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## **The Effect of Job Promotion and Work Discipline on Employee Performance through Employees Satisfaction Pt. Bank Capital Indonesia TBK Branch Kuningan Tower Jakarta, Indonesia**

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### **Abstract:**

*This study aims to determine the influence of promotion and job discipline on the performance of employees partially and simultaneously and to determine the effect of promotion and job discipline on performance through job satisfaction. Research conducted on employees of PT. Bank Capital Indonesia TBK Branch Kuningan Tower. The sampling technique used a random sample involving 73 employees. Data analysis using path analysis. Based on data analysis, it is known that job promotion variables and discipline affect the performance of employees partially or simultaneously. While in this research also found that job satisfaction variable cannot mediate promotion and discipline variable to employee performance*

**Keywords:** *Job promotion, work discipline, job satisfaction, employee performance*

## **1. Introduction**

Every employee working for a company needs a career development in the future. Career development is related to the promotion of the employee's position. Job promotion will have an impact on employee performance. In research Tobing (2016) stated that the promotion of office affects the performance of employees working in a company.

Al-Ahmadi (2009) states that promotions affect the employment performance of employees. The study was conducted on nurses working in hospitals in the Riyadh region of Saudi Arabia. The higher the commitment then employee performance is also greater. This is also conveyed by the results of research Lopopolo (2002) who conducted research on a number of employees at the hospital. In research Tobing (2016) stated that the promotion of office affects the performance of employees working in a company.

Employee performance is also influenced by other factors such as work discipline. Amoroso and Mulyanto (2015) stated that discipline has an effect on employee performance. Pushpakumari (2012) also states that there is a relationship of satisfaction with employee performance. Job satisfaction can be seen from the age, sex, and experience of workers. Amoroso and Mulyanto (2015) stated that discipline has an effect on employee performance. Based on that, the researcher intends to conduct research with the title of an influence of promotion and job discipline on employee performance through employee job satisfaction PT. Bank Capital Indonesia TBK Branch Kuningan Tower.

## **2. Literature Review**

### **2.1. Employee Performance**

Understanding performance according to Siswanto (2002: 235) states that the performance is the work of quality and quantity achieved by a person in carrying out tasks and jobs given to him. Rivai (2005: 309) said that performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. The result of work or activity of an employee in quality and quantity in an organization to achieve a goal in carrying out task and work given to him.

Employee Performance Measurement According to Dharma (2003: 355) quoted from saying almost all ways of measuring performance consider Things as follows:

- Quantity, ie the amount to be completed or achieved.

- Quality, the quality that must be produced (whether or not). The qualitative measurements of the output reflect the measurement or the level of satisfaction that is how well the settlement is
- Timeliness, which is in accordance with the time planned.

Meanwhile, according to Mathis (2004: 78) which became an indicator in measuring the performance or achievement of employees are as follows:

- The quantity of work, ie the volume of work produced under normal conditions.
- Quality of work, which can be neatness accuracy and relevance of the results by not ignoring the volume of work.
- Utilization of time, ie the use of working periods adjusted to the discretion of a company or government agency.
- Cooperation, ie the ability to handle relationships with others in the work.

### 2.3. Promotion of Position/Job Promotion

Promotion of position is the transfer from one position to another position with higher status and responsibility (Martoyo, 1992: 71). Meanwhile, according to Hasibuan (2008: 108) promotion of position is a move that enlarges the authority and responsibility of employees to a higher position within an organization so that the rights obligations, status and income greater. Another case, according to Tohardi, quoted from Flippo (2002: 382) that promotion is a change from one job to another who has better conditions in terms of position and responsibility. From the above definition can be concluded that the promotion has an important meaning for the company because with the promotion means the stability of the company and employee morale that will be more secure. The promotion will always be followed by tasks, higher responsibilities than previously occupied positions. According to Sondang (2008), the promotional terms are as follows:

- Experience. With more experience expected higher ability, more ideas and so on.
- Level of education. There are also companies that require minimal education to be promoted in certain positions. The reason is that with higher education is expected to think better.
- Loyalty. With high loyalty can be expected, among others, greater responsibility.
- Honesty. For the promotion of certain positions may be a matter of honesty. For example for the cashier position in general terms of honesty is a major condition that must be considered.
- Responsible. Sometimes it is often necessary for a company to have a substantial responsibility, so the issue of responsibility is a key requirement for promotion.
- The cleverness of getting along. For example, a position for a salesman is very important to determine the cleverness of associating as a condition of promotion of officers.
- Work performance. In general, every company always includes conditions for performance.
- Initiative and creative. For terms of promotion of positions of certain positions, perhaps the requirement of the level of initiative and creative is a condition that must be considered. This is because for the position is very necessary initiative and creativity.

