
**AN EFFECT OF JOB PROMOTION ON EMPLOYEE PERFORMANCE WITH
COMPETENCE AS AN INTERVENING VARIABLE IN ELECTRONIC FACILITY
& DIVISION IT AT K. AIRPORT**

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ABSTRACT

This research is motivated and evaluate by the influence of a decrease in the level of employee performance due to the impact of dissatisfaction with the results of promotion using competency tests. The purpose of this study to see the effect job promotion with indicators of discipline and cooperation, on employee performance. and indirect influence of competence on discipline and cooperation on employee performance. The design used in this study is quantitative by taking employees who work at PT. ABC Airport K as a population. sampling technique is using Cluster Random Sampling in the Electronic Facility & IT Division with a sample of 41 employees. The data collection is done by using 34 kinds of items designed based on the Likert scale approach. Based on the results of the research analysis it was found that disciplinary and collaborative variables significantly affected performance, and the competency variables indirectly mediated the influence of discipline and collaboration on employee performance

Keywords : Job Promotion , Competence, Performance.

INTRODUCTION.

The development of an industry aviation is very fast and interesting to note, this is evidenced by the increasing number of air transport users every year. PT. ABC as the BUMN that manages the airport records at Airport K, there is an increase in passengers every year from 2015 to 9% (Company Data). This development triggered the increase of new airports that were managed, so that the flight business had prospective proud developments.

The level of employee performance determines the success or failure of the company in achieving the results and objectives of the company. Factors that influence employee performance from several studies, among others, according to Kusjainah and Listyorini (2015) are motivation, leadership style and job satisfaction, while according to Rahayu (2017) that promotion becomes a factor that influences performance.

A promotion of grade upgrades conducted at K Airport is divided into two, namely for managerial level and executive staff. Managerial level promotion activities, namely grade ≥ 13 are carried out directly by the head office while for promotions at the level of executive staff, the grade ≥ 12 is carried out by each branch office. Especially at the K Airport, for

staff-level upgrading activities carried out by conducting a performance assessment using a competency test system for employees who volunteered to be promoted Implementation of the competency test at K Airport as one of the processes that must be followed by every employee who wants to upgrade, the author interested in knowing the effect of the implementation of job promotion using the competency test. The results of preliminary research found that there was dissatisfaction with employees regarding the promotion process with the competency test conducted, because the testing indicators were felt to be less related to years of work that were not taken into account.

II. LITERATURE REVIEW

Job promotion means transfer that enlarges authority and responsibility to higher positions in an organization followed by greater obligations, rights, status and income (Hasibuan, 2016). Promotion means the transfer from one position to another which has a higher status. Usually the transfer of higher positions is accompanied by an increase in salary or other fast, although not always according to Flippo (Hasibuan, 2016). Nitisemito (2015) has a promotion that is the process of transferring employees from one position to another which is always followed by higher duties, responsibilities and authorities than previously occupied positions.

2.1. Competences.

Based On Description (Sedarmayanti et al, 2013) are skills, ability skills cover a variety of technical and non-technical factors, personality and behavior, soft skills and hard skills. Parry (Alsabbah and Ibrahim, 2014) defines competence as a group of knowledge, attitudes, and work skills related to hard skills and soft skills. The definition of hard skills and soft skills can be distinguished as technical skills in carrying out work and behavioral skills needed in the workplace. Hard skill refers to skills in the technical domain. Hard skills are skills associated with specific technical knowledge and task-oriented skills (Rainsbury et al, 2014).

2.2. Conceptual Framework

An independent variables in this study are competency tests and the dependent variable is employee performance. The influence of variable Y in terms of variable X in this study will be explained as follows:

Position Promotion

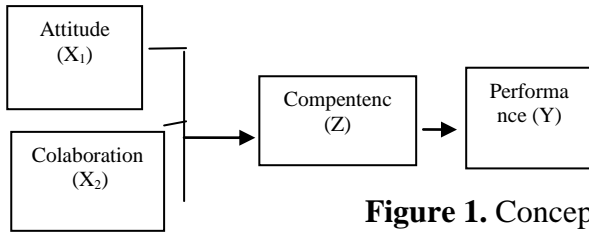


Figure 1. Conceptual Framework

Hypothesis

H1 = There is a partial influence of discipline on competence in the K. Airport Electronic & IT Division of K.

