

JOB SATISFACTION MEDIATES RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENTS AND EMPLOYEE PERFORMANCE

Wagiman S.¹ and Himawan Arif Sutanto²

¹PT.Bank Rakyat Indonesia (Persero) Tbk.

²Bank BPD Jateng School of Economics and Business, Semarang, Indonesia

Email: himawanmiesp@gmail.com

ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh komitmen organisasi terhadap kepuasan kerja dan memperkerjakan kinerja PT. Bank Rakyat Indonesia (Persero) Tbk., Kantor Wilayah Semarang. Jumlah sampel adalah 150 karyawan dan dipilih melalui proportional random sampling. SEM-PLS diterapkan untuk menganalisis data. Kesimpulannya ditunjukkan bahwa komitmen organisasi secara langsung dipengaruhi oleh kepuasan kerja secara positif. Komitmen organisasi secara langsung dan positif mempengaruhi kinerja karyawan. Kepuasan kerja secara langsung dan positif mempengaruhi kinerja karyawan. Untuk meningkatkan kinerja karyawan, pedoman bagi karyawan untuk dapat bekerja dalam tim, meningkatkan rasa tanggung jawab terhadap organisasi, memberikan karyawan kebebasan untuk berinovasi, menciptakan suasana kerja yang nyaman dan membangun komunikasi yang baik di antara karyawan dengan pengawas yang unggul harus selesai

Keywords: *Organizational Commitment, Job Satisfaction, Employes Performance, BRI*

Introduction

PT. Bank Rakyat Indonesia (Persero) Tbk., has high market share of financial performance compared to Bank Negara Indonesia and several other private banks, such as Bank Mandiri, Bank Central Asia and CIMB-Niaga. It can be measured from total assets owned compared with total assets to four other largest banks. Similarly, the total amount of loans disbursed in the period of June 2016. In addition, the value of third party funds had the highest position when it was compared with the value of third-party funds of other banks. However, from capital aspect, Bank Mandiri's capital amount was still greater than the amount of capital owned by PT. Bank Rakyat Indonesia (Persero) Tbk.

While financial performance of PT. Bank Rakyat Indonesia (Persero), Tbk. Semarang Regional Office had decreased slightly in 2015 (PT.Bank Rakyat Indonesia, 2016). It could be measured from the value of third party funds that had decreased. Likewise, the amount of credit disbursed has decreased,

so that it affected the profitability in 2015. Improving bank financial performance was done through better banking management. Human resources had a key position in it. The role of human resources in an institution (including bank) is the most important thing because human resources will be able to influence the smoothness of activities in achieving the objectives. Thus, the quality of human resources must be good in order that the performance of employees increases later. Sinambela (2012) argued that the performance of the employees was the ability to perform tasks assigned to him. In an institution or organization such as a bank, the performance of employees is the result of work that can be achieved in accordance with the authority and responsibility of each related to the achievement of the bank's objectives.

There are several factors that are able to influence employees performance. They are organizational culture, leadership, organizational commitment and job satisfaction (Zubair & Chair, 2015). The phenomenon

that occurred in the organization associated with the performance of employees was that the responsiveness of task implementation at PT. Bank Rakyat Indonesia (Persero) Tbk., Semarang Regional Office had not been satisfying. It could be proved by the fact that employees were often late in completing work. In other words, employees did not complete the tasks and jobs that were mandated in a timely manner. Thus, the bank needed to pay more attention to performance appraisal.

Employees performance is the most important part and the most dominant role in achieving an organizational goals as well as bank. One of the affecting factors is job satisfaction. According (Sinambela, 2012), job satisfaction is the feeling of a person to the work faced by his own effort (internal factors) and which is supported by some factors outside of himself (external factors) based on work wisdom, work result, and the work itself. The relationship of satisfaction with employees performance is generally more complicated than a simple statement which affirms that satisfaction raises performance. This view shows that we can generalize. If employees feel satisfaction at the work, surely they will perform high performance (Sinambela, 2012). This perspective was in line with the opinions of Vrinda and Jacob (Vrinda & Jacob, 2015) which basically stated that employees would be more satisfied if they got what they expect so then it affected performance. Similarly, research conducted by Inuwa (2015). He found that there was a positive influence between job satisfaction, work attitude, and equity on the performance of an employee in the organization.

