

THE EFFECT OF PERFORMANCE APPRAISAL AND JOB CHARACTERISTICS ON ORGANIZATIONAL COMMITMENT AND THEIR IMPACT ON EMPLOYEE PERFORMANCE

Nurani Yuliyati¹, Endang Tjahjaningsih²

^{1,2}Post Graduate, Faculty of Economics and Business, Stikubank University
Semarang City, Central Java, Indonesia
nurani.yuliyati@gmail.com¹, naning@edu.unisbank.ac.id²

Abstract

The purpose of the study was to analyze and describe the effect of performance appraisal and job characteristics on organizational commitment and their impact on employee performance. The population in this study were employees of Tax Service Office (KPP) Madya Dua Semarang, amounting to 108 people. The sample in this study were employees of KPP Madya Dua Semarang. Sampling with the census sampling technique which is a sampling technique by taking all existing populations to be used as samples so that a sample of 108 respondents is obtained. The data collection method used a questionnaire while the data analysis used linear regression analysis and Sobel test.

Research results: (1). Based on the results of the instrument test, it is known that all indicators are valid and reliable. (2). Hypothesis testing proves that performance appraisal and job characteristics have a positive and significant effect on organizational commitment. Performance appraisal, job characteristics and organizational commitment together or simultaneously have a positive and significant effect on employee performance. (3) The mediation test proves that the effect of performance appraisal on employee performance is mediated by organizational commitment.

Keywords: performance appraisal, job characteristics, organizational commitment, employee performance.

INTRODUCTION

The potential of every human resource in the organization must be utilized as well as possible so that it is able to provide optimal output. The achievement of organizational goals does not only depend on modern equipment, complete facilities and infrastructure, but rather depends on the people who carry out the work. The success of an organization is strongly influenced by the performance of its employees. Employee performance according to Miner (1990) in Sudarmanto (2009), states that performance is how a person is expected to function and behave in accordance with the tasks assigned to him.

Every organization or company will always try to improve employee performance, with the hope that the organizational goals will be achieved. In improving the performance of its employees, the organization takes several ways, for example paying attention to performance appraisals, job characteristics and paying attention to employee organizational

commitment. Through these processes, employees are expected to maximize their responsibility for their work.

One of the factors that affect employee performance is performance appraisal. According to Mathis & Jackson (2012) performance appraisal is the process of evaluating how well employees do their jobs when compared to a set of standards and then communicating that information to employees. In general, employee performance appraisal is very important, because with an employee performance appraisal, it allows companies or organizations to know the extent to which the effectiveness of the organization in improving, placing and motivating employees and is also useful for organizations to determine further policy actions (Ardianto, 2010).

Previous research on the effect of performance appraisal on employee performance was conducted by Rani and Mayasari (2015) and Ulfa and Kasmiruddin (2018) which resulted in a positive and significant impact on performance appraisal. Different from the results of research conducted by Yamanie and Syaharuddin (2016) and Agustin (2018) which resulted in a performance appraisal that had no significant effect on employee performance. The difference in these results can create a research gap in this study.

In addition to performance appraisal factors that can affect employee performance are job characteristics. According to Robbins (2006), job characteristics are an attempt to identify the task characteristics of the job, how these characteristics are combined to form different jobs and their relationship to employee motivation, job satisfaction and performance. Job characteristics (job characteristics models) is an approach to job enrichment (job enrichment). Job enrichment programs seek to design jobs in a way that helps incumbents satisfy their need for growth, recognition and responsibility. Job enrichment adds a source of improving employee performance (Simamora, 2006).

Previous research on the effect of job characteristics on employee performance has been conducted by Rusminingsih and Soliha (2014), Mulyani and Soliha (2014), Purwanto and Soliha (2017) which resulted in job characteristics having a positive and significant effect on employee performance. Different from the results of research conducted by Astuti, Subagyo and Adriyanto (2010) and Heriyawan and Setyowati (2014) which resulted in job characteristics not having a significant effect on employee performance. The difference in these results can create a research gap in this study.

Another factor that affects employee performance is organizational commitment. The issue of organizational commitment is a problem that should not be ignored in the organization. To be able to work together and carry out well, an employee deserves a high commitment to the organization. Organizational commitment can develop if the scope of work can be fulfilled by the organization properly. Moreover, by fulfilling this job expectation, it leads to job satisfaction. Organizational commitment reflects the power of employee engagement and loyalty to the organization.