### 2.4. Work Discipline

According Fathoni (2013: 172) describes the notion of discipline view from the perspective of human resource management, are: Discipline is the sixth operative function of Human Resource Management. Discipline is the most important operative function of Human Resource Management because the better the discipline of the employee, the higher the work achievement he achieves.

Fathoni said discipline is one of the important operative functions because of the higher the discipline of an employee, the higher the performance of his work. While Davis (in Mangkunegera, 2010: 129) argues that "discipline is management action to enforce organization standards", meaning that the discipline of work can be interpreted as an implementation of management to strengthen organizational guidelines. Synthesis Work Discipline is an organization's efforts to mobilize employees in accordance with the rules that apply to the organization with the purpose of employee obedience in work. According to Hasibuan (1991: 213), Discipline indicators are:

- Job Objectives and Employee Ability
- The purpose of work in an organization should be clear and defined ideally and quite challenging for the ability of employees. If the job is beyond the ability of employees, the seriousness and discipline of employees to be low.
- List of attendees
- As a consequence of the provisions of office hours, then attendance on the employees can be known from the attendance list, which must be filled in an orderly, honest and supervised and well managed. Thus the attendance list is a proving tool for the fulfillment of obligations in complying with the provisions of working hours.
- Leadership Example
- Leadership roles in determining the discipline of employees, because the leader made an example and role model by his subordinates.
- Remuneration
- Repayment (salary and welfare) also affect the discipline of employees, because the rewards will give satisfaction and love of employees to their work. If the love of the work the better, then the discipline of employees will also be better.

- Justice
- Justice contributes to the realization of the discipline of employees because the ego and human nature that always feel important and ask to be treated the same as other humans.
- Supervision attached
- Inherent supervision is the real and most effective action in realizing the discipline of the employees because with this attachment the boss must be active and directly supervise the behavior, morale, and attitude, passion of work and performance of his subordinates.
- Legal sanctions
- Legal sanctions play an important role in maintaining employee discipline. Because with penalty sanctions, employees will be increasingly afraid to break organizational rules. The weight/severity of punishment sanction that will be applied affect the good/bad of employee discipline.
- Humanitarian Relations
- A harmonious humanitarian relationship among all employees contributes to creating good discipline in an organization. Relationships that are both vertical and horizontal should be harmonious.

### 3. Research Methods

#### 3.1. Research Design

This study uses explanatory analysis and descriptive analysis, which aims to determine the effect of independent and dependent variables. This study examines the influence of job promotion variables and discipline through job satisfaction on Employee Performance at PT. Bank Capital Indonesia Tbk Kuningan Tower. Influence of variables can be described in the form of research framework as follows:

