

## **The Effect Of Work Performance, Work Loyalty And Work Discipline On The Promotion Of Employees In The Quality Control Section At PT Sas Kreasindo Utama Tegal**

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### **ABSTRACT**

This study aims to determine the influence of work performance, work loyalty and work discipline on promotion at PT SAS Kreasindo Utama Tegal. This study used quantitative methods, obtained primary data from the distribution of questionnaires to 46 employees in the quality control section using saturated sampling techniques or census methods. data tested for validity, reliability test, analysis of the Consecutive Interval Method (MSI), classical assumption test consisting of normality test, multicholnearity test, heteroscedasticity test, multiple regression analysis, T test, F test, coefficient of determination test (R<sup>2</sup>), then processed using the SPSS 22 program. From the results of this study, work performance affects employee promotion, work loyalty and work discipline do not affect employee promotion. There is a simultaneous influence of work performance, work loyalty and labor discipline on the promotion of employees

**Keywords:** Loyalty, Discipline, Job Promotion

## INTRODUCTION

Desnirita & Nataleon (2021) stated, work performance is "a process carried out by the organization in assessing a person's work performance" with work achievements the superior will know the employee's work ability to be given tasks and responsibilities to complete them properly. With work achievements, the company must provide appropriate rewards for employees. Another factor that plays a role in the promotion of positions is employee loyalty. The term loyalty is often characterized that a person will be called obedient or have high devotion if they have a desire to follow what is asked. (Siska & Suryalena, 2017).

According to Herijanto et al., (2019) we can find that discipline is a management activity that supports individuals from the organization to meet various different regulations, an organization must increase its HR capacity so that the achievement of goals can be carried out appropriately. Promotion is the exchange of a worker from one position to a higher position and is followed by higher duties of responsibility and obligations than the previous position.

PT SAS Kreasindo Utama is a manufacturing company engaged in furniture made of teak wood and other wood materials of the highest quality. The number of workers at PT SAS Kreasindo Utama changes depending on the number of fields so that there are not a few problems that arise in HR management, especially in the promotion of employee positions. Currently, the complete number of workers in 2022 is 2, 300 employees. The large number of workers at PT SAS Kreasindo Utama, obviously not all have a valuable opportunity to get a promotion to a position in the quality control department because of existing or available constraint. In increasing the position at PT SAS Kreasindo Utama, the Quality Control section is influenced by several main perspectives, including work perception, work loyalty and work discipline discipline. The interesting thing about this organization is how the staff and workers or bosses strive to establish closeness to the surrounding environment with good communication, so that the organization becomes better.

Promotion of positions in the Quality Cotrol section is a phenomenon, where recently the promotion of positions or career paths has not gone well, this will certainly slow down employee performance. The stages to become part of quality control are employees who have become permanent employees and work for at least three years and have good work performance, can master the field and have good discipline. PT SAS Kreasindo Utama is committed to providing awards and promotions to outstanding employees and aims to support smooth work. However, this did not go according to the agreement that had been done. Some of the reasons include that the leadership is not committed to promotion. Assessment of employee work performance is assessed only based on the wishes of the leadership alone, not carried out objectively. For some employees who have good work requirements and decent service periods but are not submitted for promotion. The following is a table of the number of promotions for positions at PT SAS Kreasindo Utama in the Quality Control section for the 2020-2022 period.

**Table 1 Job Promotions for Quality Control Dept. PT SAS Kreasindo Utama 2020 – 2022**

Years	Employees	Job Promotion
2020	47	0
2021	47	3
2022	46	0

Source : PT SAS Kreasindo Utama

According to table 1 above, during the 2021 service period, there are vacant positions as supervisors so that three employees will be promoted to positions. Such employees are selected on the basis of good work performance and a service life of more than three years.

In the work loyalty of PT SAS Kreasindo Utama employees, there are many employees who have worked for more than three years but have not been coddled. The following is presented data on the service life of employees at PT SAS Kreasindo Utama in the Quality Control section.