The previous research by Mardiani & Maya (2015) concluded that job satisfaction positively and significantly influenced the performance of bank employees in South Borneo, either simultaneously or partially. While the research conclusion by Supiyanto (2015) in essence indicated that job satisfaction did not influence the performance of employees. Then, organizational commitment is often associated with the strength of introduction and involvement of a person in a particular

organization (Panggabean, 2011). Research conducted by Giri *et al* (2016) proved that organizational commitment significantly affected the performance of employees. While the research conclusion of Putrana, Fathoni, & Warso (2016) asserted that organizational commitment negatively affected employees performance. Based on the research gap of some previous studies, the problem of research was "How is the influence of organizational commitment to job satisfaction and performance of employees?"

1. Organizational commitment

Organizational commitment is a sense of identification (trust in organizational values), involvement (willingness to do the best possible for the interest of the organization) and loyalty (the desire to remain a member of the concerned organization) expressed by an employee to the organization. According to Sudarmanto (2010), organizational commitment is the ability of individuals and willingness to align their behavior with the needs, priorities and goals of the organization and do action for organizational goals or needs. While Juni (2014) stated that work commitment involved three attitudes. They were identification with organizational goals, feelings of involvement in organizational tasks, and feelings of loyalty to the organization. It meant that an employee who was committed to the organization viewed the value and importance of the organization as being integrated with his personal goals. Jobs that were his part of responsibility then were understood as personal interest and he had a desire to always be loyal for organizational progress.

Furthermore, commitment is an attitude that indicates more than just formal membership. However, it also includes an attitude of loving the organization and a willingness to pursue high needs the effort for the interest of the organization in order to achieve its objectives. In addition, it also includes elements of loyalty to the organization, involvement in the work, and identification of organizational values and goals. Panggabean

(2011) defined organizational commitment as a concept that had three dimensions or forms, namely affective, normative, and continuance commitment.

Affective commitment is the degree to which an employee is emotionally bound, familiar, and involved in the organization. Continuity commitment is a judgement of the costs associated with leaving the organization. Normative commitment refers to the degree to which a person is psychologically bound to be an employee of an organization based on some feelings such as loyalty, affection, warmth, possession, pride, pleasure, happiness, and so on. Commitment will be achieved if every individual in the organization realizes his rights and obligations in the organization regardless of position of each individual because the achievement of organizational goals is the collective work of all members of the organization (Christina, 2012).

Research conducted by Giri et al., (2016), Wahyudi & Sudibya (2016), Renyut, et al., (2017) found evidence that organizational commitment positively influenced the performance of employees. Similarly, research conducted by Hafiz (2017) also concluded that organizational commitment was positively related to the performance of employees. While (Putrana et al., 2016) stated the conclusion that organizational commitment negatively influenced employees performance. Thus, the first and second hypotheses formulated in this study were:

- H1: Organizational commitment influences job satisfaction.
- H2: Organizational commitment influences employees performance

2. Job satisfaction

Job satisfaction is something individual. Each individual will have different levels of satisfaction within himself. It is in accordance with the sense of satisfaction itself where job satisfaction is a pleasant and unpleasant emotional feeling in which employees see their work. This condition is indicated in the attitude of the employees to their work. A positive attitude will be performed when

he feels satisfaction or negative attitude will be expressed if he does not feel satisfaction. Employee dissatisfaction can be expressed in various ways. For example, stop working, complain, disobey, or avoid some of his job responsibilities. Meanwhile, job satisfaction is one of the goals to be achieved by every employee in the workplace. The existence of a satisfied employees makes the work morale, dedication, love, and discipline of employees increases. Thus, it has become an obligation for every organization to create employees job satisfaction.