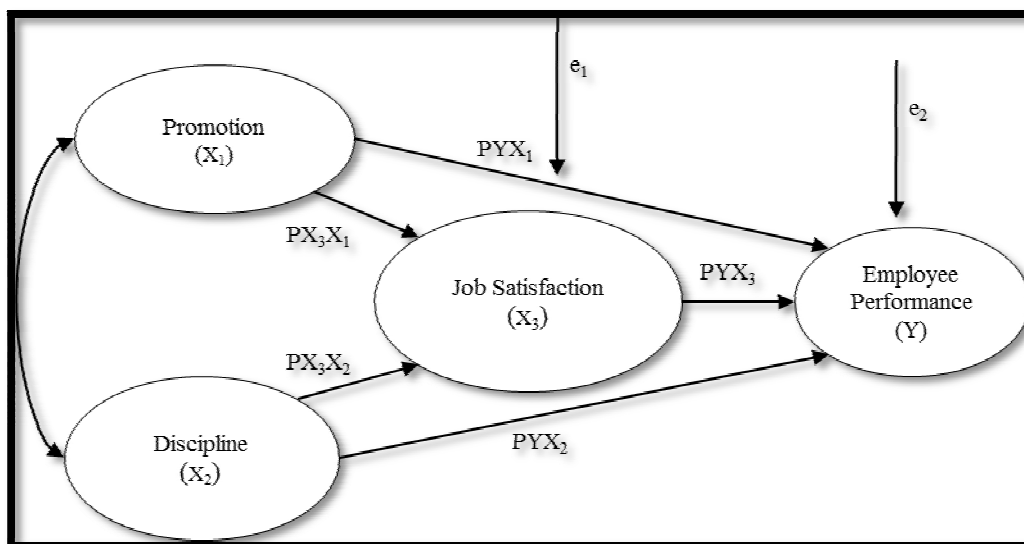


Figure 1: Model Analysis Path

#### 3.2. Population and Sample

Population in research is an employee of PT. Bank Capital Indonesia TBK Kuningan Tower, with the number of employees as many as 73 people. This sampling uses a simple random method, and then from a total population are 73 employees used as a sample. This sampling uses a simple random method.

#### 3.3. Method of Collecting Data

To obtain a concrete and objective data then the researchers collect primary and secondary data:

Primary data is data obtained directly from the object of research. In this case, the primary data obtained from the field research data collection method is done by direct research on the object of research in question. Primary data collection using questionnaires. Respondents were asked to fill out the questionnaire answers by checking (√) on the measurement scale listed below according to the respondents' most correct judgment of the statements in the questionnaire. Measurement scale used in the questionnaire has a score between 1-5, the more to 1 then the answer increasingly disagree to the next to 5 means the answer strongly agree

Secondary data is data obtained indirectly from research object. In this case, the secondary data obtained from the library research data collecting method that is done by studying and understanding books of a literature of the author's work that can be justified theoretical basis.

### 3.4. Data Processing Technique

#### 3.4.1. Test Data Validity

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. An instrument is said to be valid if the instrument measures what should be measured (Sugiyono, 2008). Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with the total score which is the number of each scored item. The coefficient of correlation used is product moment correlation coefficient.

#### 3.4.2. Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but it is a range between several values, eg 0-10 or 0-100 or scales of 1-3, 1-5, or 1-7, and so on can use alpha coefficients ( $\alpha$ ) from Cronbach. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable.

#### 3.4.3. Hypothesis Testing

To observe each model significance, it is done through t-test estimators, and F-arithmetic. Predictive models are used to answer the problems and prove the proposed hypothesis. For test F-alternative hypothesis ( $H_a$ ) is accepted if F-arithmetic > F-table or by looking at the value of P-Sig < 0.05 then the independent variables (Job Promotion, Discipline, and Job Satisfaction) included in the model have a simultaneous or simultaneous influence on the dependent variable (employee performance). For t-test, alternative hypothesis ( $H_a$ ) is accepted if t-arithmetic > t-table and if t is negatively signified then  $-t$ -arithmetic < t-table or by seeing P-value Sig smaller than 0.05 then each free variable is inserted in the model has a partial effect on the dependent variable.

## 4. Results and Discussion

### 4.1. Validity and Reliability Test Results

Validity and reliability test for all variables Validity testing using factor analysis techniques, ie to test whether the item or indicator items used can confirm a factor or construct or variable. While the reliability test is a reliability test that aims to find out how far a measuring instrument can be trusted. Reliability test can be done by using coefficient Cronbach's alpha with a critical limit for reliable questionnaire value is 0,60. (Sugiyono, 2008).

Reliability Statistics				
Factor	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	Y
Cronbach's Alpha	0.785	0.804	0.613	0.678

Table 1: Reliability Test Results

Based on the Cronbach alpha reliability figures 1, it appears that all existing statements form a reliable measure of the job promotion, discipline, satisfaction and employee performance form a reliable measure of each dimension.

### 4.2. Hypothesis Testing

#### 4.2.1. Line Coefficient Calculation in Sub-Structures 1 and 2

In order to provide an overview of the results of the analysis that has been done, then the results obtained from the analysis of Path Analysis can be presented in the following table as follows:

Equation	Coefficient	Test Significance of Variables (t-Statistic)	Test Model (F-statistic)	R <sup>2</sup>
Substructure I	PX <sub>3</sub> X <sub>1</sub> = 0.597	0.000	0.000	0,345
	PX <sub>3</sub> X <sub>2</sub> = 0.622	0.000		
Substructure II	P YX <sub>1</sub> = 0,506	0.000	0.000	0,467
	P YX <sub>2</sub> = 0.532	0.000		
	P YX <sub>3</sub> = 0.822	0.000		

Table 2: Path Analysis Results

Based on the results presented above the meal can be described as follows:

#### 4.2.1.1. Substructure I

- The value of  $R^2$  is 0,345. The value means that the contribution of promotion and discipline to the satisfaction together is 34,5%, while the rest of 65,5% is influenced by other factors. In other words, the variability job satisfaction which can be explained by using the variable big promotion and discipline is 34,5%, while the influence by 65,5% were caused by other variables outside the research model.
- Test of significance or testing by using F-test, that is by comparing the level of significance (sig) calculation results with a significance level of 0.05 (5%). Based on a calculation of significant number that is equal to  $0,000 < 0,05$  then  $H_0$  is rejected and  $H_1$  accepted. This means there is a linear and significant relationship between promotion and discipline to satisfaction. Thus, the above regression model is feasible and correct. The conclusion is that promotion and discipline jointly affect satisfaction.
- The value of significance (sig) for each variable is a promotion of 0.000 and discipline of 0.000. If the value is compared with  $\alpha = 0.05$  then the entire significance value (sig) has a smaller value compared to 0.05. In other words, partially from the two exogenous variables job of promotion and discipline have a significant relationship to satisfaction.
- For the magnitude of influence of each variable exogen to the satisfaction can be seen the value of the beta variable. Where the beta value of promotion and discipline variables is 0,597 and 0,622. Thus it can be seen the results of substructure I is as follows:
- $X_3 = 0,597 + 0,622$

#### 4.2.1.2. Substructure II

- The obtained value of  $R^2$  is 0,467. This value means that the effect of promotion, discipline, and satisfaction on a performance together are 46,7%, while the rest equal to 53,3% influenced by other factors. In other words, the variability of performance can be explained by using variable promotion, discipline and contentment are equal to 46,7%, while the effect of 53,3% were caused by other variables outside the research model.
- Test of significance or testing by using F test, that is by comparing the level of significance (sig) calculation results with a significance level of 0.05 (5%). Based on a calculation of significant number that is equal to  $0,000 < 0,05$  then  $H_0$  is rejected and  $H_1$  accepted. This means there is a linear and significant relationship between promotion, discipline and performance satisfaction. Thus, the above regression model is feasible and correct. The conclusion is promotion, discipline and satisfaction together affect performance.
- The value of significance (sig) for each variable is a promotion of 0.000; the discipline of 0.000 and satisfaction of 0.000. If the value is compared with  $\alpha = 0.05$  then the three significance values (sig) of each exogenous variable have a smaller value compared to 0.05. In other words, partially from the three exogenous variables of promotion, discipline and compensation have a linear and significant relationship to performance
- For the magnitude of influence of each exogen variable on the performance can be seen the value of the beta variable. Where the beta value of promotion, discipline and satisfaction variables is 0.506; 0.532 and 0.822. Thus it can be seen the results of substructure II is as follows:
- $Y = 0,506 + 0,532 + 0,822$

## 5. Conclusions and Recommendations

### 5.1. Conclusions

Variables Promotion positions and Discipline affect the performance of employees simultaneously. The value of F arithmetic is 61,146 and the significance is 0,00. This value is less than 0.05. The r square value of 63.6% means the variable of Promotion and Discipline affect the employee performance of 63.6% while the rest is influenced by other variables not included in the equation model.

Variables Promotion positions affect the performance of employees partially. The value of t is 6,264. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.347. This means that the influence of job promotion variables on employee performance is 34.7% and the rest is influenced by other variables that are not included in the equation model.

Variable Discipline affects the performance of employees partially. The value of t is 6.702. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.387. This means that the influence of Discipline variable on employee performance is 38,7% and the rest is influenced by other variable not included in equation model.

The satisfaction variable affects the employee's performance partially. The value of t is 12,149. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.675. This means that the influence of the discipline variable on employee performance is 67.5% and the rest is influenced by other variables not included in the equation model.

The effect of Promotion on the performance of employees is 0.597. The influence of job promotion on employee performance through discipline is  $0.326 \times 0,822 = 0.268$ . In this case the direct effect is greater than the indirect effect so it can be said that the variable of satisfaction is not as intervening variable.

### 5.2. Recommendations

Promotion of office needs to be considered in developing employee performance. Promotion should be done in a transparent manner means that employees who are given promotion should be socialized to other employees are encouraged to improve its performance.

Work discipline also needs to be considered in improving employee performance. Work discipline is done by obeying all regulations that have been made by the company. Companies need to socialize the rules to be known by employees. In the socialization also need to be submitted sanctions and awards that need to be given to the employee.

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