**Table 2 Service Life of Employees in the Quality Control Section**

Years of Service	Employees	Percentage
1-2 years	10	21,7
3-5 years	15	32,6
> 5 years	21	45,7

Source : PT SAS Kreasindo Utama

We can see in the table 2 that there are still some employees who have not been promoted even though some have exceeded 5 years of work. This makes employees feel unappreciated and results in reduced discipline. Such discipline includes poor attendance rates, and makes delayed work untimely. Of course, this will interfere with employees and can reduce motivation or morale.

The following is the attendance data of PT SAS Kreasindo Utama employees in the Quality Control section can be seen in table 3 below:

**Table 3 Quality Control Employee Attendance List Period January – April 2022**

Month	Information				
	Employees	Late	%	Without Permission	%
January	46	3	6,5	1	33,3
February	46	2	4,3	1	50
March	46	5	10,9	2	40
April	46	7	15,2	3	42,9

Source : PT SAS Kreasindo Utama

Table 3 shows fluctuations in the number of delays and the number of employees who did not enter work without permission during the period from January to April 2022. Based on the description of the phenomenon above, the author aims to conduct thesis research at PT SAS Kreasindo Utama with the title "The Effect of Work Performance, Work Loyalty and Work Discipline on The Promotion of Employee Positions in the Quality Control Section at PT SAS Kreasindo Utama"

## THEORETICAL STUDIES

One of the impetus for a person to work in an association or organization is the potential opportunity to move forward. It has become the instinct of the human being as a whole to get better, more developed than the position held today. An outstanding opportunity for advancement in the organization is often referred to as promotion of office (promotion to the ranks). Promotion of a position is an exchange that begins with one position then to the next with a higher status and obligations.

According to Sembiring (2018) promotion is a worker transferred starting with one job then to the next with more important obligations, his level is in the order of higher positions and his salary is also more prominent. Promotion is also related to employee performance, with the opportunity for employees to advance, high determination will develop so that employee performance will increase, and vice versa. Job promotion is a method involved with moving workers starting with one position then to the next higher position. Improvement of employees in better positions than ever in terms of greater responsibility, performance, equipment, higher status, and additional wages or salaries and other benefits (Enny 2019:91–92). Quoted from Priyono and Marnis (2008: 196) the objectives of the promotion are as follows:

- 1) Provide greater recognition, position and administrative compensation to outstanding workers.
- 2) Creating individual satisfaction and pride, higher social position and higher salary.
- 3) Stimulate employees to be more enthusiastic about work, high discipline and salary increase.
- 4) Ensuring employee stability with legitimate and fair judgment
- 5) provide valuable opportunities for workers to cultivate their imagination and progress better.
- 6) To fill vacancies in positions due to the cessation of officials
- 7) Make recruiting easier
- 8) Further develop employee status

Work performance is the result of work completed by a person in completing tasks assigned to him based on ability, experience, and sincerity of time (Herijanto et al., 2019). According to Putri (2018), work performance is the result of work in quality and amount completed by an employee in completing tasks according to the obligations given to workers. Labor performance is a consequence of the work performed by a person in performing the duties assigned to him. Dewi & Harjoyo (2019: 77) explained that, work performance is "the result of work (output) both quality and quantity achieved by an employee in carrying out his work duties in accordance with the responsibilities given to him". Good work performance shows qualified assets, and has a high work dedication to the organization.

Loyalty to employees is the satisfaction of workers with the organization in which the employee works, thus causing a mental relationship between the employee and the organization that makes a sense of responsibility to the organization. From the above understanding, it can be presumed that the fulfillment of work is an important determining aspect for employees to gain loyalty to the company (Kosasih and Kurniawan, 2018). Loyalty can be interpreted as loyalty, devotion and trust given or addressed to individuals or institutions, where there is a sense of love and responsibility to try to provide the best support and behavior is something difficult but must be implemented by the organization (Hamzah et al., 2013 ).

The reason for the disloyalty of HR, one of the causes of which is employee dissatisfaction. This dissatisfaction comes from a variety of things, including incompatibility with the leadership, work comfort, workplace, compensation issues, neglected job titles, as well as mental, for example, rewards for employees, the need to participate in the progress of the business, and so on (Widhiastuti, 2012:13-15).

