

1. The level of saturation of employees

The first and foremost objective of job rotation is to reduce the monotony and repetitiveness involved in a job. It allows employees to experience different types of jobs and motivate them to perform well at each stage of job replacement.

2. Additional skills, knowledge and competencies

Testing and analyzing employees' skills and competencies and then assigning them the work that they excel at is one of the major functions of job rotation process. It is done by moving them to different jobs and assignments and determining their proficiency and aptitude. Placing them what they are best at increases their on-job productivity. Employees usually do not want to change their area of operations. Once they start to perform a specific task, they do not want to shift from their comfort zone. Through the job rotation, managers prepare them in advance to have a wider range of work experience and develop different skills and competencies. It is necessary for an overall development of an individual. Along

with this, they understand the problems of various departments and try to adjust or adapt accordingly.

3. Preparation of management

The concept of succession planning is 'Who will replace whom'. Its main function of job rotation is to develop a pool of employees who can be placed at a senior level when someone gets retired or leaves the organization. The idea is to create an immediate replacement of a high-worth employee from within the organization.

4. The choice of the appropriate working position and increasing productivity

The success of an organization depends on the on-job productivity of its employees. If they are rightly placed, they will be able to give the maximum output. In case, they are not assigned the job that they are good at, it creates a real big problem for both employee as well as organization. Therefore, fitting a right person in right vacancy is one of the main objectives of job rotation.

5. The development of social relationships

Job rotation will build good working relationships that give the employees several benefits: the work will become more enjoyable when the employees have good relationships with others around them. Also, people are more likely to go along with

changes that they want to implement, and we are more innovative and creative.

According to Robbins (2006), there are some components of job rotation:

a. Productivity

Productivity is one of the key components in job rotation because of inability of job rotation to improve the productivity performance of the employees.

b. Creating a balance between power and the composition of office

Job rotation is able to create a balance in increasing the employee performance.

c. Knowledge of employees

The level of employees' knowledge is sorely tested when they will implement job rotation, and the knowledge is one factor that is capable of being a determinant of job rotation.

d. Boredom of employees to work

To reduce boredom in the workplace becomes a major factor determining the employee performance. Job rotation can reduce the employee boredom by giving them different tasks and atmospheres to work in different environments.

e. Stimulants that employees want to improve their career higher

With the new atmosphere, they will be giving out a new performance too, and they have goals and become more focused on their careers in the working environment.

According to Syadam (2002), there are some components of job rotation:

1. To create a balance between labor in existing positions in the organization so as to guarantee a stable employment conditions (personal stability).
2. An opportunity for a career development. This objective is intended to encourage or stimulate labor in order to attempt to reach a higher career, which also means that they would try to devote his ability supported by high morale.
3. Expand and increase knowledge. Broaden their horizons and knowledge of the needs that require attention within the organization. Thus, the existing workforce, insight and knowledge is not limited or fixated only on one particular field. With the rotation, this means that it is a chance for employees to broaden their horizons and knowledge within the organization.
4. Eliminate the saturation of the job. If a labor continuously from year to year holds the same position, it will lead to boredom, and burnout are consequently very dangerous. Boredom will lead the employee to feel stuck in their routine works that may cause their motivation to work. It is necessary to continue the effort to refresh.

2.2.2.3 Theory of Job Rotation

According to Kaymaz (2010), job rotation is a process by which employees laterally mobilize and serve their tasks in different organizational levels; when an individual experiences different posts and responsibilities in an organization, their ability increases to evaluate his

capabilities in the organization. The job rotation's applications are significant not only for production workers but also for employees considered as manager candidates.

Job rotation is the surest way of keeping the employee away from complacency and boredom of routine. It is difficult for an employee to sustain his interest in a given job for any substantial length of time as humans have the tendency of outgrowing their jobs through the learning and experience that they gain over a period of time. Stimulating human mind through diversity of challenges is a sure way to bring to forefront its creative instincts and in taking the individual and organizational performance to a higher plane. This is where a job rotation can prove to be a handy tool (Pride et al., 2005).

Job rotation is a system which is capable of augmenting employees' motivation and commitment within an organization and make wider observations as well. It brings an enlargement in work rate of human resources, tries to get better firm execution, individual mortal levels of multi-experienced employees, well obtainable capabilities and as well as new perspectives for attitude, deliberation, potentialities and hidden talent of employees (Cascio & McEvoy, 1992).

2.2.3 Promotion

2.2.3.1 Definition of Promotion

Mathis and Jackson (2002) explained a definition of a career development as the ability to grow that occurs deep beyond

what is charged in a job and in the case of human resources playing an important role in forward the withdrawal of an organization .

Nicholas (2002) stated an organization in goal through promotion. The successful organization in the development of human resources is by providing employees with an opportunities of promotion Organizations achieve goals through the promotion of employment. The success of an organization in developing its human resources are determined by the extent to which the implementation of promotion for employees. This makes the sale has a link to an achievement of organizational goals. In fact, successful organizations to reach the goals is determined by human resources that have interests of the organization to move forward. The interest of an organization in deveoping its human resources reflects in its promotional activities that are often applied.

Career development is any effort made to improve the technical skills, theoretical, conceptual and moral in accordance with the needs of job or position through education and training. Career development is based on factors that an employee would require a series of knowledge, training and developing employment mutations that work well in a succession of positions encountered during his career. Long-term career preparation of an employee to set this position is commonly called development. The

development has a broad scope and is more focused on long-term needs of the organization, stated by Andi(2012).

Stockholm (1998) stated that the progress an organization relates to the interest of anyone in te organization to cooperate in achieving of the goal. The interest represents a core process to do cooperation in achieving of the goal. The progress of an organization cannot be separated from their various interests of everyone to work together to achieve the goals. Interest is at the core of a process of cooperation and achievement of objectives.

2.2.3.2 Components of Job Promotion

According to Mathis and Jakcson (2002,) there are objectives of job promotion:

1. Experience

The more experiences expectsthehigher capacity, the more ideas and so on.

2. Skills and Knowledge

There are also companies that require a minimum training to be promoted on a certain position. The reason is that the higher education expectsthebetter ideas.

3. Loyalty

Thehigherloyalty expects the greater responsibility.

4. Leadership

Sometimes a company often needs a responsibility that is quite large so that the issue of responsibility is a key condition for promotion.

5. Communication

For example, the salesman office is very important to establish social skills as a condition for promotion. In terms of promotion to certain levels, initiative and creative are requirements that must be considered because the job requires initiative and creative people.

According to Stockholm (1998), there are objectives of job promotion:

1. Recognition, position, and the greater fees for services to employees achieving higher employment.
2. Satisfaction and personal pride, the higher the social status, and the more increased the income .
3. Stimulate the employees to be more passionate to work, discipline, and increase labor productivity.
4. Ensure the staff placement and realize promotions of employees at the right time with an honest assessment.
5. Promotional opportunities can be beneficial chain (multiplier effect) in the company for a chain vacancies arise.

6. Give employees an opportunity to develop their creativity and innovation that are better for the benefit of optimal company.
7. Increase / expand the knowledge and experience of employees and this is a driving force for other employees.

According to Nicholas (2002), the basic promotion is divided into three, namely:

1. Experience (seniority) in which the sale is based on the length of services and experiences possessed by employees. Usually, employees who have a working period of time will have more experiences.
2. Proficiency, in this case the employees who have the skills to get priority to be promoted to a higher office. Proficiency is the skill in terms of practical implementation of work procedures, special techniques and disciplines; proficiency in bringing together and aligning the elements involved in policy-making and management skills in motivating directly.
3. The combination of experience and skills. This promotion is based on the old official, formal diploma owned and class promotion test results.

2.2.3.3 Theory of Job Promotion

According to Mathis and Jackson (2002), promotion has a significant value as a proof of recognition of the results or employee performance. Promotion has an important meaning for the company because the promotion means the stability of the company, and employee morale will be more secure. An employee must expect an increase in his career.

Flippo (2002) stated that the promotion is a change from one job to another that has better in terms of position and responsibilities. One way that an employee can enhance his career is through the promotion in the company where the employee works. The study about promotion can add to the excitement and passion of employees in the work so that employees will work with full motivation to get a promotion in his career. If an employee gets a promotion, then the position and compensation will be received automatically will also increase, this could lead to greater job satisfaction than the previous one.

According to Werther and Davis (1996), a promotion occurs when an employee is moved from one job to another job that is higher in pay, responsibility, organization level. Promotion is an opportunity where one can improve his position. Promotion means the displacement of a position to another position, which has the higher status and responsibilities of. It has a value because it is an

acknowledgment of someone's performance that is successfully achieved.

2.2.4 Job Satisfaction

2.2.4.1 Definition of Job Satisfaction

Robbins & Judge (2011) defined a satisfaction labor as a positive feeling of on a job, who is the impact or the evaluation results from various aspects of the job. Satisfaction employment is an assessment and attitude of someone or employees with their projections and is associated with work environment, kinds of work, the relationship between friends from work, and social relations at work. Simply work satisfaction or job satisfaction can be concluded as what that makes a person better to work because they feel delighted in doing the job.

The sense of job satisfaction, according to Robbins (2003) is "Job Satisfaction refers to an individual's general attitude toward his work". The very broad definition, that one's work is more than just a flashy organize activities of paper, write the programming code, waiting for customers, etc. The job requires interaction with colleagues and superiors; comply with the rules and organization policy, meet the standard of performance, living with a working atmosphere that is often less than ideal, and like. Mathis dan Jackson (2011) stated that job satisfaction is a positive emotional state that is the result of the evaluation of a person's work

experience so that employees can feel job satisfaction when they can be meet expectations. And vice versa, when employees cannot meet expectations, there will be dissatisfaction in work.

Among the theory of job satisfaction is the two-factor theory and value theory. Two-factor theory is a theory which suggests that job satisfaction satisfaction and dissatisfaction is parts of a group of different variables, namely motivators and hygiene factors. In this theory, satisfaction and dissatisfaction have different factors. Satisfaction factors are related to the work itself or the direct result thereof, such as the nature of work, achievements in employment, promotion opportunities, and the opportunity for self-development and recognition. And these factors are associated with high levels of job satisfaction, namely motivators. While dissatisfaction relates to conditions surrounding employment such as working conditions, wages, safety, quality control, and relationships with others. These factors prevent negative reactions in maintaining the factors.

Value theory is aconcept of job satisfaction theory that happens to the degree to which the job results of an individual can be accepted as expected. This theory focuses on the outcome of any people regardless of who they are. As more and more employees are receiving the results, they will be more satisfied. Conversely the less the employee receives the results, theywill be

more dissatisfied. The key to the approach to this factor is the difference of the job aspect of by a person. The greater the the difference of the reality and desire, the lower the job satisfaction.

2.2.4.2 Components of Job Satisfaction

According to Robbins (2002), employee satisfaction is influenced by many factors, among others: the challenging work, recognition, work environment and interpersonal relationships.

1. Work the mental challenge. In general, people prefer a job that provides an opportunity to use their skills and abilities as well as provides a variety of tasks, freedom and feedback about how well is his job. This will make the job more challenging mentally. Less demanding jobs will create boredom, but if it is too challenging can also create frustration and a feeling of failure.
2. The award is appropriate. Employees want a pay system that is fair, unambiguous, and in tune with the expectations of employees. When the salary is considered as fair, in the sense that it is in accordance with the demands of work, the skill level of the individual, society and the standard fee, it is likely to create satisfaction.
3. Working conditions are supportive. Employees associate the work environment based on their personal comfort and ease of doing a good job including layout, cleanliness of

working space, facilities and tools, temperature and noise level.

4. Supportive colleague. Individuals get something more than money or real accomplishment of the work, but the employees also meet the needs of social interaction. Behavior of the boss is also a major determining a factor of satisfaction. Therefore, it is necessary to apply mutual respect, loyal and tolerant with each other, openness and familiarity among employees.

Nelson and Quick (2006) revealed that job satisfaction is affected five specific dimensions of work, namely the salary, the job itself, promotion, supervision and co-workers.