According to Robbins (2006) organizational commitment is an attitude that reflects the extent to which a person knows personally and is bound to his organization. A person who is highly committed is likely to see himself as a true member of the organization. Furthermore, according to Robbins (2006), organizational commitment is defined as a strong desire to remain as a member of a particular organization, the desire to try to follow the will of the organization and certain beliefs, and acceptance of organizational values and expectations.

Organizational commitment is a function of personal characteristics and situational functions related to the work environment or organization. Organizational commitments are made and agreed to make it easier to achieve organizational goals, provide rewards and set penalties. Therefore, signs are formed that can be used as a guide (gaidar) for employees in carrying out their duties, principals and functions. Employees who have high work ability are

characterized by curiosity, empathy and creativity, so that they can improve performance by helping colleagues and superiors in solving problems and helping organizations achieve maximum performance.

This is supported by several previous studies showing the effect of organizational commitment on performance, such as research conducted by Astuti, Subagyo and Adriyanto (2010), Heriyawan and Setyowati (2014), Rusminingsih and Soliha (2014), Mulyani and Soliha (2014), Yamanie and Syaharuddin (2016) which resulted in organizational commitment having a positive and significant effect on employee performance. In contrast to the results of research conducted by Sunarno and Liana (2015) and Purwanto and Soliha (2017) which resulted in organizational commitment not having a significant effect on employee performance. The difference in these results can create a research gap in this study.

With a good performance appraisal and the right job characteristics according to expertise and mediated by high organizational commitment will be able to support the creation of maximum employee performance. Research on the effect of performance appraisal and job characteristics on employee performance mediated by organizational commitment will be conducted on employees of KPP Madya Dua Semarang. At this time the KPP Madya Dua Semarang agency is experiencing a problem, namely the lack of maximum employee performance. Therefore, the institution continues to make efforts, among others, by encouraging employees to have knowledge, work skills and responsibilities in their respective fields. Based on the above background, the researcher will examine "The Effect of Performance Appraisal and Job Characteristics on Organizational Commitment and Its Impact on Employee Performance (Study at the KPP Madya Dua Semarang)".

LITERATUR REVIEW AND HIPOTESIS DEVELOPMENT

Performance Appraisal

Pathania, et al. (2011) stated that performance appraisal is a tool used to measure the standards set by human resource management. Standards are needed in performance appraisals to clearly identify what employees should know and what employees should do at work. The implications of performance appraisal assume that employees understand what standards are used for their performance, and supervisors provide employees with the feedback, development, and incentives needed to encourage the employee concerned to eliminate poor performance and continue good performance. Dessler (2010) states that performance appraisal is providing feedback to employees with the aim of motivating the person to eliminate performance slumps or perform better. According to Mathis & Jackson (2012) performance appraisal is the process of evaluating how well employees do their jobs when compared to a set of standards and then communicating that information to employees. According to Bacal (2011) in the translation of Wirawan (2009), performance appraisal or performance evaluation is a process that involves managers and employees working together to assess the progress that employees have achieved towards the goals that have been determined in performance planning and to conclude what is needed. did well throughout the period under review and what went wrong.

Job Characteristics

Job characteristics are the variety of skills, task identity, task specificity, autonomy, and feedback made by employees in carrying out their duties that can affect the value of a job (Hackman et.al 1978 in Matis, 2002). Robbins (2006), job characteristics is an attempt to identify the task characteristics of the job, how these characteristics are combined to form different jobs and their relationship to motivation, job satisfaction and employee

performance. Job characteristics (job characteristics models) is an approach to job enrichment (job enrichment). Job enrichment programs seek to design jobs in a way that helps incumbents satisfy their need for growth, recognition and responsibility. Job enrichment adds a source of job satisfaction (Simamora, 2006). Meanwhile, according to Panggabean (2004), job characteristics consist of task diversity, task identity, task significance, autonomy and feedback.

Organizational Commitment

Organizational commitment according to Robbins (2006) is a status in which an employee identifies with a particular organization and expects to maintain membership in that organization. Organizational commitment according to Soebandono and Fuady (2017) formulates the definition of organizational commitment as a form of psychology that characterizes the relationship between organizational members and their organization and has implications for personal decisions to continue their membership in the organization. Meanwhile, according to Wijaya and Dewi (2017) Organizational commitment is defined as a psychological state experienced by organizational members which can be seen from loyalty, as well as how experts focus on organizational expectations. Organizational members who are committed to their organization may develop a more positive perspective towards the organization and happily without being forced to spend additional energy for the benefit of the organization (Taurisa and Ratnawati, 2012). This suggests that organizational commitment is meaningful more than passive loyalty, but involves active relationships and the desire of workers to make meaningful contributions to the organization.