At a certain level, job satisfaction may prevent employees from looking for work elsewhere. If a company's employees get satisfaction, they tend to keep on staying, although not all aspects that affect job satisfaction can be fulfilled. An employee who gains satisfaction from his organization will have a greater sense of cohesiveness or commitment than an unsatisfied employee. Rivai & Jauvani (2014) defined satisfaction as an evaluation that described a person for feeling happy or unsatisfied in working. Job satisfaction is basically something individual. Each individual displays a different level of satisfaction according to the value system that applies to him. The higher the judgement of the situation and it is felt in accordance with the individual expectation, the higher the satisfaction with the situation. Thus, at general job satisfaction can be interpreted as a pleasant or unpleasant thing where an employee views his work. Bangun, (2012) suggested that with job satisfaction, an employee could feel that his work was pleasant to do.

Based on several definitions, different attitudes about a job reflect a pleasant and unpleasant experience in their work and their expectations for future work experience. When the work is pleasant to do, it can be concluded that the job gives satisfaction to the owner. Job satisfaction was a pleasant or unpleasant emotional expression by which the employees perceived their work (Handoko, 2010). It can be understood that an employee should be placed on a job appropriate to his skills and background. Meanwhile Robbins

& Judge (2015) stated the definition of job satisfaction as a positive feeling about the work which was the result of the evaluation of its characteristics.

According to Hasibuan (2014), job satisfaction is a pleasant emotional attitude and an employee loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, out of work, and the combination of both conditions. Previous research findings from Mustafa (2014), Respatiningsih & Sudirjo (2015), Wahyudi & Sudibya (2016), Renyut et al., (2017), proved that job satisfaction positively influenced employees performance. Therefore, the third hypothesis proposed was:
H3: Job satisfaction influences the performance of employees.

3. Employees Performance

The progress of organization is the hope of every individual who is involved it because with the progress, an organization company is able to compete and adapt many circumstances. Therefore, the goals can be achieved well. Organizational progress is influenced by environmental internal and external factors. The extent to which organizational objectives have been achieved can be perceived from how far the organization meets the demands of its environment.

Meeting environmental demands means that an organization can utilize opportunities or overcome environmental challenges or threats in order to deal with or meet the demands and changes (Rivai & Jauvani, 2014). Performance is a record of the results from certain functional positions or activities over a given time (Sembiring, 2012). Achievement of performance is a process that requires a number of resources as well as money, people, tools, time et cetera. According to Hasibuan (2014), performance was a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Performance is a combination of three important factors, namely the ability

and interest of an employee, the ability and acceptance of the explanation of task delegated to him, as well as the role and level of motivation. The higher the value of the three factors above, the greater the performance of an employee concerned. Previous research found that organizational commitment did not influence the performance mediated by job satisfaction (Mustafa, 2014) and (Renyut et al., 2017). Other studies had found that organizational commitment negatively influenced employees performance mediated by job satisfaction (Yahyazadeh, 2012). Therefore, the fourth hypothesis was :

H4: Job satisfaction mediates the influence of organizational commitment on employees performance.

Research Methods

The study was an explanatory research and it was conducted to prove the relationship among variables. The research was conducted on the employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Semarang Regional Office. Data collection was done through survey by using questionnaire in Likert Scale of 5 items. The variables involved in this research were organizational commitment, job satisfaction, and employees performance. Organizational commitment is a situation where an employee takes side with an organization and he wants to retain himself as a member of an organization (Sudarmanto, 2010). The indicators were affective commitment, continuance commitment, and normative commitment (Sopiah, 2010). Job satisfaction is as a person's positive feeling about the work that is the result of an evaluation of its characteristics (Robbins & Judge, 2015). Job satisfaction indicators were the job itself, relationship with superiors, co-workers, promotion, salary and wages (Suparno, 2015). Employees performance is the result of work in quality and quantity achieved by employees in performing their duties in accordance with the responsibilities given to him. The indicators for employee performance were job quality, employee

honesty, initiative, presence, cooperation, reliability, knowledge of work, responsibility (Mangkunegara, 2011). Sampling method was proportional random sampling and the sample size was 150 employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Semarang Regional Office. Data were analyzed through SEM-PLS with WrapPLS 5.0.