Febrianti (2017) argues that discipline is the nature of employees who consciously comply with the rules and regulations of a particular organization. Discipline is a form of employee training to enforce company rules, so discipline has a significant impact on employee and company performance. While work is all human activities carried out to achieve predetermined goals (Dewi and Harjojo 2019: 93). According to Indraswati (2019), there are four lists of work discipline perspectives, namely:

- 1) Retributive discipline aims to punish those who make mistakes.
- 2) Corrective discipline aims to help employees correct inappropriate behavior.
- 3) The individual right perspective is to seek to protect the basic rights of individuals in disciplinary action.
- 4) The utilitarian perspective focuses on the application of disciplinary action only if the consequences of disciplinary action outweigh the negative effects.

There are also three concepts in applying disciplinary action, namely:

- 1) Rules of heat furnaces, approach to application in disciplinary actions.
- 2) Progressive disciplinary action is designed to ensure that the appropriate minimum legislation is enforced for violations.
- 3) Positive disciplinary action, or in many situations, penalties motivate employees to change their behavior.

## RESEARCH METHODS

The object of this research are employees of Quality Control Department of PT SAS Kreasindo Tegal. Data collection through questionnaire, interview, and observation. We ensure that research instruments are valid and reliable because we did validity and reliability check before the instrument to be shared to respondents. Data analysis techniques on this research is multiple linear regression analysis.

The data analysis model used in this study is multiple linear regression to find out the regression coefficients and significant so that it can be used to answer hypotheses. The equation is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Information:

Y = Promotion  
X1 = Achievements  
X2 = Loyalty  
X3 = Discipline  
 $\alpha$  = Constants  
 $\beta$  = Multiple Regression Coefficient  
 $\epsilon$  = Error term

## RESULTS AND DISCUSSION

### Result

Multiple linear regression analysis aims to determine the effect of one or more independent variables on the dependent variable. Herewith the result of multiple linear regression analysis in this research:

**Table 4 Results of Multiple Linear Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	std. Error	Betas	
1	(Constant)	13,654	5,048		,010
	Work performance	,755	,246	,567	,004
	Work Loyalty	,342	,273	,252	,217
	Work Discipline	.032	, 183	.026	,863
a. Dependent Variable: Total_Y					

Based on the calculation results of multiple linear regression analysis, the regression equation is

$$Y = 13.654 + 0.755X_1 + 0.342 X_2 + 0.032 X_3 + \epsilon$$

The equation above can be described as follows:

- 1) A constant value of 13.654 has a positive value meaning that if the perception of work performance, work loyalty and work discipline is fixed or constant then the promotion of employee positions at PT SAS Kreasindo Utama is 13.654.
- 2) If work performance increases, the promotion of employee positions at PT SAS Kreasindo Utama will increase assuming the other independent variables are held constant.
- 3) If work loyalty increases, the employee promotion variable at PT SAS Kreasindo Utama will increase assuming the other independent variables are considered constant. The positive sign means that it shows a unidirectional effect between the work loyalty variable and the promotion variable.
- 4) If work discipline increases, the employee promotion variable at PT SAS Kreasindo Utama will increase assuming the other independent variables are held constant. The positive sign means that it shows a unidirectional effect between the work discipline variable and the promotion variable.
- 5) The employee promotion variable at PT SAS Kreasindo Utama will increase affected simultaneously by independent variables. The positive sign means that it shows a unidirectional effect between the variables of work

performance, work loyalty and work discipline on the promotion variable.

The F test basically shows whether all the independent variables included in the regression model have a joint impact on the dependent variable. The following are the results of the F statistical test with the help of the SPSS program:

**Table 8 Partial Test Results (Test F)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	1253,573	3	417,858	28,175	,000 <sup>b</sup>
	residual	622,884	42	14,831		
	Total	1876,457	45			
a. Dependent Variable: Total_Y						
b. Predictors: (Constant), Total_X3, Total_X1, Total_X2						

Source: Data processed, 2022

We can see on the table above, it shows that the significant value of si F is 0.000, then the sig value is  $0.000 < 0.05$ , this proves that  $H_0$  is rejected and  $H_a$  is accepted. so it can be concluded that there is a simultaneous influence of work performance, work loyalty and work discipline on the promotion of employee positions in the *quality control section* at PT SAS Keasindo Utama Tegal.