Employee Performance

Performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Purwanto and Soliha, 2017). Performance according to Miner (1990) in Sudarmanto (2009), states that performance is how a person is expected to function and behave in accordance with the tasks assigned to him. Employee performance refers to the ability of employees to carry out all the tasks that are their responsibility.

The effect of performance appraisal on organizational commitment

Pathania, et al. (2011) stated that performance appraisal is a tool used to measure the standards set by human resource management. Standards are needed in performance appraisals to clearly identify what employees should know and what employees should do at work. With a good performance appraisal will be able to increase employee organizational commitment.

Previous research on the effect of performance appraisal on employee organizational commitment has been conducted by Hartono and Setiawardani (2017) and Marazola (2018) which resulted in a performance appraisal having a positive and significant effect on employee organizational commitment. Based on the description above, the research hypothesis is formulated as follows:

H1: Performance appraisal has a positive and significant effect on organizational commitment

of KPP Madya Dua Semarang employees.

The effect of job characteristics on organizational commitment

According to Panggabean (2004), job characteristics consist of task diversity, task identity, task significance, autonomy and feedback. With the right job characteristics with

employee skills will be able to increase the organizational commitment of employees in the work agency.

Previous research on the effect of job characteristics on employee organizational commitment has been conducted by Astuti, Subagyo and Adriyanto (2010), Mulyani and Euis Soliha (2014), Rusminingsih and Euis Soliha (2014) and Heriyawan and Setyowati (2014) which resulted in job characteristics having a positive effect and significant to employee organizational commitment. Based on the description above, the research hypothesis is formulated as follows:

H2: Job characteristics have a positive and significant effect on organizational commitment of

KPP Madya Dua Semarang employees.

The effect of performance appraisal on employee performance

According to Mathis & Jackson (2012) performance appraisal is the process of evaluating how well employees do their jobs when compared to a set of standards and then communicating that information to employees. In general, employee performance appraisal is very important, because with an employee performance appraisal, it allows companies or organizations to know the extent to which the effectiveness of the organization in improving, placing and motivating employees and is also useful for organizations to determine further policy actions (Ardianto, 2010).

Previous research on the effect of performance appraisal on employee performance was conducted by Rani and Mayasari (2015) and Ulfa and Kasmiruddin (2018) which resulted in a positive and significant impact on performance appraisal. Based on the description above, the research hypothesis is formulated as follows:

H3: Performance appraisal has a positive and significant effect on the performance of KPP Madya Dua Semarang employees.

The effect of worker characteristics on employee performance

According to Robbins (2006), job characteristics are an attempt to identify the task characteristics of the job, how these characteristics are combined to form different jobs and their relationship to employee motivation, job satisfaction and performance. Job characteristics (job characteristics models) is an approach to job enrichment (job enrichment). Job enrichment programs seek to design jobs in a way that helps incumbents satisfy their need for growth, recognition and responsibility. Job enrichment adds a source of improving employee performance (Simamora, 2006).

Previous research on the effect of job characteristics on employee performance was conducted by Rusminingsih and Soliha (2014), Mulyani and Soliha (2014), Purwanto and Soliha (2017) which resulted in job characteristics having a positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows:

H4: Job characteristics have a positive and significant effect on the performance of KPP Madya

Dua Semarang employees.

The effect of organizational commitment on employee performance

According to Darmawati et al. (2013) organizational commitment is an attitude that reflects the extent to which a person knows personally and is bound to his organization. A person who is highly committed is likely to see himself as a true member of the organization. Organizational commitment is a function of personal characteristics and situational functions related to the work environment or organization. Organizational commitments are made and

agreed to make it easier to achieve organizational goals, provide rewards and set penalties. Therefore, signs are formed that can be used as a guide (gaidar) for employees in carrying out their duties, principals and functions. Employees who have high work ability are characterized by curiosity, empathy and creativity, so that they can improve performance by helping colleagues and superiors in solving problems and helping organizations achieve maximum performance.

This is supported by several previous studies showing the effect of organizational commitment on performance, such as research conducted by Astuti, Subagyo and Adriyanto (2010), Heriyawan and Setyowati (2014), Rusminingsih and Soliha (2014), Mulyani and Soliha (2014), Yamanie and Syaharuddin (2016) which resulted in organizational commitment having a positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows:

H5: Organizational commitment has a positive and significant effect on the performance of KPP Madya Dua Semarang employees.