1. Salary: amount of wages received and the degree to which this can be considered as the proper thing compared with others in the organization. Employees view salary as a reflection of how the management view of their contribution to the company.
2. Promotion is a factor related to the presence or absence of the opportunity to gain career advancement during the work. This is an opportunity that has a different effect on job satisfaction.

3. Supervision is the ability of an employer to provide technical assistance and supportive behavior to subordinates who experience problems at work.
4. Partners are reminder where co-workers who are good, and its social support is a factor related to the relationship between employees and other employees either their leader or colleagues with the same or different job responsibilities.

According to Robbins and Judges (2011), employee satisfaction is influenced by many factors, among others

1. Wages

The amount and sense of justice

2. Promotion

Opportunities and a sense of justice to get a promotion

3. Supervision

Fairness and competence assignment managerial by supervisor

4. Benefit

Insurance, vacation and other forms of facilities

5. Contingent rewards

Respect, recognized and awarded appreciation

6. Operating procedures

Policies, procedures and rules

7. Coworkers

Co-workers are pleasant and competent

8. Nature of work

The task itself can be enjoyed or not

9. Communication

A variety of information within the organization (verbal and nonverbal)

2.2.4.3 Theory of Job satisfaction

According to (Davis, 2002, p. 105) stated that "job satisfaction is a set of employees' feeling pleasant or unpleasant about their work". The job satisfaction implies a very important, both in terms of workers and companies as well as for the society in general. Therefore, it creates a situation which is positive in the work environment of a company which is absolutely concerned with the duty of each senior leader of the company.

According to Herzberg (2000), he developed a theory called the theory of satisfaction consisting of two factors which are dissatisfied factors and satisfied factors. This means that dissatisfaction and satisfaction are not continuous variables.

1. Discrepancy Theory

Mismatch Theory measures the satisfaction of one's work by calculating the difference between something that should have been and the perceived reality, that if the satisfaction obtained is more than the desired one so that people will be more satisfied. There is a discrepancy, but the discrepancy is positive.

2. Equity Theory

People will feel satisfied or dissatisfied depending on the presence or absence of justice in a situation, particularly the employment situation. The main component of the theory of justice is input, results, justice and injustice. Input is a valuable factor for employees who are considered to support its work, such as education, experience, skills, the number of tasks, and the equipment or equipment used to carry out his work. The result is something that is considered valuable by an employee obtained from his job, such as salaries / wages, fringe benefits, symbol, status, awards and the opportunity to succeed or self-actualization.

3. Two Factor Theories

Job characteristics can be grouped into two categories: it is called dissatisfier or hygiene factors, and the other is called the satisfiers or motivators. Satisfiers or motivators are factors or circumstances demonstrated as a source of job satisfaction which consists of an interesting job with full of challenges, opportunities for achievement, the opportunity to earn rewards and promotions.

Benchmark levels of satisfaction are absolutely no different for every employee's satisfaction standards. Indicators of job satisfaction is measured only with discipline, morale, employee turnover which are greater than the job satisfaction of employees in the company is reduced.

2.2.5 Commitment

2.2.5.1 Definiton of Commitment

Becker (2008) stated commitment to a social enterprise that one does regularly for fear of losing what has been at stake for working in the company. These bets can be time, effort, money, status, skills and facilities obtained from the company. The concept of commitment to this organization (named after the commitment), which got the attention of managers and organizational behavior expert, evolved from the preliminary study of the work of loyalty expected of every employee.

Commitment is a condition that is felt by employees that can lead to a strong positive behavior towards the organization of its work. Commitment is the desire of a person to give ability, devotion, identify and feel themselves to be a part of an organization that is shown by a desire to work and do the best and to maintain the membership in the organization and help realize the goals of the organization.

Commitment as a behavior that is a loyal action for attachment to the levels in the past, or because it has been staked sacrifice in the organization may not be able to return (Andrew, 2012).

According to Gimbart (2008), commitment is a form of commitment arises not merely passive loyalty, but also involves active relationships with labor organizations that have the goal of providing all efforts for the successful organization. Commitment is an attitude that reflects the employee loyalty to the organization and an ongoing process in which members of the organization express their attention to the success of the organization and maintain its sustainable progress (Prawita, 2012).

2.2.5.2 Component of Commitment

Allen and Meyer (1991) distinguished commitment to the organization's top three components: Affective Commitment, Normative Commitment, and Continuance Commitment.

- a. Affective commitment is commitment related to emotional, identification and involvement of employees in the organization. Affective commitment refers to the employee's positive emotional attachment to the organisation. Such an individual also strongly identifies with the goals of the organisation and desires to maintain his membership. Individuals are committed to an organisation because they "want to". Employees with high affective components do not break away from the organization because they want to remain bound to the

organization. This commitment is the key to employees stay because they want to.

b. Normative commitment refers to an individual's commitment to an organisation because of feelings of obligation. Such feelings might derive from the fact, for example, that the organisation invested a certain amount of resources when employing the person (trainings, courses, etc.), which makes the employee is feeling obliged to put considerable efforts into the job and stay with the organisation until "repaying the debt". Furthermore, such feelings can also stem from personal reasons, triggered by some socialisation processes, or one wishes to remain loyal to his family or any other person. Therefore, the employee stays with the organisation because he "ought to" do so. These feelings arise out of a sense of duty or obligation. This particular component is affected largely by one's personal experience, cultural background, and socialisation. Having a commitment to the organization where the employee have to stay, this make them believe in the obligation to contribute to the organization. Employees must carry out its work to achieve the goals set by the company.

c. Continuance commitment is a commitment to rational

It is formed on the basis of cost-benefit considerations faced by employees when facing the decision to come on board in the organization or about to come out of the organization, referring to an employee's commitment to an organisation due to the fact that he calculates how high the costs of losing one's organisational membership are. Such considerations might include economic costs (for instance, pension accruals) and social costs (relationships/friendships with colleagues might cease to exist) too. Individuals feel that they "have to" commit to the organisation.

According to Dessler (2003), commitment can be defined as the relative strength of individual identification of the organization, which can be seen at least by three factors, namely:

- a. Trust and acceptance of the strong over the goals and values of the organization.
- b. Ability to commercialize the organization.
- c. A strong desire to retain a member organization

2.2.5.3 Theory of Commitment

Meyer and Allen (1991) formulated a definition of the commitment in the organization as a psychological construct which is a characteristic member organization relationship with the organization and has implications for an individual's decision to continue its membership in the organization. Based on these definitions, members who are committed to the organization would be able

to survive as a part of the organization compared to members who have no commitment to the organization.

Steers (1988) stated the organization's commitment to explain the relative strength of an individual's identification with involvement in an organization. The commitment to bring something beyond mere loyalty to an organization. In addition, it includes an active relationship with the organizations in which individuals are willing to give something of themselves to help the organization's success and prosperity.

Luthans (2006) said that as the attitude, commitment to the organization is often defined as follows:

1. A strong desire to remain as a member of a particular organization
2. The desire to strive as a desired organization
3. The particular belief, and acceptance of the values and goals of the organization.

In other words, it is an attitude that reflects the employees' loyalty to the organization and ongoing process in which members of the organization express their concern to the success of the organization and its sustainable progress.

2.3 Correlation between Variables

2.3.1 Relationship between Job Rotation to Job Satisfaction

Job rotation increases the motivation level of the employee. To increase their satisfaction (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

2.3.2 Relationship between 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

2.3.3 Relationship between 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 an 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

2.3.4 Relationship between 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 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

2.3.5 Relationship between Promotion and Commitment

Promotion decision has significant affects 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

2.3.6 Relationship between 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

2.3.7 Relationship between 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 (İlhami, 2012). Job satisfaction is thought to influence their work outcomes such as organizational commitment and turnover intentions (İlhami, 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

2.3.8 Relationship between 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

2.3.9 Relationship between 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

2.4 Conceptual Framework

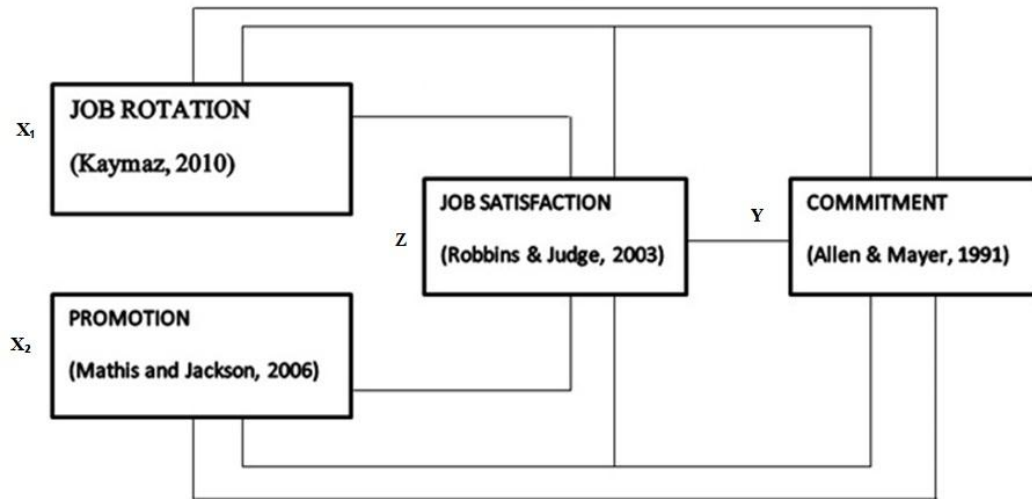


Figure 2.1 Theoretical Framework

a. Job Rotation to Satisfaction

Ching Seng(2009)

:Nurses' job rotation had a positive influence on job satisfaction

Yuyuk(2014)

:There is a significant relationship between job rotation and job satisfaction, job rotation can increase job satisfaction in an organization.

Shahin(2013)

: 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. There is a positive significant relationship between job rotation and job satisfaction, indicating a direct relationship between job rotation and satisfaction.

b. Promotion to Satisfaction

Maria(2014) :Promotions positively influence job satisfaction, job promotion provide a more healthy competition so that the employee will always try to be good. Promotion makes a person has the spirit of the work.

Wayan (2014) :Simultaneously variables of financial compensation, promotion, and physical work environment significantly influence the variation of employee satisfaction

Zahid(2015) :Job promotion has a positive effect on job satisfaction and job advancement has also a significant relationship on job satisfaction.

c. Job Rotation to Commitment

Faisal(2014) :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.

Faizan(2012) :Employee commitment and job involvement could be slightly increased by boosting up job rotation activities.

Ardeshir(2012) :There is a significant relation between job rotation and staff organizational commitment.

d. Promotion to Commitment

- Mary (2001) :Promotion decision has significant affects to organizational commitment in employees
- Andi(2012) :Career development based on education and training, as well as the transfer and promotion have a positive effect on employee commitment.
- Prawita(2012) :Promotions have a positive and significant impact on employee commitment
- Andrew (2012) :Visible career development based on education and training has a positive and the most dominant influence onthe commitment of employees.

e. Job Satisfaction to Commitment

- Ebru (2009) :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
- Ilhami (2012) :Job satisfaction positively impacts on affective commitment, continuance commitment, and normative commitment
- Tania(2013) :Employees working with high motivation and job satisfaction will performmaximum and satisfactory works for the company.

CHAPTER III

RESEARCH METHODE

3.1 Introduction

This research covers a series of activities for the purpose of identifying independent and dependent variables. This activity consists of collecting data by spreading questionnaires to targeted respondents, testing the hypothesis and describing the phenomenon in the company for understanding of relationship between the independent variables that influence dependent variables.

3.2 Research Object

3.2.1 Research Site

This research was conducted at the BRI Branch Office of Wonosobo, located at Jalan jend. A. Yani No. 1A, Wonosobo, Central Java telephone: (0286) 321702/3221025

3.2.2 Background of the Company

PT Bank Rakyat Indonesia is one of the largest government-owned bank in Indonesia. Up to now the Bank rakyat Indonesia remains consistent to focus on services on small communities, including providing credit facilities to the small entrepreneurs. Bank Rakyat Indonesia also has programs focused on wider communitiessuch as the management of pension funds, funds, etc.

