



**THE INFLUENCE OF WORK DISCIPLINE, POSITION PROMOTION AND WORK
COMPETENCE ON EMPLOYEE PERFORMANCE IN
PT SINDOMAS JAYA PERKASA**

**Cut Fitri Rostina^{1)*}, David Castello²⁾, Jerry Jonathan³⁾, Fietter Anghoma⁴⁾, Mochamad
Vrans Romi⁵⁾**

^{1,2,3,4}Management Study Program, Universitas Prima Indonesia, Medan, Indonesia

⁵Management Study Program, Universitas Jenderal Achmad Yani, Yogyakarta, Indonesia

E-mail: cutfitri@unprimdn.ac.id^{1)*}, castellodavidjr@gmail.com²⁾

jerryjonathan77@gmail.com³⁾, fietter999@gmail.com⁴⁾, vranssromi@gmail.com⁵⁾

Abstrak

Penelitian ini dilakukan di perusahaan distribusi logam yaitu PT Sindomas Jaya Perkasa Medan. Penelitian ini dilaterbelakangi dengan tujuan untuk menguji dan menganalisis pengaruh Disiplin Kerja, Promosi Jabatan dan Kompetensi Kerja terhadap Kinerja Karyawan. Metode penelitian ini menggunakan kuantitatif. Jumlah populasi 178 karyawan dan 123 karyawan sebagai sampel penelitian. Teknik sampling yang digunakan adalah sampling random sampling. Teknik analisa data menggunakan analisis regresi linear berganda. Hasil penelitian Disiplin Kerja secara parsial berpengaruh positif dan signifikan terhadap Kinerja Karyawan pan, Promosi Jabatan secara parsial berpengaruh positif dan signifikan terhadap Kinerja Karyawan, Kompetensi Kerja secara parsial berpengaruh positif dan signifikan terhadap Kinerja Karyawan dan secara simultan Disiplin Kerja, Promosi Jabatan dan Kompetensi Kerja berpengaruh positif dan signifikan terhadap Kinerja Karyawan.

Keywords: Disiplin Kerja, Promosi, Kompetensi, Kinerja Karyawan

Abstract

This research was conducted at a metal distribution company, PT Sindomas Jaya Perkasa Medan. This study aimed to examine and analyze the influence of work discipline, promotion, and work competence on employee performance. This research method uses quantitative. The population of 178 employees and 123 employees is a sample of research. The sampling technique used is random sampling. Data analysis techniques using multiple linear regression analysis. The results of work discipline partially positive and significant effect on employee performance, promotion partially positive and significant effect on employee performance, work competence partially positive and significant effect on employee performance, and simultaneously work discipline, promotion, and work competence positively and significantly effect on employee performance.

Keywords: *Work Discipline, Promotion, Competence, Employee Performance*

INTRODUCTION

Human resources is one part of the progress of development science and technology, as well as management science which focuses more on regulating the role of human resources in an organization (Silalahi *et al.*, 2020). Based on previous surveys, there was a decline in employee performance reflected in the failure to achieve company targets. Other factors are suspected of causing the decline in employee performance is work competency (Lie, Dharma and Sudirman, 2021). Employee work competence does not support their current position. The Company does not accept employees according to the educational criteria for vacant positions, which results in more senior employees needing more time to direct new employees to work (Hartini, Sudirman and Wardhana, 2021). In addition, promotion is also one of the factors suspected of causing a decrease in employee performance. The promotion system still adheres to a seniority system where the promotion system still prioritizes the length of time employees have worked. This has an impact on decreasing employee performance. Work discipline refers to an employee's ability to adhere to workplace rules, regulations, and ethical standards, as well as their commitment to fulfilling job responsibilities and meeting deadlines (Silalahi *et al.*, 2022). Work competence refers to an employee's knowledge, skills, and abilities relevant to their job. Based on this background, this study has the main objective of analyzing the effect of work discipline, position promotion and work competence on employee performance.