Result

1. Characteristic of Responden

Characteristics of respondents included in the study were sex, age and education degree. The complete characteristics of respondents were presented in the following table:

Table 1. Respondents Characteristics

| Characteristics | Frequency | Percentage (%) |
|-------------------------|-----------|----------------|
| Sex | | |
| Male | 98 | 65,3 |
| Female | 52 | 34,7 |
| Age | | |
| <= 25 | 0 | 0 |
| 26 – 35 | 29 | 19,3 |
| 35 – 45 | 31 | 20,7 |
| 46 – 55 | 43 | 28,7 |
| > 55 | 47 | 31,3 |
| Education Degree | | |
| High School | 3 | 2 |
| Diploma III | 5 | 3,3 |
| Bachelor Degree | 119 | 79,3 |
| Master Degree | 23 | 15,3 |

Source: Primary data processed, 2018

In the table above, the majority of respondents were male (65%). This description showed that there were more jobs that require men's roles and manpower, especially those related to field assignments. Most respondents were over 55 years old (31,30%) and between 46 and 55 years (28,70%). It indicated that most employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Semarang Regional Office were still at productive age and have sufficient work experience. However, they were almost

in retirement period so that new recruits were needed to find successors. The level of education of most respondents was Bachelor degree (79,30%) who not only had technical ability but also conceptual ability to develop the organization. Conceptual ability is indeed needed to develop a service organization such as a bank.

2. Outer Model

Model measurements or outer models with reflective indicators were evaluated through convergent validity and discriminant validity of indicator and composite reliability by blocking indicators (Ghozali, 2014). Here are the results of outer model evaluation.

a. Convergent Validity

Convergent validity is related to the principle that the construct parameter should be highly correlated. Convergent Validity of the measurement model can be reviewed from the correlation between the indicator score and the construct score (loading factor). Convergent validity test in Partial Least Square with reflective indicator is assessed by loading factor indicator. The loading factor value of 0,70 or more is considered very satisfactory (Henseler, Ringle, & Sinkovics, 2009). While Ghozali (2014) stated that if the default loading factor value was more than 0,50, then indicator was valid. Jogiyanto & Abdillah (2009) suggested that for the value of loading factor which more than 0,50, the indicator was considered to be significant practically. An indicator with a loading factor value equal to 0.50 was considered acceptable. While the indicator with a loading factor value of less than 0,50 should be sorted (Chin, 1998; Hair, et al., 2010). In addition, the evaluation of convergent validity was done through Average Variance Extracted (AVE), with the criteria to be met AVE should greater than 0,50 (Ghozali, 2014; Chin, 1998; Hair et al., 2014)

Table 2. Convergent Validity

| Variables | Indicators | Loading | SE | Sig |
|--------------------------------|---------------------------------|---------|-------|--------|
| Organizational Commitment (OC) | Affective Commitment (X1) | 0.831 | 0.068 | <0.001 |
| | Continuance Commitment (X2) | 0.594 | 0.072 | <0.001 |
| | Normative Commitment (X3) | 0.816 | 0.068 | <0.001 |
| Job Satisfaction (JS) | Job itself (Z1) | 0.670 | 0.070 | <0.001 |
| | Relationship with Superior (Z2) | 0.825 | 0.068 | <0.001 |
| | Work Colleague (Z3) | 0.805 | 0.068 | <0.001 |
| | Promotion (Z4) | 0.802 | 0.068 | <0.001 |
| | Salary and Wages (Z5) | 0.804 | 0.068 | <0.001 |
| Employee Performance (EP) | Quality of Work (Y1) | 0.735 | 0.069 | <0.001 |
| | Honesty (Y2) | 0.767 | 0.069 | <0.001 |
| | Initiative (Y3) | 0.793 | 0.068 | <0.001 |
| | Presence (Y4) | 0.715 | 0.070 | <0.001 |
| | Cooperation (Y5) | 0.815 | 0.068 | <0.001 |
| | Reliability (Y6) | 0.804 | 0.068 | <0.001 |
| | Job Knowledge (Y7) | 0.560 | 0.072 | <0.001 |
| | Responsibility (Y8) | 0.797 | 0.068 | <0.001 |

Source: Primary data processed, 2018

From the table above, each indicator of latent variable performed a loading factor value more than 0.50, and p-Value was less than 0,001. The both met the criteria. Thus, it could be concluded that the indicators used

in this study could measure the latent variable well. Next, the measurement of the convergent validity value was performed by reviewing the AVE (Average Variance Extracted) value presented in Table 3.