3.3 Employee Demographics

The demographic factors in this research are:

1. Gender

Gender is a sign of one's gender, namely men and women measured nominally.

2. Age

Age is the age of the respondents which followed the study grouped into < 20 years, 20-25, 26-30 years, 31-35, 36-40 years old, and > 40 years. The scale of the age of the respondents was measured in ordinal.

3. Education

Education level was taken from the last educational level of respondents and was measured nominally.

4. Periods of Work

Working period is the length of a person's work in an organization grouped into < 1 year, 1-2 years, > 2 years. Time scale of work respondents were measured in ordinal.

3.3.1 Population

The sampling technique used for the entire population became the main goal of the research was 110 employees working at Bank Rakyat Indonesia branch office in Wonosobo because they have direct obligations towards the company.

This study did not include the outsourcing employees because they are the third parties who has been the labors on behalf of the bank.

3.4 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 (Y).

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 (X_1) and Job Promotion (X_2) 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 (Z) is the intervening variable.

3.5 Operational Definition

Operational definitions are instructions of how to measure a concept in order to know the good or the bad of the measurements. As for operational definitions in this research are:

3.5.1. Job Rotation

Job rotation is the process of transferring a person from one job to another job. This is a simple technique that can stop the boredom of work. This variable shows the perception of an employee from one job to another job. As for the job rotation indicators developed by Kaymaz (2010) are:

1. The level of saturation of employment
 - a. Monotony activities in workplace
 - b. Dissatisfaction of work
 - c. Speciality on specific job
2. The additional knowledge, skills, and competencies
 - a. Productivity of work
 - b. Willingness to learn
 - c. Level of Motivation
3. Preparation of management
 - a. Management skills towards career goals
 - b. Ability to solve the problem
 - c. Ability to make decisions

4. The choice of the appropriate working position
 - a. Performance in job position
 - b. Feeling enjoy in job position
5. The development of social relationships
 - a. Harmonizing relationship between employee
 - b. Employees social and living condiitons
 - c. Behavioural characteristics

3.5.2. Promotion

Promotional programs are supposed to be informed, on what are the basis for consideration to promote an employee in company.

According to Mathis and Jackson (2006), the basis are:

- 1 . Experience
 - a. Internal Communication
 - b. Employee Engagement
- 2 .Skill
 - a.Multitasking
 - b.Communication
 - c.Negotiation
- 3 . Loyalty
 - a.Participation in goal setting
 - b.Performance feedback
 - c.Quality of supervision

4. Leadership

- a. Execute strategy
- b. Making decisions
- c. Encourage to work as a team

5. Communication

- a. Improving relationships and teamwork
- b. Foster an open, creative environment

3.5.3. Job Satisfaction

The level of employees satisfaction cannot be compared with an absolute comparison because each individual of employees has different standards of satisfaction. According to Robbins and Judges (2003), employment satisfaction factors are:

1. Freedom

- a. Responsibility
- b. Environment
- c. Priority

2. Career benefit

- a. Competencies
- b. Skill
- c. Knowledge

3. Opportunity to develop

- a. Employees have more potential than their current level of functionality.

- b. Encouraging employees to fulfill that potential will increase engagement and satisfaction.
- 4. Opportunity to develop a career
 - a. The opportunity to learn new skills
 - b. Develop new capabilities, through a formal training.
- 5. Compensation
 - a. Salary
 - b. Wage
 - c. Insurance
 - d. Workplace Facility
- 6. Communication between employee and manager
 - a. Relationship between employee and manager
 - b. Encourage to work as a team
- 7. Contribution to organization
 - a. Performance
 - b. Achievement
- 8. Feeling safety in workplace
 - a. Workplace Environment
 - b. Occupational health and safety
- 9. Flexibility in harmonizing life and job's problem
 - a. Communication in a workplace
 - b. Build a relationship with others in a workplace

10. Responsibility

- a. Quality of performance
- b. Result of task
- c. Initiative

3.5.4. Commitment

According to Allen and Mayer (1991), commitment to be defined as the identification of relatively individual organization, that can be seen at least with 3 factors ,namely:

1. Affective Commitment

- a. Emotional relationship between employee and organization
- b. Identification with organization
- c. Involvement of employee to organization's activity

2. Continuance Commitment

- a. Employee realizes the problem that they will face if they quit from the job
- b. Employee will stay in an organization because they need

3. Normative Commitment

- a. Obligation to keep working in an organization
- b. Workers with high normative components will feel that they must remain in the organization.

3.6 Type of Study

A research design is a blueprint of what will be done in the study, which will help the researcher in allocating limited resources to put the important choices in methodology. In the type of study will be using an exploratory study and a descriptive study. Exploratory study was conducted at the beginning of the study with the aim of understanding and researcher's deeper knowledge in conducting the research. In the exploratory study, the researcher will conduct a research based on the literatures by analyzing documents, journals, books, magazines and internet data gathering. While the descriptive analysis aims to describe something important in the research. With a descriptive study, the researcher can see a clear statement of the problem, specific hypotheses and data that is obviously related to the requirement. The approach taken to obtain primary data was by conducting surveys and questionnaires.

3.7 Data Collection Method

In order to obtain the required data, the researcher performed data collection activities in two ways:

1. Field Research

In this study, the researcher used a quantitative method as a type of research. The researcher made a list of questions and statements to measure the values of each variable. In addition, to measure the value of each statement and question, the researcher used Likert Scale as a reference. The questionnaire used Likert scale, which is based on Sugiyono (2004). It is related to calculating the respondents'

answers on the indicators of variables measured by the level of agreement or disagreement:

Answer	Score
Strongly Agree	5
Agree	4
Less Agree	3
Disagree	2
Strongly Disagree	1

2. Literature Research

The methods that will be used, as a secondary data of the research is previous research theories. Sources used is in this study were taken from the articles, journals and books that provided information and correlation to the theme or object of the research.

3.8 Data Measurement Instrument

In order to get good qualities of the research results, the series of research activities should be conducted carefully. Careful planning and fixed procedures, then the tools used must also be in good condition. Thus, the test was performed using the research tools used in the study to know whether the data obtained are valid and reliable or not.

3.8.1 Validity Test

Validity test is used to find out the extent to which the measuring instrument's precision and accuracy in performing the functions. An instrument is said to be valid, when the instrument was able to measure

what is measurable and should be able to uncover what is revealed (Hadi, 1993). To measure the validity can be done with the analysis of the factors of confirmation. This analysis was used to test whether the indicators used may confirm an invalid constructs of variables. If each measured indicator indicates invalid constructs, it will have a high loading values.

$$r_{xy} = \frac{N(\sum XY) - (\sum X)(\sum Y)}{\sqrt{(N(\sum X^2) - (\sum X)^2)(N(\sum Y^2) - (\sum Y)^2)}}$$

Description:

r_{xy} : The coefficient correlation

X : Score pieces

Y : Total score obtained

N : Sums of respondents

3.8.2 Reliability Test

Reliability is the degree of precision or accuracy demonstrated by the research instrument. The results were indicated by an index about how far is a reliable gauge. The measuring instrument can be said to be reliable (trustworthy), when the results of the measurement values obtained fixed or consistent, despite the repeated measurements carried out on the same subject (Hadi, 1993). Reliability of measuring gauges used Cronbach Alpha (α) techniques where a variable is said to be reliable if it provides the value of Cronbach Alpha > 0.70 .

$$r_{11} = \left[\frac{k}{(k-1)} \right] \left[1 - \frac{\sum \sigma_b^2}{\sigma_t^2} \right]$$

3.9. Data Analysis Technique

Data analysis technique used was by using SPSS (Statistics Package for Social Science) to analyze the data collected, using descriptive and inferential statistics. Descriptive statistics discern basic patterns in the data (Neuman, 2007).

Mean, frequency, standard deviation and range of inferential statistics were used to make influences related to the research proposition applicability to the study population.

3.9.1. 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).

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

Description

Y^{\wedge} = Y value estimates, if the value of X_1, \dots, X_k known

B_0, \dots, B_k = Statistical value as estimation

X = Independent variable

2. Regression Coefficient Hypothesis Test

$$T_h = \frac{b}{s_{b1}}$$

Description:

T_h = t statistical value

B = Regression coefficient

S_b = Standard deviation estimating regression coefficient

Test criteria:

H_0 is rejected when $F\text{-count} > F\text{-table}$

H_0 is accepted when $F\text{-count} < F\text{-table}$

3. Testing the regression coefficient simultaneously

Testing for the purpose of knowing where all variables are X together the same affect the variable Y .

$$F_h = \frac{(n - k - 1)(R^2_{xx(x_1, x_2, \dots, x_k)})}{n - k - 1}$$

$$F_t = \frac{k}{n - k - 1}$$

Description:

F_h = F statistical value

F_t = t-table value

Thus, it can be explained that the value received when $F_h > F_t$ and was rejected when $F_h < F_t$ or when applying the zero hypothesis formulation H_0 , then

it can be explained that H_0 is rejected when $F_h > F_t$ and H_0 are accepted when the value of $F_h < F_t$

4. Path Analysis

Basically Path Analysis method is a structured linear regression analysis regarding to standardize variables, in a closed system, which formally is complete. Thus, the analysis can be seen as a structural analysis, which addresses the casual relationships among variables in a closed system. As for path-analysis is very helpful to know the casual relationship between independent variables (X_1 and X_2) against a striction of dependant variable. Through the path analysis, it can measure directly the influence of independent results towards results response (dependent variable). It was calculated by the following equation:

$$r_{x_i x_j} = \frac{\sum_{i=1}^n x_i x_j - (\sum_{i=1}^n x_i)(\sum_{j=1}^n x_j) / n}{\sqrt{\{\sum_{i=1}^n x_i^2 - (\sum_{i=1}^n x_i)^2 / n\} \{ \sum_{j=1}^n x_j^2 - (\sum_{j=1}^n x_j)^2 / n \}}}$$

Based on the formula of analysis correlation above, it can be analyse by the path with building simultaneous equation:

$$R_1 \quad r_{12} \quad r_{13} \quad \dots \quad r_{1p} \quad c_1 \quad 1 \quad p \quad r = R_{p1} \quad r_{p2} \quad r_{pp} \quad c \quad r_{py}$$

$$R \times C = R_y$$

Description:

R_x = Correlation matrix between independent variable in a multiple regression model that has the piece 'p' of independent variables in form matrix elements of $R_{x_i x_j}$ ($i, = 1, 2 \dots, p$).

C = Coefficient Vector path which shows a direct influence of any intervening (Z) variables, towards dependent variables (Y) (values of coefficients of path equal to the regression coefficient beta

R_{y_i} = Vector correlation coefficient between independent variables X
($i = 1, 2, \dots, p$) and dependent variable

In order to find out the direct influence of the intervening variable (Z) towards dependent variable (Y), measured by the coefficient of dependent variables. Error influence cannot be explained by a model, incorporated as the of the errors, measure by the equation:

$$C_{2s} \Sigma = 1 - C_{1iy}; C_s = \sqrt{C_{2s}}$$



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 (r_{xy}) 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 to table (count value is greater than r table value), then the points or questions on the questionnaire is valid, and vice versa. This research used values 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 showed that the entire question items in the Job Rotation variables have a coefficient correlation (r_{xy}) 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
	X2.10	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 showed that the entire question items in job promotion variables have coefficient correlations (r_{xy}) 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 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

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

Based on Table 4.3, it showed that all of the question items on the value of the coefficient correlation (r_{xy}) of job satisfaction variable are greater 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				
<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
	Y.7	0.820	0,256	Valid
<i>Normative Commitment</i>	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 (Appendix III Page 173)

Based on Table 4.3, it shows that all of the question items on the value of the coefficient correlation (r_{xy}) 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 used SPSS as the measurement 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 III Page 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

* Source: Primary data processed, 2016 (Appendix II Page147)

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

*Source: Primary Data is processed, 2016 (Appendix II Page161)

The Table 4.7 informed 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 respondents are categorized as more than 50 years old which 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

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 employees 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.