RESEARCH METHOD

Population and Sample

Population according to Sutrisno Hadi (2006) is a collection of all elements which in this case is defined as the object of research. The population in this study were KPP Madya Dua Semarang employees, totaling 108 people. The sample is part or representative of the population to be studied (Sutrisno Hadi, 2006). The sample in this study were employees of KPP Madya Dua Semarang. Sampling using the census sampling technique, which is a sampling technique, takes all existing populations to be used as samples (Sutrisno Hadi, 2006). Based on this, the sample used is 108 respondents.

The research variables are reflected in the questionnaire with a Likert scale of 1-7 (strongly disagree to strongly agree). Performance appraisal has 6 indicators, then job characteristics consists of 12 indicators, organizational commitment consists of 14 indicators, and employee performance consist of 10 indicators.

RESULT AND DISCUSSION

Based on the respondent's data, it is known that the number of male employees is more, namely 71 people (65.7%). The age of 31-40 years dominated by 42 people (38.9%), the education level was dominated by undergraduate graduates (S1) as many as 41 people (38%) and the tenure was dominated by employees who had worked > 15 years as many as 70 people (64, 8%). The results of this survey indicate that the employees of KPP Madya Dua Semarang have an adequate level of education, have a good career according to their tenure and have good performance as well.

Validity test

From the results of the validity test, it is known that the variables of performance appraisal, job characteristics, organizational commitment and employee performance have met the sample adequacy value because they have a Kaiser Mayer Olkin (KMO) value above 0.5 and a significance value <0.05. All indicators on the variables of performance appraisal, job characteristics, organizational commitment and employee performance are also declared valid to be used as a variable measuring instrument because they have a factor loading/component matrix value of more than 0.4.

Reliability Test

The results of the reliability test are:

Table 1. Reliability Test

Variabel	Cronbach's Alpha	Standart Value	Description
Performance Appraisal (X1)	0.926	0.7	Reliable
Job Characteristics (X2)	0.979	0.7	Reliable
Organizational Commitment (Y1)	0.988	0.7	Reliable
Employee Performance (Y2)	0.973	0.7	Reliable

Source : primary data processed in 2022

Based on the reliability test results above, it is known that all variables have an overall value of Cronbach's alpha > 0.7, this can prove that all instruments on each variable in this study are reliable and can be trusted as a data collection tool.

Regression Test

Regression test is a test used to determine the effect of the independent variable on the dependent variable. In this study, the variables of Performance Appraisal (X1), Job Characteristics (X2), Organizational Commitment (Y1) and Employee Performance (Y2) can be seen in the following table:

Table 2. Multiple Linear Regression Test Summary

Table 2: Multiple Linear Regression Test Summary								
No	Variable Correlation	Regression Model Equation I						
		F Test			t Test			
		<i>Adjusted R Square</i>	F	Sig.	B	t	Sig.	Ket
Model 1 $Y1 = a + b1 X1 + b2 X2 + e$								
The Effect Of Performance Appraisal And Job Characteristics On Organizational Commitment		0.316	25.707	0.000				
1	The Effect Of Performance Appraisal On Organizational Commitment				0.470	5.869	0.000	Hypothesis 1 accepted
2	The Effect Of Job Characteristics On Organizational Commitment				0.356	4.450	0.000	Hypothesis 2 accepted
No	Variable Correlation	Regression Model Equation II						
		F Test			t Test			
		<i>Adjusted R Square</i>	F	Sig.	B	t	Sig.	Ket
Model 2 $Y2 = a + b3 X1 + b4 X2 + b5 Y1 + e$								
The Effect Of Performance Appraisal, Job Characteristics, And		0.334	18.872	0.000				

Organizational Commitment On Employee Performance								
1	The Effect Of Performance Appraisal On Employee Performance				0.260	2.85 ₃	0.005	Hypothesis 3 accepted
2	The Effect Of Job Characteristics On Employee Performance				0.192	2.23 ₄	0.028	Hypothesis 4 accepted
3	The Effect Of Organizational Commitment On Employee Performance				0.355	3.68 ₃	0.000	Hypothesis 5 accepted

Source : primary data processed in 2022

From table 2. The results of the first linear regression test above can be explained that the standard coefficient beta of the performance appraisal variable (X1) is 0.470 with a significance level of $0.000 < 0.05$ while the job characteristics variable (X2) is 0.356 with a significance level of $0.000 < 0.05$. So that the first linear regression equation is obtained as follows:

$$Y1 = 0,470.X1 + 0,356.X2 + e$$

Where performance appraisal (X1) and job characteristics (X2) have a positive and significant effect on organizational commitment (Y1).