Table 3. Convergent Validity With AVE

| | AVE | Cut off | Conclusions |
|--------------------------|-------|---------|-----------------------|
| Organizational Commitmen | 0.570 | > 0.5 | Being able to fulfill |
| Job Satisfaction | 0.613 | > 0.5 | Being able to fulfill |
| Employee Performance | 0.566 | > 0.5 | Being able to fulfill |

Source: Primary data processed, 2018

From the table above, all variables displayed AVE values more than 0,50. Therefore, the data generated from the dissemination of the research questionnaire fulfilled the criteria of convergent validity.

b. Discriminant Validity

Discriminant validity is concerned with the principle that different construct parameters should not be highly correlated. Discriminant validity tests are assessed on

the basis of cross loading measurements by constructs or comparing the AVE root values for each construct with correlations among groups with other constructs (latent variable correlations) in the model. If the AVE root value is more than latent variable correlations, then the model has sufficient adequate discriminant validity (Ghozali, 2014; Chin, 1998). Tabulation of discriminant analysis in Partial Least Square was presented in table 4.

Table 4. Discriminant Validity

| | OC | JS | EP |
|--------------------------|----------------|----------------|----------------|
| Organizational Commitmen | (0.755) | 0.642 | 0.629 |
| Job Satisfaction | 0.642 | (0.783) | 0.684 |
| Employee Performance | 0.629 | 0.684 | (0.752) |

Source: Primary data processed, 2018

Based on the table above, the correlation values among all variables were less than the Square Root of AVE of latent variables. Thus, all measurements of latent variables had good discriminant validity.

c. Reliability

Reliability is related to the consistency of research instruments used in data collection. Reliability test can be measured by two criteria,

namely composite reliability and cronbach's alpha. A construct is considered reliable if the value of composite reliability is more than 0,70 and the value of Cronbach's alpha is more than 0,70 (Ghozali & Latan, 2014). However, according to Beghozi & Yi, (1998) the value of composite reliability of 0,60 in exploratory research was still acceptable. Likewise, Cronbach Alpha values more than 0,60 are still tolerated (Hair et al., 2014)

Table 5. Reliability Test

| Variable | Composite Reliability | Cronbach Alpha |
|--------------------------|-----------------------|----------------|
| Organizational Commitmen | 0.796 | 0.613 |
| Job Satisfaction | 0.888 | 0.841 |
| Employee Performance | 0.912 | 0.888 |

Source: Primary data processed, 2018

From the table above, it was stated that all independent variables gave composite reliability value more than 0,70 and Cronbach

Alpha was more than 0,60. Thus, it can be concluded that the data in this study met the criteria of reliability.

3. Inner Model

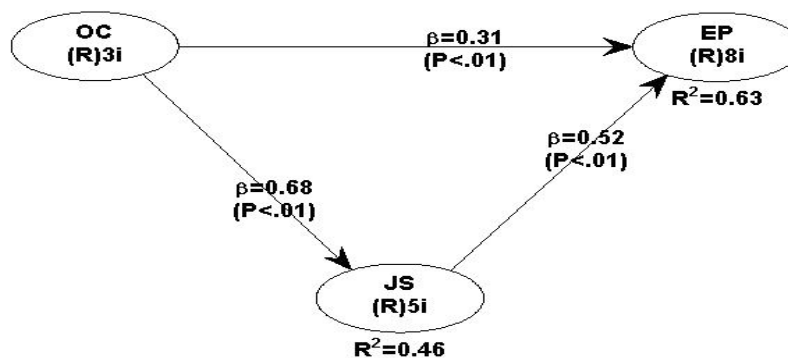


Figure 1. Inner Model

Inner model describes the relationship among latent variables based on substantive theory (Ghozali, 2014). Inner model shows the level of path significance (relationship among variables) as the logical flow which is built from proposed hypothesis. The relationship among these variables was described through following figure.