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 at the 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

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

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 2.59 to 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 using 5 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	Percentage (%)	Categorizations
	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, skills and competencies	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 appropriate 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 indikator 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 appropriate working position having the mean value of 4,149 82.98 percent. From that result, it can be seen that the choice of the appropriate 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 that job 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 (X₂)

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 (X₂)

Item	Indicators	Mean	Percentage (%)	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 experience has a mean value of 4.18, 83.6 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 using 5 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	Percentage (%)	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 get security 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 career, 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 of career 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 using 5 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	Percentage (%)	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 mean 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	Percentage (%)	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 (X₁, X₂ → Z)

4.3.1.1 Multiple Regression

Table 4.16

Variable	Coefficient Regression (B)	Standardized Coefficient 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					

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

By considering the regression model and the results of the multiple regression equation, it is derived that variables of job 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 on jobsatisfaction, 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 commtment 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 promoion (X_2) has a positive influence on commtment 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 job satisfaction 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% ($\alpha=0.05$) 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 researcher returns to the hypothesis that:

- a. $H_0: \beta_1 \leq 0$, Job Rotation (X_1) has no influence on Job Satisfaction (Z).
- b. $H_a: \beta_1 > 0$, Job Rotation (X_1) has an influence on Job Satisfaction (Z).

If $t_{count} < t_{table}$ or $-t > -t_{table}$, H_0 is accepted

If $t_{count} > t_{table}$ or $-t < -t_{table}$, H_0 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, it can be

categorized as significant. In conclusion, H1 is accepted. It means that Job Rotation has a significant 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 researcher returns to the hypothesis that:

c. $H_0: \beta_1 \leq 0$, Job Promotion (X_2) has no influence on Job Satisfaction (Z).

d. $H_a: \beta_1 > 0$, Job Promotion (X_2) has an influence on Job Satisfaction (Z).

If $t_{count} < t_{table}$ or $-t > -t_{table}$, H_0 is accepted

If $t_{count} > t_{table}$ or $-t < -t_{table}$, H_0 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, it can be categorized as significant. In conclusion, H2 is accepted. It means that Job Promotion has a significant influence on Job 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 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% ($\alpha=0.05$) 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. $H_0: \beta \leq 0$, Job Rotation (X_1) and Job Promotion (X_2) have no influence on Job Satisfaction (Z) simultaneously.
2. $H_a: \beta > 0$, 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} , H_0 is rejected
If the F_{count} is less than F_{table} , H_0 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 (β_1) is 0.000 which is less than α (0.05). This means that the result showed that H_3 is accepted. It means that Job Rotation and Job Promotion have an influence on Job Satisfaction simultaneously.

Thus, the first hypothesis and second hypothesis stating that "Job rotation has 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 ($X_1, X_2 \rightarrow Y$)

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 (B₀)

The constant value is 0.216. It means that if there is no variable or changing value on job rotation (X₁) and job promotion (X₂) that influence commitment, it will have a value of 0.216.

2. Regression Coefficients of Job rotation (B₁)

The job rotation (X₁) has a positive influence on commitment with a regression coefficient value of 0.727, it means that if there

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

3. Regression Coefficients of Job promotion (B₂)

The job promotion (X₂) 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 (X₁) 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 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, 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 (X₂)

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 Commitment. The probability value (β) is 0,000 which means that the probability value is less than α (0,05). As the result, this can be categorized as 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% ($\alpha=0.05$) 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 (β) is 0.000 which is less than α (0.05). This means that the result showed that H6 is accepted. It means that Job Promotion 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 with the 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 Commitment ($Z \rightarrow Y$)

4.3.3.1. Regression

Table 4.22
Regression Job Satisfaction on Commitment

Variable	Coefficient Regression (B)	Standardized Coefficient 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	Significant
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 (B₀)

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

2. Regression Coefficients of Job Satisfaction (B₁)

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 indicated that 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 interval level. 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.

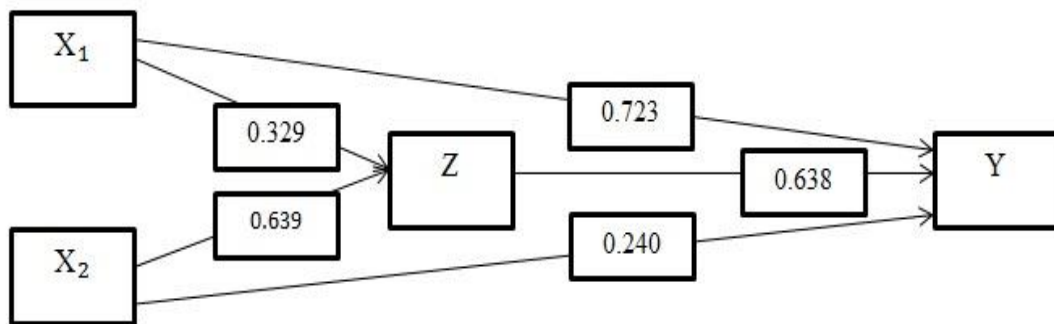


Figure 2 Path Analysis

Interpretation result :

- Coefficients Path variabel X_1 to Z is 0.329 \Rightarrow direct effect X_1 to Z
- Coefficients Path variabel X_2 to Z is 0.639 \Rightarrow direct effect X_2 to Z
- Coefficients Path variabel X_1 to Y is 0.723 \Rightarrow direct effect X_1 to Y
- Coefficients Path variabel X_2 to Y is 0.240 \Rightarrow direct effect X_2 to Y
- Coefficients Path variabel Z to Y is 0.638 \Rightarrow 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 = $0,329 \times 0,638 = 0,2099$
- The calculation of indirect influence on the X_2 to Y = direct influence X_2 to Z x direct effect Z to Y = $0,639 \times 0,638 = 0,4076$

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 $0.329 \times 0.639 = 0.2099$ so that indirect job rotation to commitment 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 commitment is $0.639 \times 0.638 = 0.4076$ 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 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

4.4 Classical Assumption

The researcher used a classical 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 the normal 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 $\alpha = 0.05$ 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 $\alpha = 0.05$ 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, with VIF which is 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 Heteroscedascicity Test

4.4.3.1 HeteroscedascicityTest 1

Based on Ghozali (2005), heteroscedascicity 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 heteroscedasticity. Based on the result of heteroscedasticity test for the independent variables:

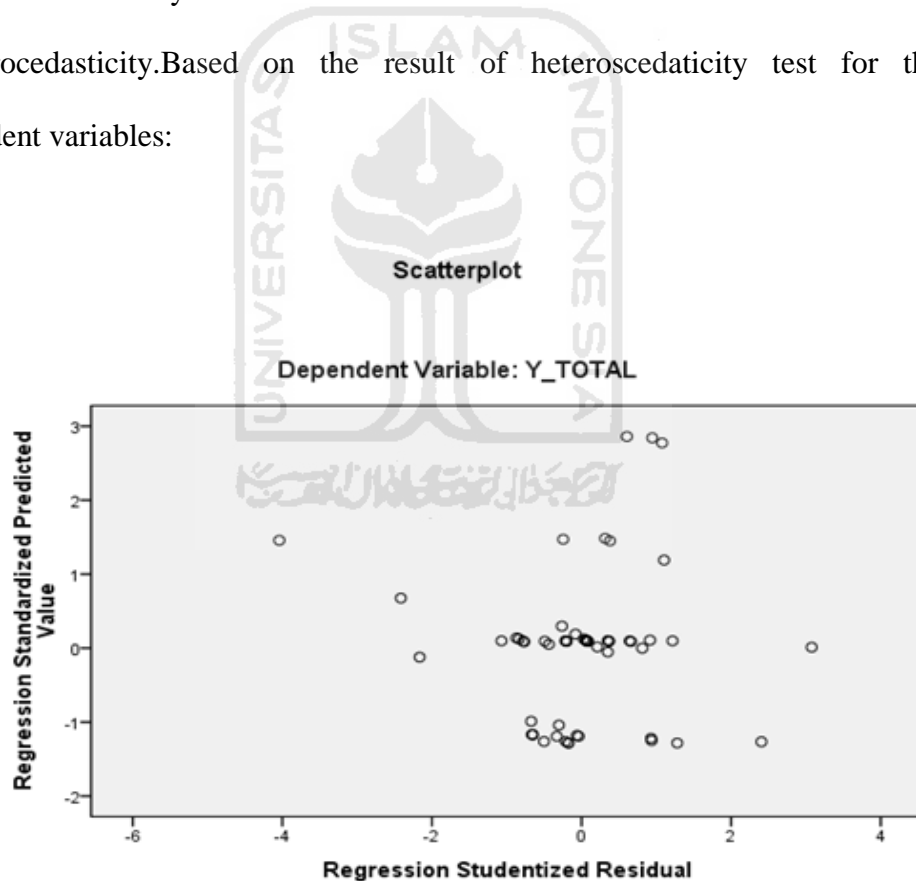


Figure 3 Scatterplot Heteroscedasticity

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 Heteroscedascicity Test 2

Based on Ghozali (2005), heteroscedascicity 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 heteroscedasticity. Based on the results of heteroscedasticity test for the independent variables:

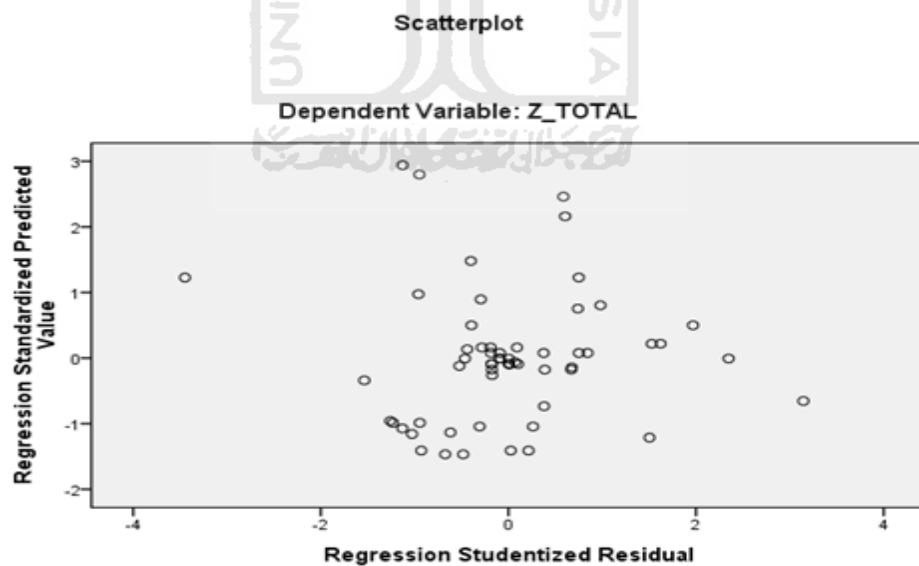


Figure 4 Scatterplot Heteroscedasticity

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 Heteroscedascicity Test 3

Based on Ghozali (2005), heteroscedascicity 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 heteroscedasticity. Based on the results of heteroscedasticity test for the independent variables:

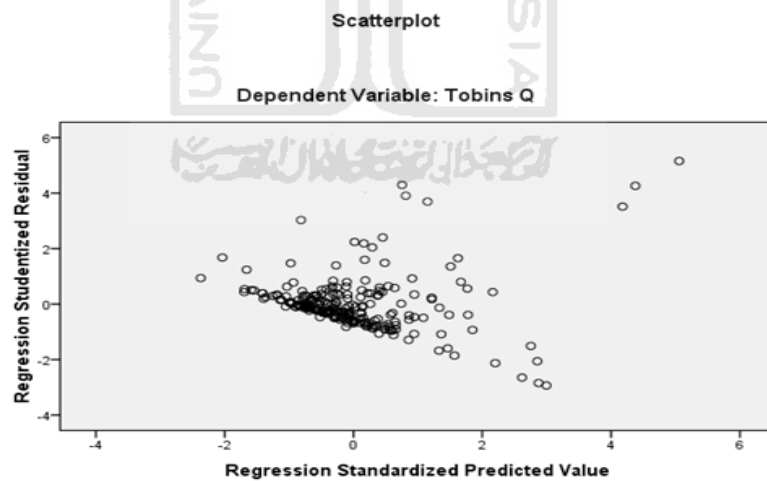


Figure 5 Scatterplot Heteroscedasticity

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 heteroscedasticity.