LITERATURE REVIEW

Work Discipline

According to Fahmi (2016: 75), "Discipline is the level of compliance and adherence to applicable rules and is willing to accept sanctions or punishment if it violates the rules set out in the discipline. Handoko (2018) states, "discipline is a management activity to carry out

organizational standards." According to Siagian (2020), discipline is a management action to encourage members of the organization to fulfill the demands of these various provisions. Based on the above understanding that work discipline is an attitude of obedience and self-awareness of the rules and norms that apply in the Company.

Job Promotion

According to Hasibuan (2017), promotion means a transfer that increases authority and responsibility to a higher level in an organization followed by more outstanding obligations, rights, status and income. According to Manullang (2016:), promotion means accepting greater power and responsibility than before. According to Wahyudi (2015), a promotion is a position or job title change from a lower level to a higher level. Increased responsibilities, rights, and social status will usually follow this change. Thus it can be concluded that promotion can provide social status, authority, and responsibility as well as greater income for these employees.

Job competence

According to Wibowo (2018), competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude demanded by the job. According to Torang (2016), competence is an ability (*skills& knowledge*) to carry out activities, work, or tasks. According to Priansa (2018), work competence is a map of employee capacity for the attributes of the work it carries, which is a collection of abilities, skills, maturity, experience, effectiveness, efficiency and success in carrying out job responsibilities. From some of the definitions above, competence is an ability, skill, maturity, and experience employees possess to carry out or perform a job or duties.

Employee performance

According to Sutrisno (2013), employee performance is the result of employee work seen in aspects of quality,

quantity of work time and cooperation to achieve the goals set by the organization. According to Amir (2015), employee performance is a very abstract concept and requires certain definitions to mention its attributes in detail and completely. According to Sedarmayanti (2015), performance is the result of work that can be achieved by a person or group of people in an organization. Employee performance is the work of employees in carrying out their duties.

METHOD

This research approach is based on a quantitative approach. In this study, researchers used a quantitative descriptive research method. The nature of the research used is explanatory descriptive, which aims to explain the position of the variables studied and the relationship between variables and other variables. The population in this study amounted to 178 employees. Based on the results of these calculations, the number of samples in this study was 123 employees, and to test the validity and reliability of 30 employees outside the research sample. In this study, three data collection techniques were used: questionnaires, interviews and documentation.

RESULTS AND DISCUSSION

Normality test

According to Priyatno (2018: 73), the data normality test is important because, with normally distributed data, the data is considered to represent the population.

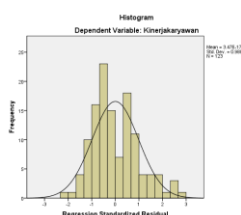


Figure 1. Histogram Normality Test
Source: Results of data processing, 2023

The histogram graph in Figure IV. 1 shows real data forms a curved line that tends to be symmetrical (U) and does not deviate to the left or the right, so the data is normally distributed. The Normality PP Plot graph shows that the data spread around the diagonal line, most of the distribution is close to the diagonal line. This means that the data is normally distributed.

Table 1. Kolmogorov Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residuals		
N		123
Normal	Means	.0000000
Parameters,	std.	10.53081192
b	Deviation	
Most	absolute	.110
Extreme	Positive	.110
Differences	Negative	-.052
Kolmogorov-Smirnov Z		1,219
asymp. Sig. (2-tailed)		.102

a. Test distribution is Normal.

b. Calculated from data.

Source: Results of data processing, 2023

Table 1 shows that the significant value obtained is $0.102 > 0.05$, meaning it is normally distributed.