4. Goodness of Fit

Evaluation of the structural model (inner model) included goodness of fit and R2. Model goodness assessment was based on general output result. Structural model testing was performed to examine the relationship among constructs, significance value, and R-square of the research model. Based on the analysis, the value of fitness model and quality indices were performed in table 6.

Table 6. Model fit and Quality Indices

| Model Fit and Index Quality | Index | P.Value | Criteria | Conclusions |
|--|--------|---------|--|-------------|
| Average path coefficient (APC) | 0.501 | P<0.001 | P <0.05 | Acceptable |
| Average R-squared (ARS) | 0.541 | P<0.001 | P <0.05 | Acceptable |
| Average adjusted R-squared (AARS) | 0.537 | P<0.001 | P <0.05 | Acceptable |
| Average block VIF (AVIF) | 2.987 | | acceptable if ≤ 5, ideally ≤ 3.3 | Ideally |
| Average full collinearity VIF (AFVIF) | 2.077 | | acceptable if ≤ 5, ideally ≤ 3.3 | Ideally |
| Tenenhaus GoF (GoF) | 0.562 | | small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36 | Large |
| Sympson’s paradox ratio (SPR) | 1.000 | | ≥ 0.7, and ideally = 1 | Ideally |
| R-squared contribution ratio (RSCR) | 1.000, | | ≥ 0.9, and ideally = 1 | Ideally |
| Statistical suppression ratio (SSR) | 1.000, | | ≥ 0.7 | Acceptable |
| Nonlinear bivariate causality direction ratio (NLBCDR) | 1.000 | | ≥ 0.7 | Acceptable |

Source: Primary data processed, 2018

The table above showed that some values obtained were able to meet the criteria of the SEM-PLS fit model. Therefore, the models were able to meet the requirements of fitness model. The results of hypothesis testing through WarpPLS 5.0 were presented bellow. The test was intended to determine how much the result of a data model that explained variations (score) of the original variablse. It

was conducted by Stone-Geisser Q Square test. From the structural models, it was known that there were two dependent variables, namely job satisfaction and performance to obtain two coefficients of determination. PLS output values obtained from the coefficient of determination for each dependent variable was presented in the following table.

Table 7. R Squarred Score

| Independent | Dependent | Rsquare |
|-------------|----------------------|---------|
| OC | Job Satisfaction | 0.457 |
| OC and JS | Employee Performance | 0.625 |

Source: primary data procesed, 2018

Based on the coefficient of determination of each dependent variable Q2 sought by the formula:

$$Q2 = \{1 - (1 - 0,457) (1 - 0.625)\}$$

$$Q2 = \{1 - 0.2036\} = 0.796$$

$$Q2 = 1 - (1-R12) (1-R22)$$

Descriptions:

R12 = coefficient of determination for the endogenous of variables job satisfaction,

R22 = coefficient of determination for performance endogenous variables,

Based on determination coefficient of three variables in the model, the value of Stone-Geisser Q Square was 0,796. The value indicated that the model in this research was aproprate and the model was able to describe 79,60% actual condition. While the remaining 20,40% was explained by some other factors outside the model.

Table 8. Hypothesis Testing Results

| Hypothesis | Path | Coefficient | SE | P-Value | Conclusions |
|------------|------------------|-------------|-------|---------|-------------|
| H1 | OC --> JS | 0.309 | 0.076 | < 0.001 | Accepted |
| H2 | OC --> EP | 0.518 | 0.073 | < 0.001 | Accepted |
| H3 | JS --> EP | 0,676 | 0.070 | < 0.001 | Accepted |
| H4 | OC --> JS --> EP | 0.350 | 0.053 | < 0.001 | Accepted |

Source: primary data processed, 2018

The values of significance probability (p-value) shown from all hypothesis testing were less than 0,05. Therefore, all hypotheses in this study were acceptable.