4.5 Discussion of Research Findings

After conducting the data analysis, the result showed that job rotation and job promotion have an influence on dependent variable (commitment) with job satisfaction as 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, 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 .

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 rotation is 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 is 0.012. This suggested that 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 the job 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 and Staff'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 a descriptive 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 $\text{sig}=0.000$ and because $\text{sig}<0/05$, 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 employees did 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-value was determined as $\text{sig}=0.000$ and because $\text{sig}<0/05$, 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 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 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 career, they will keep his commitment as well.

Prawita (2012) conducted a research about job satisfaction, 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 ($\beta_1 = 0,404$) 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 organizational 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 by Adryan (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 Adryan's thesis, he put career development as an independent variable, while job promotion and education and training include in the independent variable. This makes the difference with this research because in career development they are not only concerned in job promotion but also in mutation 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 commitment.

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 (β_1) 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 Career 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. Therefore, 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 rotation in 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 satisfaction 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 rotation is 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 H_0 is rejected and H_a 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 of the 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 variables of 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 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 3.941. 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 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 Career 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 satisfaction in 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 that as 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 variable on 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, this research has a different analysis method, the result is still respectively, so that if the job promotion increases, the employee's satisfaction will increase too.

To summarize, it can 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, Noor and 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 on satisfaction.

4.5.6 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.

4.5.7 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 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 commitment 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 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.

According to Saimir and Jonida (2013), job satisfaction is positively related to commitment. They examined the influence of job satisfaction to commitment in the case of Skhodra Municipality. Job satisfaction affects organizational commitment, tested by using the regression analysis. Organizational commitment was considered as 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 a significant influence on the 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 on commitment.

Beside that, as stated in Anastasia and Eddy (2013) in their research about ‘Pengaruh motivasi kerja dan kepuasan kerja terhadap komitmen organisasional karyawan 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 (0,05)It showed that 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 a significant influence on employee 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.

According to Ilhami (2012), in her study, it has proven that job satisfaction is 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 commitment used the regression analysis. Organizational commitment was considered as 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 proven that job satisfaction variable has a significant influence on 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 employee commitment, there might be other variables that can have a positive influence on commitment.

4.5.8 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.

According to Yuyuk (2007), in her study, it has proven that job rotation is 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 $(p1 \times p3) = 0.303 \times 0.233 = 0.0705$ while the indirect effect between job stress to commitment organization through satisfaction employment is of $(p2 \times p4) = 0.492 \times 0.120 = 0.059$. 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 a possibility of variable's fruition .

According to Ching, et al (2009), regarding the relationship between job satisfaction and organizational commitment, in their study on job satisfaction and organizational commitment, the two variables have a significant positive correlation. In addition, it was proposed that job rotation has the advantage of 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 Case Study 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. Normative commitment; 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 a descriptive 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-value was determined as $\text{sig}=0.000$ and because $\text{sig}<0/05$, then zero hypothesis is rejected. Therefore, there is a significant relation between job rotation and staff commitment in the organization. This has proven that job rotation variable has a significant 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 an influence of the increase of job 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 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.

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 satisfaction is 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 considered as 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 a significant 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.



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.

3. Job promotion and job rotation has a significant influence on employees' job satisfaction
4. Job rotation has a significant influence on employees' commitment.
5. Job promotion has a significant influence on employees' commitment.
6. Job promotion and job rotation have a significant influence on employees' commitment.
7. Job satisfaction has a significant influence on employees' commitment.
8. Job rotation has a direct influence to commitment, which means job satisfaction is not mediating job rotation to commitment. This is based on the result in which the direct influence has a mean value of 0.723, while the indirect influence has a mean value of $0.329 \times 0.638 = 0.2099$.
9. Job promotion has an indirect influence to commitment, which means job satisfaction is mediating job promotion to commitment. This is based on the result in which the direct influence has a mean value of 0.240 while the indirect influence has a mean value of $0.639 \times 0.638 = 0.4076$.

5.2. Recommendations

Based on the conclusion, the researcher proposed some suggestions, such as:

1. 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 Wonsoobo 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.

2. From the results, it is found that the smallest data for indicator the choice of the appropriate working position have a mean value (4,149). 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 4,288. 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.

3. 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 short comings and weaknesses. It was realized by the researcher as he is still in the learning process.
4. 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.
5. 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.

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Appendix I

Questionnaire

Kuesioner Penelitian Analysis the Influence of Job Rotation and Job Promotion

On Commitment with Job Satisfaction as an Intervening Variable

Employees BRI Branch of Wonosobo

(Study Case in BRI Branch of Wonosobo)

Terima kasih atas partisipasi Anda menjadi salah satu responden untuk mengisi kuesioner ini. Kuesioner ini merupakan salah satu instrumen penelitian yang dilakukan oleh :

Peneliti : Mochamad Gani Anggoro Pradigdo

NIM : 12311005

Jurusan : Manajemen (IP)

Fakultas : Ekonomi Universitas Islam Indonesia

Saya sangat menghargai kejujuran Anda dalam mengisi kuesioner ini dan menjamin kerahasiaan Anda. Semoga hasil penelitian ini dapat menjadi masukan bagi pihak-pihak membutuhkan dalam rangka pengelolaan sumber daya manusia. Atas kerjasama dan bantuan Anda, saya ucapkan terimakasih.

IDENTITAS RESPONDEN

Jenis Kelamin : Laki-laki Perempuan

Usia : <25 Tahun 36-40 Tahun
 26-30 Tahun 41-45 Tahun
 31-35 Tahun 46- 50 Tahun
 >50 Tahun

Pendidikan Terakhir : SMU Diploma S1
 S2 S3

Masa Kerja : 1-5 Tahun 11-15 Tahun

6-10 Tahun 16-20 Tahun

21-25 Tahun 26- 30 Tahun

Gaji : < 3.000.000 5.100.000-7.000.000

3.100.000 – 5.000.000 7.100.000-9.000.000

>9.100.000

Jabatan :

Petunjuk Pengisian

1. Jawablah setiap pertanyaan ini sesuai pendapat Bapak/ Ibu/ Saudara sejujurnya dan perlu diketahui bahwa jawaban dari kuesioner ini tidak berhubungan dengan benar atau salah.

2. Pilih jawaban dengan memberi tanda checklist (√) pada salah satu jawaban yang paling sesuai menurut Bapak/ Ibu/ Saudara. Adapun makna tanda tersebut adalah sebagai berikut:

STS= Sangat Tidak Setuju

TS = Tidak Setuju

KS = Kurang Setuju

S = Setuju

SS = Sangat Setuju

<i>JOB ROTATION</i>						
NO	PERNYATAAN	SS	S	KS	TS	STS
<i>The level of saturation of employment</i>						
1.	Rotasi Kerja dapat mengurangi aktivitas saya yang monoton di lingkungan kerja					
2.	Rotasi kerja dapat dilakukan karena adanya ketidakpuasaan saya dalam bekerja					
3.	Rotasi kerja yang dilakukan dapat membuat					

	sayamenjadi ahli dalam bidang saya					
<i>The additional knowledge, skills, and competencies</i>						
4.	Rotasi kerja yang dilakukan menurut saya dapat meningkatkan produktivitas dilingkungan kerja					
5.	Rotasi kerja dapat meningkatkan keinginan saya untuk terus belajar					
6.	Rotasi kerja dapat meningkatkan level motivasi saya					
<i>Preparation of management</i>						
7.	Dengan rotasi kerja saya dapat meningkatkan kemampuan membagi waktu dan tugas untuk mencapai tujuan saya					
8.	Rotasi kerja dapat meningkatkan kemampuan saya dalam menyelesaikan masalah					
9.	Rotasi kerja dapat meningkatkan kemampuan saya dalam pengambilan keputusan					
<i>The choice of the appropriate working position</i>						
10.	Rotasi kerja dapat meningkatkan performa kerja saya					
11.	Rotasi kerja dapat membuat saya lebih menikmati pekerjaan					
<i>The development of social relationships</i>						
12.	Rotasi kerja dapat menumbuhkan hubungan yang harmonis antara pekerja					
13.	Rotasi kerja dapat membuat saya menikmati kehidupan sosial dan kondisi lingkungan					
14.	Rotasi kerja dapat membuat orang lebih berkarakter					

JOB PROMOTION						
NO	PERNYATAAN	SS	S	KS	TS	STS
<i>Experience</i>						
1.	Promosi jabatan dapat meningkatkan komunikasi internal di lingkungan pekerjaan saya					
2.	Promosi jabatan dapat dilakukan dengan adanya keterlibatan yang signifikan dalam pekerjaan					
<i>Skill</i>						
3.	Promosi jabatan dapat membuat saya menjadi multitasking dalam bekerja					
4.	Kemampuan berkomunikasi akan meningkat					

	dengan adanya promosi jabatan					
5.	Promosi jabatan dapat dilakukan terhadap orang yang memiliki kemampuan negosiasi yang baik					
<i>Loyalty</i>						
6.	Promosi jabatan dapat dilakukan bila telah melakukan partisipasi aktif dalam mencapai tujuan perusahaan					
7.	Promosi jabatan dapat meningkatkan umpan balik performa dalam bekerja					
8.	Promosi jabatan dapat dilakukan bergantung dengan kualitas dalam pengawasan bekerja					
<i>Leadership</i>						
9.	Kemampuan dalam mengeksekusi strategi perusahaan dapat dijadikan dasar untuk promosi jabatan					
10.	Kemampuan dalam pengambilan keputusan dapat dijadikan dasar untuk promosi jabatan					
11.	Kemampuan dalam mempengaruhi teman kerja untuk bekerja dalam tim adalah satu inti terjadinya promosi jabatan					
<i>Communicative</i>						
12.	Dengan adanya promosi jabatan dapat meningkatkan hubungan dan kerjasama dalam pekerjaan					
13.	Promosi jabatan dapat meningkatkan lingkungan kerja yang kreatif					

<i>COMMITMENT</i>						
NO	PERNYATAAN	SS	S	KS	TS	STS
<i>Affective Commitment</i>						
1.	Saya merasa memiliki ikatan emosional yang kuat dengan perusahaan					
2.	Saya merasa mengenali dengan baik perusahaan dengan perusahaan ini					
3.	Saya selalu ingin melibatkan diri dalam upaya mencapai tujuan yang ditetapkan oleh perusahaan tempat saya bekerja					
<i>Continuance Commitment</i>						
4.	Sangat kecil kemungkinan saya meninggalkan perusahaan					

5.	Saya bekerja giat karena adanya penghargaan yang pantas yang diberikan perusahaan					
6.	Saya menggabungkan diri pada perusahaan tempat saya bekerja karena keinginan saya sendiri					
<i>Normative Commitment</i>						
7.	Saya mengerahkan seluruh usaha melebihi yang diharapkan untuk membantu kesuksesan perusahaan					
8.	Saya melakukan yang terbaik karena merasa kebahagiaan hidup saya berada pada perusahaan ini					
9.	Saya bersedia untuk mengorbankan waktu dan pikiran saya demi kemajuan perusahaan tempat saya bekerja					
10.	Saya berusaha untuk melaksanakan semua tugas dan pekerjaan saya di perusahaan dengan penuh tanggungjawab					