From the results of the second linear regression test, it can be explained that the positive and significant standard beta coefficient values are performance appraisal (X1) of 0.260 with a significance level of $0.005 < 0.05$, job characteristics (X2) of 0.192 with a significance level of $0.028 < 0.05$ and organizational commitment (Y1) is 0.355 with a significance level of $0.000 < 0.05$. So that the regression equation is obtained as follows:

$$Y2 = 0,260.X1 + 0.192.X2 + 0,355.Y1 + e$$

Where performance appraisal (X1), job characteristics (X2), and organizational commitment (Y1) together or simultaneously have a positive and significant effect on employee performance (Y2).

Coefficient of Determination Test (R²)

Based on the results of the regression test of equation I, it is known that the adjusted R Square value is 0.316. These results indicate that the variable performance appraisal and job characteristics can explain the variable organizational commitment by 31.6% and the rest is explained by other variables by 68.4%. In the regression test of equation II, it is known that the adjusted R Square value is 0.334. These results mean that the variables of performance appraisal, job characteristics and organizational commitment can explain the variable of employee performance by 33.4%, while the remaining 66.6% is explained by other variables not observed in this study.

F Test

Based on the results of the F test in equation I, it is known that the significance value is $0.000 < 0.05$, this means that the performance appraisal variable and job characteristics have a significant effect on organizational commitment. The results of the F test in equation II obtained a significance value of $0.000 < 0.05$, this means that the performance appraisal variables, job characteristics and organizational commitment together or simultaneously have a significant effect on employee performance.

Hypothesis testing (t Test)

Hypothesis testing uses a partial test (t test) to test the effect of the independent variable on the dependent variable partially with the criteria for a significant level of 0.05.

1. The Effect Of Performance Appraisal On Organizational Commitment

Based on the results of the regression test, it is known that the effect of performance appraisal on organizational commitment with a regression coefficient of 0.470 and a significant level of $0.000 < 0.05$ so that partially (individually) there is a positive and significant effect. on organizational commitment. Thus the first hypothesis (H1): Performance appraisal has a positive and significant effect on organizational commitment of KPP Madya Dua Semarang employees, is accepted.

2. The Effect Of Job Characteristics On Organizational Commitment

Based on the results of the regression test, it is known that the effect of job characteristics on organizational commitment with a regression coefficient of 0.356 and a significant level of $0.000 < 0.05$ so that partially (individually) there is a positive and significant effect. on organizational commitment. Thus the first hypothesis (H2): Job characteristics have a positive and significant effect on organizational commitment of KPP Madya Dua Semarang employees, is accepted.

3. The Effect Of Performance Appraisal On Employee Performance

Based on the results of the regression test, it is known that the effect of performance appraisal on employee performance with a regression coefficient of 0.260 and a significant level of $0.005 < 0.05$ so that partially (individually) there is a positive and significant effect. on organizational commitment. Thus the first hypothesis (H3): Performance appraisal has a positive and significant effect on the performance of KPP Madya Dua Semarang employees, is accepted.

4. The Effect Of Job Characteristics On Employee Performance

Based on the results of the regression test, it is known that the effect of job characteristics on employee performance with a regression coefficient of 0.192 and a significant level of $0.028 < 0.05$ so that partially (individually) there is a positive and significant effect. on organizational commitment. Thus the first hypothesis (H4): Job characteristics have a positive and significant effect on the performance of KPP Madya Dua Semarang employees, is accepted.

5. The Effect Of Organizational Commitment On Employee Performance

Based on the results of the regression test, it is known that the effect of organizational commitment on employee performance with a regression coefficient of 0.355 and a significant level of $0.000 < 0.05$ so that partially (individually) there is a positive and significant effect. on organizational commitment. Thus the first hypothesis (H5): Organizational commitment has a positive and significant effect on the performance of KPP Madya Dua Semarang employees, is accepted.