The calculation of thecoefficient of determination (Adjust R square) obtained by 0.644. This means that 64.4% of employee promotions in the quality control department at PT SAS Kreasindo Utama are influenced by variables (X) consisting of work performance, work loyalty, and work discipline.

## DISCUSSION

1. The influence of work performance on the promotion of employees in the *quality control section* at PT SAS Kreasindo Utama

The higher the employee's work performance will increase a chance of the promotion for the position of *Quality Control Employee* at PT SAS Kreasindo Utama, and vice versa. Employees who have good work performance with good abilities in their field can facilitate the company in realizing the company's vision and mission, so employees who have good work performance deserve to get a promotion. The theoretical implications of this research support the results of previous research conducted by Febriana Irianto Putri, 2018. The effect of work performance, discipline, and work experience on promotion at PTPN X Kebun Kertosari. This research tool uses multiple linear regression analysis. The results of the analysis show that work performance has a significant effect on promotion.

2. The effect of work loyalty on the promotion of employee positions in the *quality control section* at PT SAS Kreasindo Utama

The length of the employee's tenure has no significant effect on the Promotion of Employee Positions in the *Quality Control section* at PT SAS Kreasindo Utama. This is because the existence of high employee loyalty is not the main requirement for getting a promotion at PT SAS Kreasindo Utama. Employees

who have high work loyalty do not necessarily have good work performance, but if employees have high work loyalty and good work performance it is likely that the employee will be promoted. The theoretical implications of this study support the results of previous research conducted by Febrian Muriko Hamzah, Mochammad Al Musadieq and M.Soe'oed Hakam, 2013. The effect of seniority and loyalty on promotion at PT. Housing Development Dvo III Surabaya. The results of this study prove that loyalty has no effect on promotion.

3. The effect of work discipline on the promotion of employees in the quality control section at PT SAS Kreasindo Utama

Work discipline is not the main requirement for getting a promotion because work discipline is an obligation that employees must have in complying with orders or regulations that exist in the company. The theoretical implications of this study support the results of previous research conducted by Moch. Macfud Hamsyah, 2020. The influence of work discipline, work performance and work loyalty on the promotion of production employees at PT. Sinar Mulia Box Gresik. The results of the regression analysis of work discipline have a negative effect on promotion .

4. The effect of work performance, work loyalty and work discipline on the promotion of *quality control employees* at PT SAS Kreasindo Utama

The results of the multiple linear regression analysis show the simultaneous effect of work performance, work loyalty and work discipline on the promotion of quality control employees at PT SAS Kreasindo Utama Tegal. The practical implications, work performance, work loyalty and work discipline are important roles that must be owned by every employee. Good job performance can make it easier for companies to work, work loyalty is an attitude that is willing to sacrifice for the good of the company, showing a sense of loyalty even though the company is in good or bad condition.

Based on the results of the calculation of the coefficient of determination (Adjust R square) obtained is 0.644. This means that 64.4% of *quality control employee promotions* at PT SAS Kreasindo Utama are influenced by independent variables in this research.

## CONCLUSION

Based on the results of the research and data processing that has been carried out, it can be concluded as follows:

1. Work performance affects the promotion of employee positions in the quality control department at PT SAS Kreasindo Utama
2. Work loyalty does not affect the promotion of employee positions in the quality control department at PT SAS Kreasindo Utama
3. Work discipline does not affect the promotion of the position of employee in the quality control section at PT SAS Kreasindo Utama
4. Work performance, work loyalty and work discipline have a simultaneous effect on the promotion of employee positions in the quality control section at PT SAS Kreasindo Utama

It is hoped that this research can provide input and policies to improve work performance by recognizing employee expectations or interests and increasing competence through seminars, training and others. increase work loyalty by giving appreciation in the form of additional bonuses or incentives

and having a clear career path in the company. improve work discipline by creating a comfortable and conducive work environment such as designing a beautiful, elegant and minimalist workspace then supervising and evaluating employee performance.

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