<i>JOB SATISFACTION</i>						
NO	PERNYATAAN	SS	S	KS	TS	STS
<i>Freedom</i>						
1.	Saya bertanggung jawab atas semua pekerjaan yang saya lakukan di perusahaan					
2.	Perusahaan ini memiliki lingkungan yang baik untuk bekerja					
3.	Saya dapat memilih prioritas dalam bekerja					
<i>Career Benefit</i>						
4.	Saya dapat meningkatkan kompetensi dalam bekerja di perusahaan					
5.	Kemampuan saya selalu dapat meningkat di perusahaan ini					
6.	Ilmu yang saya pelajari semakin luas selama di perusahaan ini					
<i>Opprtunity to developed</i>						
7.	Perusahaan dapat memanfaatkan potensial saya dalam bekerja					
8.	Perusahaan mampu meningkatkan potential saya dalam bekerja dan meningkatkan keterlibatan saya dalam pekerjaan					
<i>Oppportunity developing a carreer</i>						
9.	Saya berkesempatan untuk mempelajari hal baru di perusahaan					
10.	Saya mampu meningkatkan kapabilitas saya di perusahaan					

Compensation					
11.	Gaji yang saya terima dari perusahaan sesuai dengan harapan				
12.	Saya merasa puas dengan upah yang tersedia di perusahaan				
13.	Perusahaan menyediakan asuransi sesuai dengan kebutuhan saya				
14.	Fasilitas yang disediakan oleh perusahaan sangat layak untuk digunakan				
15.	Selama bekerja di perusahaan, saya mendapatkan jaminan keamanan yang memadai				
16.	Selama bekerja di perusahaan, saya mendapatkan jaminan kesehatan yang lebih dari cukup				
<i>Communication between employee and manager</i>					
17.	Saya mempunyai hubungan baik dengan atasan langsung saya				
18.	Saya mampu mengajak teman kerja untuk bekerja dalam tim				
<i>Contribution to organization</i>					
19.	Saya selalu memberikan performa terbaik untuk perusahaan				
20.	Saya selalu berusaha untuk mencapai tujuan perusahaan				
<i>Feeling safety in workplace</i>					
21.	Saya merasa lingkungan kerja membuat saya nyaman untuk menyelesaikan pekerjaan				
22.	Saya merasa aman dan terjamin dalam bekerja di perusahaan ini				
<i>Fleksibility to harmonizing of life and job's problem</i>					
23.	Saya mampu berkomunikasi dengan baik di lingkungan kerja saya				
24.	Saya mampu membangun hubungan baik dengan rekan-rekan kerja saya				
<i>Responsibility</i>					
25.	Kualitas performa kerja saya dapat selalu meningkat dalam bekerja				
26.	Hasil pekerjaan saya selalu dalam level yang baik				
27.	Saya selalu mempunyai inisiatif untuk menyelesaikan semua pekerjaan saya				

Questionnaire

Research Questionnaires Analysis the Influence of Job Rotation and Job Promotion
On Commitment with Job Satisfaction as an Intervening Variable Employees BRI
Branch of Wonosobo (Study Case in BRI Branch of Wonosobo)

Thank you for your participation to be one of the respondents to fill out this questionnaire. This questionnaire is one of the instruments of research conducted by:

Researcher : Mochamad Gani Anggoro Pradigdo

NIM : 12311005

Department : Manajemen (IP)

Faculty : Ekonomi Universitas Islam Indonesia

I really appreciate your honesty in filling out this questionnaire and ensures confidentiality. Hopefully the results of this study can be input to the parties need in the management of human resources. Cooperation and aid you, I say thank you.

RESPONDENT IDENTITY

Gender	:	<input type="checkbox"/> Man	<input type="checkbox"/> Woman	
Usia	:	<input type="checkbox"/> 20-25 Years	<input type="checkbox"/> 36-40 Years	
		<input type="checkbox"/> 26-30 Years	<input type="checkbox"/> 41-45 Years	
		<input type="checkbox"/> 31-35 years	<input type="checkbox"/> 46- 50 Years	
			<input type="checkbox"/> >50 Years	
Education	:	<input type="checkbox"/> SMU	<input type="checkbox"/> Diploma	<input type="checkbox"/> S1
		<input type="checkbox"/> S2	<input type="checkbox"/> S3	
Work Time	:	<input type="checkbox"/> 1-5 Years	<input type="checkbox"/> 11-15 Years	
		<input type="checkbox"/> 6-10 Years	<input type="checkbox"/> 16-20 Years	

21-25 Years 26- 30 Years

Salary : 1.000.000 – 3.000.000 5.100.000-7.000.000
 3.100.000 – 5.000.000 7.100.000-9.000.000
 >9.100.000

Position :

Charging instructions

1. Answer each of these questions to the opinion of Father / Mother / Brother honestly and please note that the answers of the questionnaire is not related to true or false.

2. Choose an answer by marking a checklist (√) in one of the most appropriate answer according to Father / Mother / Brother. As for the meaning of these markers are as follows:

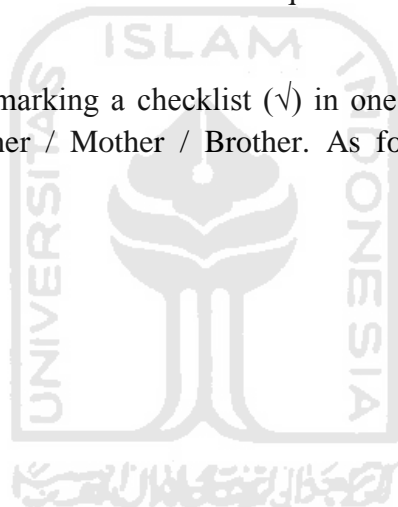
SD= Strongly Dissagree

D = Dissagree

NQA = Not Quite Agree

A = Agree

SA = Strongly Agree



<i>JOB ROTATION</i>						
NO	STATEMENT	SA	A	NQA	D	SD
<i>The level of saturation of employment</i>						
1.	Job rotation can reduce the monotony of my activities in the workplace					
2.	Job rotation to do because of my dissatisfaction in work					
3.	Job rotation can make me become exert in my particular job					
<i>The additional knowledge, skills, and competencies</i>						
4.	Job rotation in my opinion can increase productivity in the work environment					

5.	Job rotation can increase my desire to continue learning					
6.	Job rotation can increase my motivational level in workplace					
<i>Preparation of management</i>						
7.	With job rotation I can improve the ability to divide the time and tasks to accomplish my goal					
8.	Job rotation can improve my ability to solve problems					
9.	Job rotation of work can improve my skills in decision-making					
<i>The choice of the appropriate working position</i>						
10.	Job rotation can improve my work performance					
11.	Rotation of work can make me enjoy the work					
<i>The development of social relationships</i>						
12.	Job rotation to foster a harmonious relationship between workers					
13.	Job rotation can make me enjoy a social life and environmental conditions					
14.	Job rotation can make people to have stronger character					

JOB PROMOTION						
NO	STATEMENT	SA	A	NQA	D	SD
<i>Experience</i>						
1.	Job promotions can improve internal communication in my work environment					
2.	Job promotions to do with significant involvement in work					
<i>Skill</i>						
3.	Job promotions can make me be multitasking at work					
4.	The ability to communicate will increase the opportunities of the job promotion					
5.	Job promotions are made to people who have the good ability to negotiate					
<i>Loyalty</i>						
6.	Job promotions to do when it has active participation in achieving the company's goals					

7.	Job promotions can improve the feedback in performance at work					
8.	Job Promotions can be made dependent on the quality in work supervisions					
<i>Leadership</i>						
9.	Ability to execute corporate strategies can be used as a basis for job promotion					
10.	Ability in decision making can be the basis for job promotion					
11.	Ability to influence workers to work in a team is one of its core occurs promotion					
<i>Communicative</i>						
12.	With the job promotion can improve relations and cooperation in the work					
13.	Job promotions can enhance creative work environment					

<i>COMMITMENT</i>						
NO	STATEMENT	SA	A	NQA	D	SD
<i>Affective Commitment</i>						
1.	I feel I have a strong emotional bond to companies					
2.	I know this company very well					
3.	I have always wanted to get involved in efforts to achieve the goals set by the company I work					
<i>Continuance Commitment</i>						
4.	It is very unlikely that I leave the company					
5.	I work hard because the company gives appropriate rewards					
6.	I joined the company I work for my own desires					
<i>Normative Commitment</i>						
7.	I exert all the efforts beyond the expected to help the company's success					
8.	I do my best because I feel the joy of life is at this company					
9.	I am willing to sacrifice my time and thoughts for the betterment of the company work					
10.	I tried to implement all duties and my job at the company with full responsibilities					

<i>JOB SATISFACTION</i>						
NO	STATEMENT	SA	A	NQA	D	SD
<i>Freedom</i>						
1.	I am responsible for all the works I do in the company					
2.	The company has a good environment to work					
3.	I can choose a priority in the work					
<i>Career Benefit</i>						
4.	I can improve my competence in working in the company					
5.	My ability can always increase in this company					
6.	Knowledge I learned more widely for this company					
<i>Opportunity to developed</i>						
7.	The company can take a benefit of my potential in working					
8.	The company was able to improve my potential in work and increase my involvement in work					
<i>Opportunity developing a career</i>						
9.	I have opportunity to learn new things in the company					
10.	I was able to improve my capabilities in this company					
<i>Compensation</i>						
11.	The salary that I received from the company is in line with expectations					
12.	I am satisfied with the wages available in the company					
13.	The company provides insurance to suit my needs					
14.	The facilities provided by the company's very feasible to use					
15.	During the work at the company, I get security guarantee adequate					
16.	During the work at the company, I get health insurance more than enough					
<i>Communication between employee and manager</i>						
17.	I have a good relationship with my direct supervisor					
18.	I was able to invite co-workers to work in teams					
<i>Contribution to organization</i>						

19.	I always give the best performance for the company					
20.	I always try to achieve the company's goals					
<i>Feeling safety in workplace</i>						
21.	I feel comfortable working environment that made me able to finish the job					
22.	I feel safe and secure in working at this company					
<i>Fleksibility to harmonizing of life and job's problem</i>						
23.	I was able to communicate well in my work environment					
24.	I was able to build good relationships with co-workers					
<i>Responsibility</i>						
25.	The quality of my work performance can always be improved in work					
26.	The results of my work is always in a good level					
27.	I always had the initiative to complete all my works					

Appendix II

Research Data

Respondent	Gender	Age	Education	Experience
1	Male	20-25 Year	S1	1-5 Years
2	Male	26-30Year	S2	1-5 Years
3	Female	46-50Year	Diploma	6- 10 Year
4	Male	36-40Years	S1	21-30 Years
5	Female	31-35 Years	S1	1-10 Years
6	Male	20-25 Year	S1	1-5 Years
7	Male	26-30Year	Diploma	1-5 Years
8	Female	46-50Year	S1	11-15 Years
9	Male	36-40Years	Diploma	6-10 Years
10	Female	31-35 Years	S1	1-5 Years
11	Female	20-25 Year	Diploma	11-15 Years
12	Female	26-30Year	S2	1-5 Years
13	Female	26-30Year	S1	1-5 Years
14	Female	20-25 Year	S1	1-10 Years
15	Male	26-30Year	S1	6-10 Years