H2 = There is an effect of partnering on competence in the Electronic Facility & IT Division of K. airport.

H3 = There is influence of discipline and cooperation on competency in the K. Airport Electronic Facility & IT Division.

H4 = There is a influence of discipline on employee performance partially in the K. Airport Electronic & IT Division of K.

H5 = There is an influence of cooperation on employee performance partially in the K. Airport Electronic & IT Division of K.

H6 = There is an influence of competence on employee performance partially in the K. Airport Electronic & IT Division of K.

H7 = There is the influence of discipline, cooperation, and competence on employee performance in the K. Airport Electronic Facility & IT Division.

3.RESEARCH METHODOLOGY

The value of research is quantitative descriptive research that is research that aims to describe or describe the characteristics of a situation or object of research, carried out through the collection and analysis of quantitative data and statistical testing. The population of this study were 200 employees of the company with the Slovin formula taken as respondents totaling 67 respondents The data analysis technique used was multiple regression analysis after fulfilling the classical assumptions concerning normality, heteroscedasticity, autocorrelation and multicollinearity. This study uses a simple path analysis model by calculating the values of direct and indirect correlation.

$$Y = \alpha + \beta_1 X + \beta_2 Z + \epsilon$$

$$Y = a + \beta X + \epsilon$$

$$Z = a + \beta X + \epsilon$$



a. Direct effect:

$$X \rightarrow Z = PYX$$

$$X \rightarrow Y = PYX$$

$$Z \rightarrow Y = PYZ$$

b. Indirect effect:

$$X \rightarrow Z \rightarrow Y = (PYX) (PYZ)$$

c. Total effect:

$$X \rightarrow Z \rightarrow Y = (PYX) + (PYZ)$$

4. RESEARCH RESULT

Based on the test of the questions for Position Promotion variables (X_1), Work Environment (X_2), Work Productivity (Y) and Work Motivation (Z) it turns out that all questions have valid status because of the total score > r table.

The results of the reliability test of Job Promotion instruments (X_1), Work Environment (X_2), Work Productivity (Y) and Work Motivation (Z) from each question submitted can be seen in Table 1 below :

Table 1. Variable Instrument Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Information
Job Promotion	0,764	8	Reliabel
Work Environment	0,869	10	Reliabel
Work Productivity	0,856	10	Reliabel
Work Motivation	0,788	8	Reliabel

Classic assumption test

1. Normality test

Tabel 2. Normality Test Results

Variable	Sig.	$\alpha = 5$ %	Described
Job Promotion	0,102	0,05	Normal
Work	0,694	0,05	Normal
Environment	0,057	0,05	Normal
Work	0,672	0,05	Normal
Productivity	0,657	0,05	Normal
Work Motivation			
Unstandardized Residual			

The results of normality test can be seen in Figure 1 below :

Normal P-P Plot of Regression Standardized Residual

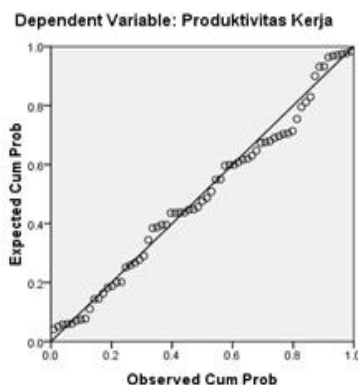


Figure 2: PP-Plots Curve

2. Multicollinearity Test

Tabel 3. Multicollinearity Test Results

Variable	Tolerance	VIF
Job Promotion	0,729	1,371
Work	0,777	1,351
Environment	0,799	1,316
Work Motivation		

All independent variables have a Variance Inflation Factor (VIF) number of less than 10, while the Tolerance value is close to 1, thus it can be concluded that the regression model does not have multicollinearity.