Sobel Test

In this study there is a mediating/intervening variable, namely organizational commitment. Sobel test is a test to determine whether the relationship through a mediating variable is significantly capable of being a mediator in the relationship. Sobel test results can be seen from the following table:

Table 3. Sobel Test Results

No	Indirect Effect And Significance Using Normal Distribution	Value	Z	Sig.
1	The effect of performance appraisal on employee performance is mediated by organizational commitment	.2290	3.5231	0.0004
2	The effect of job characteristics on employee performance is mediated by organizational commitment	.1983	3.0039	0.0027

Source : primary data processed in 2022

Discussion

1. **Hypothesis 1** reads that performance appraisal has a positive and significant effect on organizational commitment. Based on the results of the t-test in table 2, it can be proven that performance appraisal has significant effect on organizational commitment with a significance value of 0.000 and a beta coefficient of 0.470, so that **hypothesis 1 is accepted.**
2. **Hypothesis 2** reads that job characteristics has a positive and significant effect on organizational commitment. Based on the results of the t-test in table 2, it can be proven that performance appraisal has significant effect on organizational commitment with a significance value of 0.000 and a beta coefficient of 0.356, so that **hypothesis 2 is accepted.**
3. **Hypothesis 3** reads that performance appraisal has a positive and significant effect on employee performance. Based on the results of the t-test in table 2, it can be proven that performance appraisal has significant effect on employee performance with a significance value of 0.005 and a beta coefficient of 0.260, so that **hypothesis 3 is accepted.**
4. **Hypothesis 4** reads that job characteristics has a positive and significant effect on employee performance. Based on the results of the t-test in table 2, it can be proven that job characteristics has significant effect on employee performance with a significance value of 0.028 and a beta coefficient of 0.192, so that **hypothesis 4 is accepted.**
5. **Hypothesis 5** reads that organizational commitment has a positive and significant effect on employee performance. Based on the results of the t-test in table 2, it can be proven that job characteristics has significant effect on employee performance with a significance value of 0.000 and a beta coefficient of 0.355, so that **hypothesis 5 is accepted.**
6. The results of the Sobel test in table 3 show that the calculated Z value is 3.5231 with a significance level of 0.0004 <0.05 so it can be concluded that the organizational commitment variable mediates the effect of performance appraisal on employee performance. **Hypothesis 6 is accepted.**
7. The results of the Sobel test in table 3 show that the calculated Z value is 3.0039 with a significance level of 0.0027 <0.05 so it can be concluded that the organizational

commitment variable mediates the effect of job characteristics on employee performance.
Hypothesis 7 is accepted.

Conclusion

Based on the results of research on the effect of performance appraisal and job characteristics on organizational commitment and its impact on employee performance at KPP Madya Dua Semarang employees, the following conclusions can be drawn:

1. Performance appraisal has a positive and significant effect on organizational commitment of KPP Madya Dua Semarang employees. Thus, the better the employee performance appraisal, the better the organizational commitment.
2. Job characteristics have a positive and significant effect on organizational commitment of KPP Madya Dua Semarang employees. So that the better the characteristics of the job, it will be able to increase organizational commitment.
3. Performance appraisal has a positive effect on the performance of KPP Madya Dua Semarang employees. This means that the better the performance appraisal, the employee's performance will also increase.
4. Job characteristics have a positive and significant effect on the performance of KPP Madya Dua Semarang employees. So that the better the job characteristics, the employee's performance will increase.
5. Organizational commitment has a positive and significant effect on the performance of KPP Madya Dua Semarang employees. It can be interpreted that the better the employee's organizational commitment, the employee's performance will also increase.
6. Organizational commitment mediates the effect of performance appraisal on the performance of KPP Madya Dua Semarang employees. In other words, performance appraisal is more effective indirectly through organizational commitment than directly on employee performance.
7. Organizational commitment mediates the effect of job characteristics on employee performance at KPP Madya Dua Semarang. This means that job characteristics will be more effective indirectly through organizational commitment than directly affect employee performance.

This research cannot be separated from several limitations that result in incomplete research. In filling out some of the questionnaires were not supervised directly, so there may be answers that are not in accordance with the reality in the field. The concept used and measured in this study uses a self-assessment rating so that the respondent's subjectivity may still be attached, but this does not reduce the validity of the data obtained in the study. The sample in this study was limited to employees of KPP Madya Dua Semarang, so the generalization of the results was only devoted to employees of KPP Madya Dua Semarang.

Based on the research conducted, there are several things that are for further research, namely for future research it is expected to consider other factors that also influence performance and population expansion in taking research variables. Thus the conclusion will have a wider impact on the conclusions of the study.

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