16	Female	20-25 Year	Diploma	1-5 Year
17	Male	26-30Year	S2	6-10 Years
18	Female	20-25 Year	S1	1-10 Years
19	Female	26-30Year	Diploma	11-15 Years
20	Male	46-50Year	S1	6-10 Years
21	Female	36-40Years	S1	1-5 Years
22	Female	31-35 Years	Diploma	6-10 Years
23	Female	20-25 Year	S1	1-5 Years
24	Female	26-30Year	S2	1-5 Years
25	Female	46-50Year	Diploma	1-5 Years
26	Male	36-40Years	S2	21-25 Years
27	Female	31-35 Years	S2	21-25 Years
28	Male	20-25 Year	Diploma	1-10 Years
29	Male	26-30Year	S1	6-10 Years
30	Female	46-50Year	S1	6-10 Years
31	Male	36-40Years	Diploma	6-10 Years
32	Male	31-35 Years	S2	11-15 Years
33	Male	20-25 Year	S2	6-10 Years
34	Male	20-25 Year	Diploma	1-5 Years
35	Male	26-30Year	Diploma	6-10 Years
36	Female	46-50Year	S2	1-10 Years
37	Male	36-40Years	S1	1-10 Years
38	Male	31-35 Years	S2	1-5 Years
39	Female	20-25 Year	Diploma	1-5 Years
40	Female	26-30Year	S1	1-10 Years
41	Female	46-50Year	S1	6-10 Years
42	Male	36-40Years	S1	1-5 Year
43	Male	31-35 Years	Diploma	6-10 Years
44	Male	20-25 Year	Diploma	1-5 Years
45	Female	26-30Year	S1	1-5 Years
46	Female	46-50Year	S1	6- 10 Year
47	Male	36-40Years	S1	21-30 Years
48	Female	31-35 Years	S1	1-10 Years
49	Female	20-25 Year	S1	1-5 Years
50	Male	26-30Year	Diploma	1-5 Years
51	Male	26-30Year	S1	11-15 Years
52	Female	26-30Year	S1	6-10 Years
53	Male	20-25 Year	S1	1-5 Years
54	Male	26-30Year	S2	11-15 Years
55	Female	26-30Year	Diploma	1-5 Years
56	Female	26-30Year	S1	1-5 Years

57	Female	20-25 Year	Diploma	1-5 Years
58	Male	31-35 Years	S1	1-5 Years
59	Female	20-25 Year	Diploma	6- 10 Year

NO	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8	X1.9	X1.10	X1.11	X1.12	X1.13	X1.14
1	1	3	2	2	1	2	2	2	2	1	1	1	1	2
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3	2	3	3	2	2	1	2	3	3	2	2	2	2	2
4	2	4	3	2	2	2	2	2	3	2	1	1	2	3
5	2	3	2	2	2	2	2	3	3	3	3	2	2	3
6	1	2	3	2	1	1	1	1	1	1	1	1	1	1
7	2	2	2	2	2	2	2	2	3	2	2	3	3	3
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9	2	3	2	2	2	2	2	2	2	2	3	2	2	3
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21	2	2	1	2	1	1	1	2	2	2	2	2	2	3
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26	2	5	2	2	2	2	2	2	2	2	2	2	2	2
27	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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35	2	1	3	4	5	1	2	3	4	5	1	2	3	1
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37	2	1	2	1	2	1	2	1	2	2	1	2	1	1
38	2	3	2	1	2	3	1	3	2	1	2	3	2	1
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40	2	2	1	2	1	2	2	2	1	2	3	2	2	1
41	1	2	3	2	2	2	1	2	2	1	2	2	2	1
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59	2	3	2	1	1	1	1	2	2	2	1	2	3	2

X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	X2.10	X2.11	X2.12	X2.13
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2	3	3	2	3	3	2	3	3	3	3	3	3
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1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2

Appendix III

Validity and Reliability Test

Reliability Job Rotation

Case Processing Summary

		N	%
Cases	Valid	59	100.0
	Excluded ^a	0	.0
	Total	59	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.975	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	28.3244	39.545	.358	.930
X1.2	27.7820	38.342	.349	.829
X1.3	28.0532	38.053	.455	.915
X1.4	28.3075	37.246	.607	.801
X1.5	28.3244	37.281	.555	.828
X1.6	28.3922	38.366	.520	.832
X1.7	28.3244	37.412	.600	.899
X1.8	28.1888	37.771	.536	.810
X1.9	28.1888	36.706	.657	.846
X1.10	28.3075	36.450	.635	.847
X1.11	28.2227	38.565	.482	.855
X1.12	28.2736	39.034	.502	.887
X1.13	28.2566	38.598	.573	.880
X1.14	28.1719	39.036	.439	.849
X1_TOTAL	28.2373	41.288	.337	.799

Reliability Job Promotion

Case Processing Summary

		N	%
Cases	Valid	59	100.0
	Excluded ^a	0	.0
	Total	59	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.959	14

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	24.3163	23.991	.698	.820
X2.2	24.3671	25.409	.520	.720
X2.3	24.3163	23.991	.698	.867
X2.4	24.5705	26.580	.365	.824
X2.5	24.3502	25.431	.422	.775
X2.6	24.3671	25.409	.520	.821
X2.7	24.4688	25.209	.646	.836
X2.8	24.4519	25.579	.555	.858
X2.9	24.2654	26.151	.418	.797
X2.10	24.3332	26.426	.399	.812
X2.11	24.3502	24.770	.606	.820
X2.12	24.4349	25.877	.484	.643
X2.13	24.4688	26.638	.418	.600
X2_TOTAL	24.3898	25.897	.955	.854

Reliability Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	59	100.0
	Excluded ^a	0	.0
	Total	59	100.0

Case Processing Summary

		N	%
Cases	Valid	59	100.0
	Excluded ^a	0	.0
	Total	59	100.0

a. Listwise deletion based on all variables in the procedure.

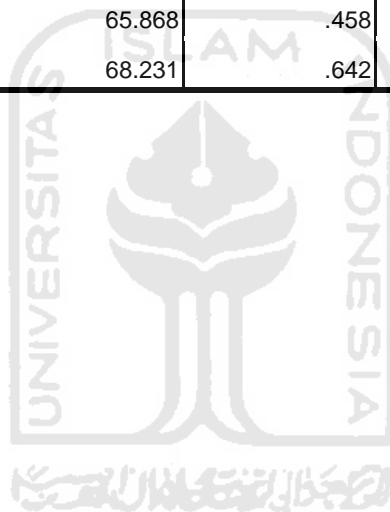
Reliability Statistics

Cronbach's Alpha	N of Items
.960	28

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z.1	51.0607	65.212	.548	.777
Z.2	50.9759	64.077	.528	.673
Z.3	50.9759	64.077	.528	.622
Z.4	50.9929	65.868	.458	.702
Z.5	50.8912	68.213	.277	.677
Z.6	51.0437	64.482	.682	.717
Z.7	51.0437	64.482	.682	.671
Z.8	50.8403	66.794	.323	.733
Z.9	50.9759	64.077	.528	.619
Z.10	51.0098	67.655	.301	.795
Z.11	51.0437	64.482	.682	.674
Z.12	50.9420	65.392	.544	.753
Z.13	50.8403	66.794	.323	.436
Z.14	50.9420	65.589	.522	.624

Z.15	51.0607	65.212	.548	.540
Z.16	50.9929	65.868	.458	.856
Z.17	50.9929	66.602	.404	.613
Z.18	50.9251	67.176	.332	.591
Z.19	50.9929	66.602	.404	.706
Z.20	50.8403	66.794	.323	.509
Z.21	50.9420	65.392	.544	.729
Z.22	50.8742	66.839	.290	.540
Z.23	50.9420	65.589	.522	.736
Z.24	51.0776	67.753	.285	.741
Z.25	50.9759	67.397	.410	.714
Z.26	51.0607	65.212	.548	.718
Z.27	50.9929	65.868	.458	.707
Z_TOTAL	50.8983	68.231	.642	.891



Reliability Commitment

Case Processing Summary

		N	%
Cases	Valid	59	100.0
	Excluded ^a	0	.0
	Total	59	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.950	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1	19.5610	11.236	.496	.767
Y.2	19.6288	11.716	.278	.781
Y.3	19.5610	11.236	.496	.812
Y.4	19.5441	10.686	.499	.859
Y.5	19.6797	11.448	.299	.844
Y.6	19.6797	11.193	.550	.658
Y.7	19.6288	11.409	.383	.820
Y.8	19.6797	11.193	.550	.764
Y.9	19.4932	11.008	.313	.768
Y.10	19.5441	10.686	.499	.802
Y_TOTAL	19.6102	11.276	.913	.748

Appendix IV

Multi Regression Analysis

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	X2_MEAN, X1_MEAN ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Z_MEAN

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838 ^a	.702	.692	.33687

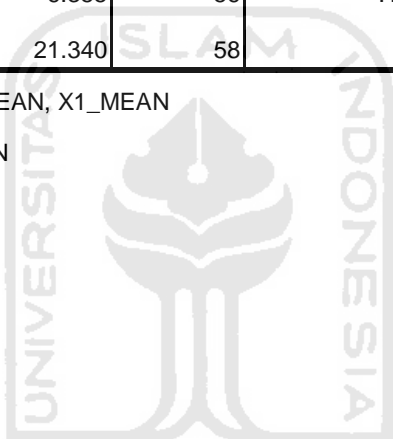
a. Predictors: (Constant), X2_MEAN, X1_MEAN

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.985	2	7.492	66.022	.000 ^a
	Residual	6.355	56	.113		
	Total	21.340	58			

a. Predictors: (Constant), X2_MEAN, X1_MEAN

b. Dependent Variable: Z_MEAN



Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.488	.142		3.425	.001
	X1_MEAN	.304	.114	.329	2.794	.000
	X2_MEAN	.567	.113	.639	5.001	.000

a. Dependent Variable: Z_MEAN

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method

1	X2_MEAN, X1_MEAN ^a		. Enter
---	----------------------------------	--	---------

a. All requested variables entered.

b. Dependent Variable: Y_MEAN

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 ^a	.709	.698	.37598

a. Predictors: (Constant), X2_MEAN, X1_MEAN

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.247	2	9.623	68.077	.000 ^a
	Residual	7.916	56	.141		
	Total	27.163	58			

a. Predictors: (Constant), X2_MEAN, X1_MEAN

b. Dependent Variable: Y_MEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.216	.159		2.360	.179
	X1_MEAN	.727	.127	.723	5.719	.000
	X2_MEAN	.240	.227	.240	2.104	.000

a. Dependent Variable: Y_MEAN

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Z_MEAN ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Y_MEAN

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638 ^a	.407	.397	.53151

a. Predictors: (Constant), Z_MEAN

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.060	1	11.060	39.150	.000 ^a
	Residual	16.103	57	.283		
	Total	27.163	58			

a. Predictors: (Constant), Z_MEAN

b. Dependent Variable: Y_MEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.449	.245		2.336	.072
	Z_MEAN	.720	.115	.638	6.257	.000

a. Dependent Variable: Y_MEAN

Appendix V
Classic Assumption

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		59
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	10.58274534
Most Extreme Differences	Absolute	.122
	Positive	.122
	Negative	-.081
Kolmogorov-Smirnov Z		.937
Asymp. Sig. (2-tailed)		.343
a. Test distribution is Normal.		