Discussions

From the research conducted at the scope PT. Bank Rakyat Indonesia (Persero) Tbk. Semarang Regional Office and its branch offices, it was found that work commitment of every employee had been well established. Employees already had their own pride to be involved in every job. In addition, they stated that they will keep working in it and had no intention of leaving the occupied job. Then, from the analysis of influence of work commitment on job satisfaction, it was concluded that work commitment positively and significantly influence job satisfaction. It meant that the higher work commitment of employees, the higher job satisfaction.

This conclusion reinforced the researches conclusion of (Adekola, 2012; Respatiningsih & Sudirjo, 2015; and Giri et al., 2016) that organizational commitment influenced job satisfaction positively.

Based on observations through the study, if it was viewed from the work done by the employees, most of them were satisfied with the work handled so far. Then, if it was viewed from the working relationship among superiors with subordinates, a good working relationship was created. When it was viewed from the relationship among an employee with his colleagues where most of them supported the creation of the completion of daily work, it was very good so that it could affect the performance. In addition, the mechanism and terms of promotion applied by PT. Bank Rakyat Indonesia (Persero) Tbk. Semarang Regional Office had given

job satisfaction for the employees. Regarding the salary and benefits received, there were still employees who received benefits in low enough amount.

Through the process of hypothesis testing, job satisfaction positively and significantly influence performance. The higher level of job satisfaction of employees, then their performance was also higher. Thus, the study found evidence that the factor that could improve performance was job satisfaction perceived by each employee. It was in accordance with the theory disclosed by Donnely, James, & Ivancevich, (2004) which asserted that job satisfaction could lead to an increase or decrease in performance. Therefore, an employee who felt work satisfaction would be more productive than other unsatisfied employees. If there were employees who felt dissatisfaction with their work, then this condition would cause a decrease in performance.

It was also stated by (Donnely et al., 2004), it illustrated the reciprocal relationship between job satisfaction and the performance of employees. The results of the study were in line with the conclusions of (Vrinda & Jacob, 2015) and (Inuwa, 2015). In essence, they stated that job satisfaction positively and significantly influence the performance of employees. Similarly, the conclusion of research by (Mardiani & Maya, 2015) which confirmed that job satisfaction significantly influence performance of employees. However, the conclusion was different from the conclusion of [8] research which actually found that job satisfaction did not affect the performance of employees.

The result of indirect influence testing showed that job satisfaction could be mediation variable of the influence of

organizational commitment on the employees. A high commitment would make an employee feel satisfied with what had been done. In the study, the level of commitment of employees of PT Bank Rakyat Indonesia (Persero) Tbk. Semarang Regional Office still needed to be improved. It had to be done so that their job satisfaction was also increased to improve the performance of employees.

Through the research, it was also found the findings that work commitments did not significantly influence the performance of employees. Therefore, employees job satisfaction needed to be improved as has been explained through mediation testing. Job satisfaction could be a mediating variable from the influence of organizational commitment on employees performance. The results of this study was different from the conclusions of previous studies which found that organizational commitment did not influence the performance of employees mediated by job satisfaction (Renyut et al., 2017) and (Mustafa, 2014). Other studies had found that organizational commitment negatively affected employee performance and it was

mediated by job satisfaction (Yahyazadeh, 2012).

Conclusion

Through the research, it was concluded that organizational commitment influenced employees job satisfaction and performance of PT. Bank Rakyat Indonesia (Persero) Tbk. Semarang Regional Office. It suggested that the better mechanism for strengthening organizational commitment was applied, the organizational commitment of employees would increase. Furthermore, job satisfaction would increase and increased job satisfaction would also make the improvement of employees performance. Based on research conclusions, to improve the performance of employees of PT. Bank Rakyat Indonesia (Persero) Tbk., Semarang Regional Office, the guidance for employees to be able to work in a team, increasing the sense of responsibility to the organization, giving employees the freedom to innovate, creating a comfortable working atmosphere and establishing good communication among employees with superior supervisor should be done.

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