3. Heteroscedasticity Test

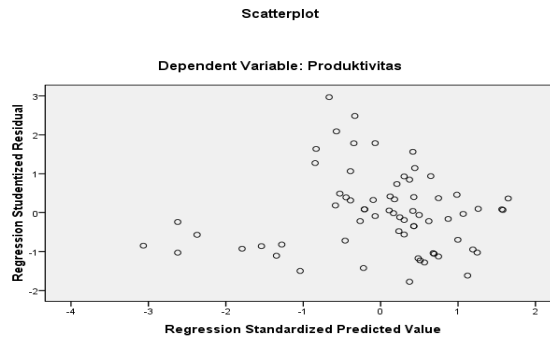


Figure 3 : Heteroskedastisitas Test Result

If there is no clear pattern, and the points spread above and below the number 0 on the Y axis, heteroscedasticity does not occur. This means there is no heteroscedasticity in the regression model, so that a decent regression model is used to predict work productivity based on input from the independent variable.

Analysis of Multiple Linear Regression

Tabel 4. Analysis of Multiple Linear Regression Result

			Standardize Coefficient
Model	B	Std Error	Beta
1 Constant	.535	4.096	
Job	.925	.133	.616
Promotion	.290	.092	.277
Work Environment			

The multiple linear regression equation for two predictors (Job Promotion and Work Environment) is :

$$Y = 0.535 + 0.925X_1 + 0.290X_2$$

Based on the regression equation above it can be seen that:

- 1.0.535 means: if the work productivity variable is not influenced by job promotion factors and the work environment is worth 0 then the work productivity of employees at PT. Telekomunikasi Indonesia, Tbk Medan is only 0.535 per one-unit.
- 2.0.925 means: for each increase in the promotion variable by one unit, the work productivity of the employee will increase by 0,925 per one-unit assuming the work environment variable is considered constant.
- 3.0.290 means: every increase in the work environment variable is one unit, then the work productivity of the employee will increase by 0.290 one-unit with the variable assumption that promotion is considered constant.

Effect of Job Promotion and Work Environment on Employee Productivity Job Promotion has a positive and significant influence on Employee Work Productivity. This is indicated by the results of the calculation (attached) of the t test, seen t count for the Job Promotion variable of 6,957 with a probability of 0,000. By using a 5% significance level obtained a probability value smaller than 0.05, which means that the hypothesis in this study is accepted. Thus it can be concluded that Job Promotion has a positive and significant influence on Employee Work Productivity.

Work Environment has a positive and significant effect on Employee Work Productivity. This is indicated by the results of the calculation (attached) of the t test, seen t count for the Work Environment variable of 3.134 with a probability of 0.003. By using a 5% significance level obtained a probability value smaller than 0.05, which means that the hypothesis in this study is accepted. Thus it can be concluded that the Work Environment has a positive and significant influence on Employee Work Productivity.

Based on the results of multiple linear regression it can be seen that the variables that have the greatest influence on Employee Work Productivity are Job Promotions that have regression coefficients of 0.925, then followed by the Work Environment variable has regression coefficient of 0.290. Nevertheless both of these variables have an equally important role in increasing Employee Work Productivity. The results of the R-Square determination coefficient test were 0.6341 indicating that Job Promotion contributions (X_1) and Work Environment variables (X_2) in explaining their effects on employee Work Productivity variables were 63.41%, the remaining 36.59% were influenced by other variables not examined in this study.

V. CONCLUSIONS

1. Simultaneously Job Promotion and Work Environment influence Work Motivation. Partially Job Promotion has a significant effect on Work Motivation, as well as the Work Environment has a significant effect on Work Motivation.
2. Simultaneously Job Promotion and Work Environment have a significant effect on Work Productivity. Partially Job Promotion and Work Environment have a significant effect on Work Productivity.

3. Work motivation has not been able to mediate (intervening) the effect of Job Promotion on Work Productivity. Work Motivation can mediate (intervening) the influence of the Work Environment on Work Productivity.

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