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.573	.550	10.868

a. Predictors: (Constant), jobsatisfaction, jobpromotion, Jobrotation

b. Dependent Variable: commitment

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8722.251	3	2907.417	24.618	.000 ^a
	Residual	6495.681	55	118.103		
	Total	15217.932	58			

a. Predictors: (Constant), jobsatisfaction, jobpromotion, Jobrotation

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8722.251	3	2907.417	24.618	.000 ^a
	Residual	6495.681	55	118.103		
	Total	15217.932	58			

b. Dependent Variable: commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.532	4.706		3.938	.000
	Jobrotation	.351	.346	.221	1.014	.315
	jobpromotion	1.037	.297	.568	3.495	.001
	jobsatisfaction	-.019	.411	-.008	-.047	.963

a. Dependent Variable: commitment

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	37.05	91.03	55.03	12.263	59
Residual	-36.100	32.844	.000	10.583	59
Std. Predicted Value	-1.466	2.935	.000	1.000	59
Std. Residual	-3.322	3.022	.000	.974	59

a. Dependent Variable: commitment

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

1	(Constant)	18.532	4.706		3.938	.000		
	Jobrotation	.351	.346	.221	1.014	.315	.294	3.405
	jobpromotion	1.037	.297	.568	3.495	.001	.294	3.405
	jobsatisfaction	.019	.411	.008	.047	.963	.1000	1000

a. Dependent Variable: commitment

Coefficient Correlations^a

Model			jobsatisfaction	jobpromotion	Jobrotation
1	Correlations	jobsatisfaction	1.000	-.035	-.665
		jobpromotion	-.035	1.000	-.604
		Jobrotation	-.665	-.604	1.000
Covariances	jobsatisfaction	.169	-.004	-.095	
	jobpromotion	-.004	.088	-.062	
	Jobrotation	-.095	-.062	.120	

a. Dependent Variable: commitment

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Jobrotation	jobpromotion	jobsatisfaction
1	1	3.883	1.000	.01	.00	.00	.00
	2	.077	7.099	.86	.04	.01	.03
	3	.028	11.800	.02	.00	.57	.46
	4	.012	17.692	.11	.96	.41	.51

a. Dependent Variable: commitment

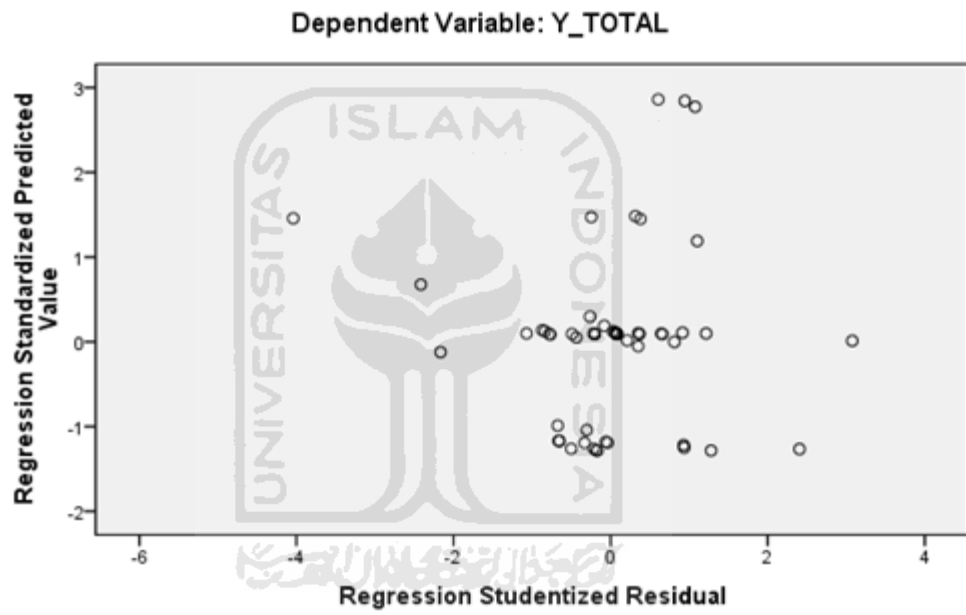
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	37.05	91.03	55.03	12.263	59

Residual	-36.100	32.844	.000	10.583	59
Std. Predicted Value	-1.466	2.935	.000	1.000	59
Std. Residual	-3.322	3.022	.000	.974	59

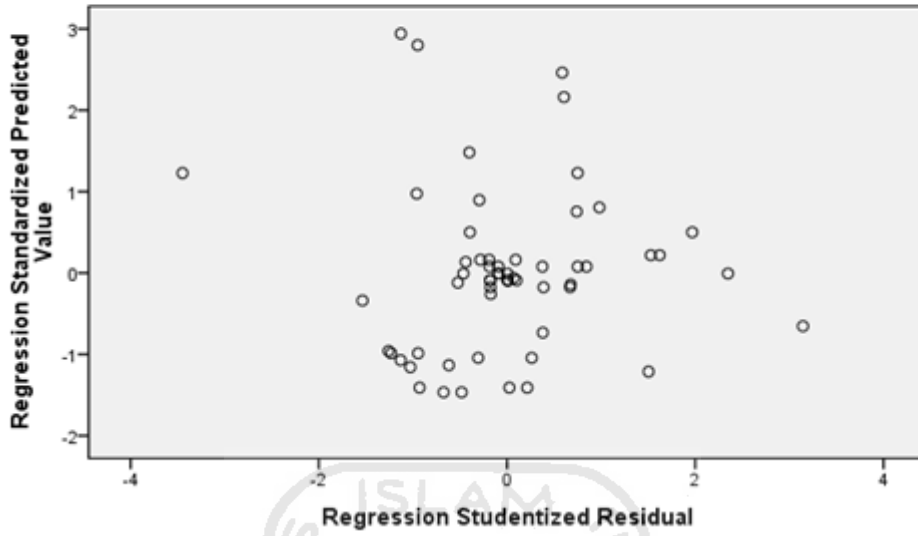
a. Dependent Variable: commitment

Scatterplot



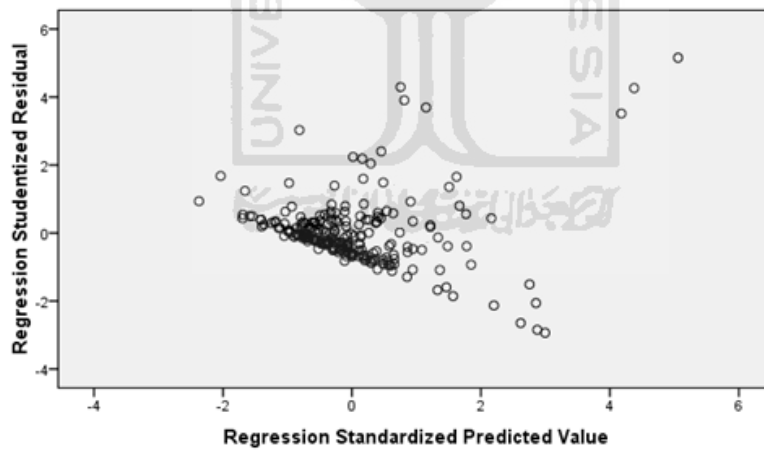
Scatterplot

Dependent Variable: Z_TOTAL



Scatterplot

Dependent Variable: Tobins Q



Appendix VI



Source : Primary Data Process in 2016

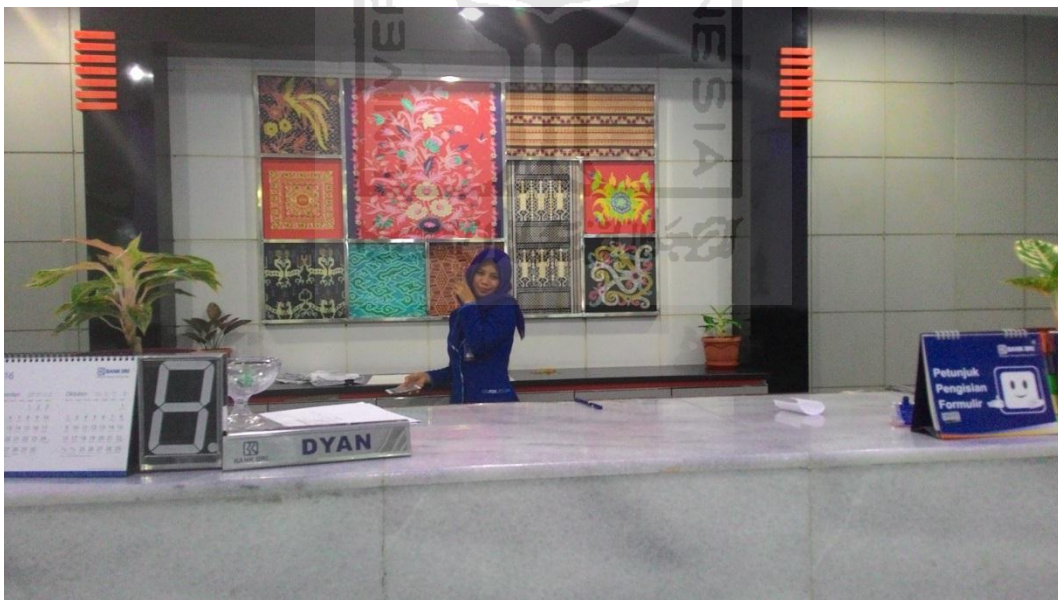
This is a pictures BRI Wonosobo in front side, the location is near with Alun-Alun Wonosobo.



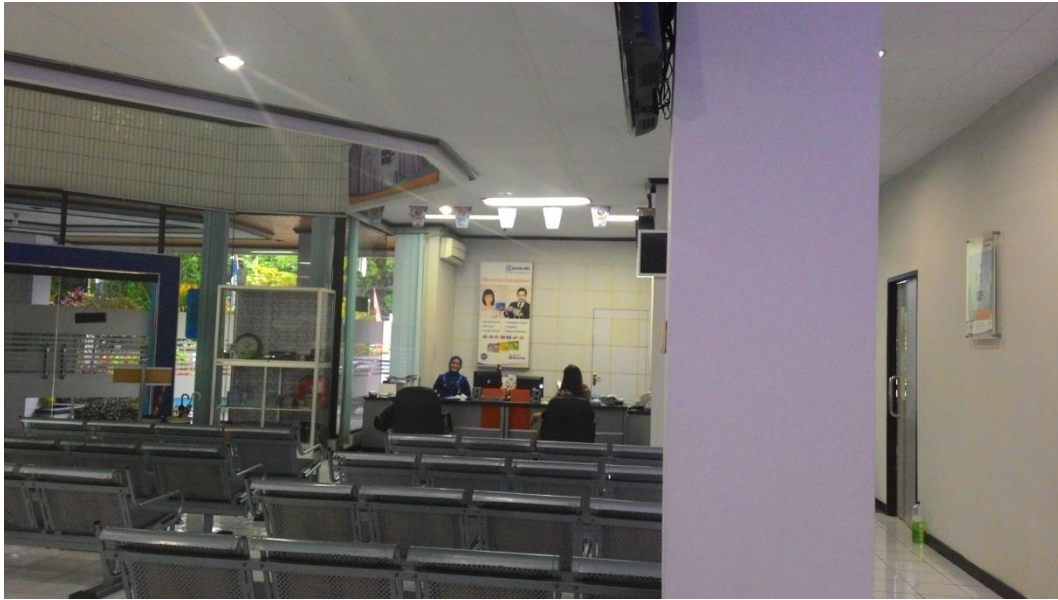
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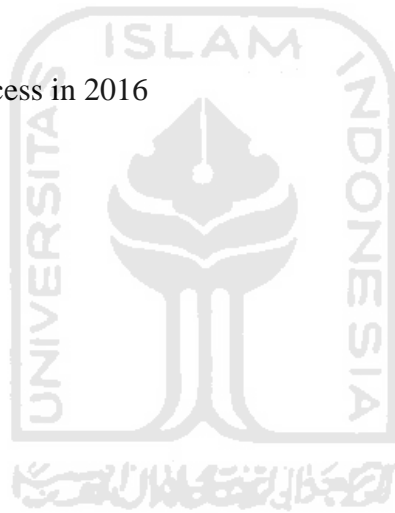
Source: Primary Data Process in 2016



Source: Primary Data Process in 2016



Source: Primary Data Process in 2016





Model 54

PT. BANK RAKYAT INDONESIA (PERSERO) Tbk

KANTOR CABANG WONOSOBO

Jl. A. Yani No.1 Wonosobo 56311, Telp. (0286) 321025, 321739

Facsimile (0286) 322258.

SURAT KETERANGAN

No.:B. 5566 -KC-VII/LYI/10/2016

Yang bertandatangan di bawah ini :

Nama : Anton Hendra Wijaya
Jabatan : Pemimpin Cabang
Unit Kerja : Kanca BRI Wonosobo

Menerangkan bahwa Mahasiswa di bawah ini :

Nama : Mochamad Gani Anggoro Pradigdo
NIM : 12311005
Fakultas : Management, International Program Faculty of Economics
Universitas Islam Indonesia Yogyakarta

Telah selesai melaksanakan penelitian pembuatan Skripsi di Kanca BRI Wonosobo.

Demikian, Surat keterangan ini dibuat untuk dipergunakan seperlunya.

Wonosobo, 12 Oktober 2016

PT. Bank Rakyat Indonesia (Persero)
Kantor Cabang Wonosobo



Anton Hendra Wijaya
Pemimpin Cabang