Multicollinearity Test

The results of the multicollinearity test are:

Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	tolerance	VIF
1 (Constant)		
Work Discipline	.810	1235
PromotionOffice	.834	1,199
Job competence	.892	1,121

Source: Results of data processing, 2023

Table 2 shows that the results of the multicollinearity test show a tolerance value of > 0.1 , namely 0.810 for work discipline, 0.834 for promotion and 0.892 for work competence. Then the value of $VIF < 10$ is 1,235 for work discipline, 1,199 for

promotion, and 1,121 for work competence. From these results, it can be concluded that there is no multicollinearity in the study

Heteroscedasticity Test

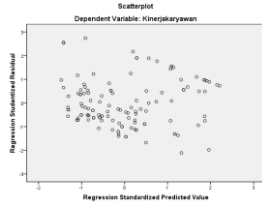


Figure 3. Scatter plot test

Source: Results of data processing, 2023

From the scatterplot graph, it can be seen that the dots spread with an unclear pattern both above and below zero (0) on the Y axis, do not gather in one place, so from the scatterplot graph, it can be concluded that there is no heteroscedasticity in the regression model.

Table 3. Glejser test

Model	Sig.
1 (Constant)	.001
Work Discipline	.172
PromotionOffice	.560
Job competence	.991

Source: Results of data processing, 2023

Table III.5 shows that the significant value for work discipline is 0.172 > 0.05, the significant value for promotion is 0.560 > 0.05, and the significant value for work competence is 0.991 > 0.05 that, there is no heteroscedasticity in the regression model.

Research Model

The regression model used is as follows:

Table 4. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients	
		B	std. Error
1	(Constant)	3,494	3,036
	Work Discipline	.301	.077
	PromotionOffice	.449	.148
	Job competence	.209	.078

Source: Results of data processing, 2023

$$\text{Employee Performance} = 3.494 + 0.301 \text{ Work Discipline} + 0.449 \text{ Promotion} + 0.209 \text{ Job Competency}$$

Constant= 3.494, meaning that if the variables of work discipline, promotion, and work competence experience cash, it indicates an employee performance value of 3.494. The regression coefficient for the work discipline variable = 0.301, indicating that if the work discipline variable increases, the employee's performance value increases by 0.301. The regression coefficient for the promotion variable = 0.449, indicating that if the promotion variable increases, the employee's performance value increases by 0.449. The regression coefficient for the work competence variable = 0.209, indicating that if the work competence variable increases, it indicates that the employee's performance value increases by 0.209

Hypothesis Determination Coefficient

The coefficient of determination is:

Table 5. Coefficient of Determination Summary model

Model	R	Adjusted R Square	std. Error of the Estimate
1	.581	.338	10.662

Source: Results of data processing, 2023

Table 5 shows the value of determination can be seen from the Adjusted R-value of 0.321, then 32.1% of the variables of work discipline, promotion, and work competence can explain employee performance, and the rest are influenced by research variables outside of research, such as career development, work motivation, job satisfaction and so on

Simultaneous Hypothesis Testing (Test F)

According to Sujarweni (2015: 137), the F test is used to determine the effect of the independent variables on the dependent variable together. The following results ptesthypothesis simultaneously (F test)is:

Table 6. Simultaneous Testing ANOVA b

Model	Sum of Square	df	Mean Square	F	Sig.
1 Regression	6901810	3	2300603	20,235	.000a
Residual	13529556	19	113,694		
Total	20431366	22			

Source: Results of data processing, 2023

Based on the table above, the calculated F value is $20.235 > F_{table}$ of 2.68 and $0.000 < 0.05$. The fourth hypothesis is accepted: simultaneously, Work Discipline, Job Promotion and Work Competency have a positive and significant effect on Employee Performance.

Partial Hypothesis Testing (t test)

The following results of hypothesis partially (t-test) is:

Table 7. Partial Testing

Model	t	Sig.
1 (Constant)	1.151	.252
Work Discipline	3,893	.000
PromotionOffice	3,032	.003
Job competence	2,683	.008

Source: Results of data processing, 2023

t value count of 3,893 > table of 1.980 and significantly obtained 0.000 < 0.05, means that the first hypothesis is accepted. Namely Work Discipline partially has a positive and significant effect on Employee Performance. The count value is 3.032 > table is 1.980, and the significance obtained is 0.003 < 0.05, which means that the second hypothesis is accepted: promotion partially has a positive and significant effect on employee performance. The count value is 2,683 > table is 1.980, and the significance obtained is 0.008 < 0.05, which means that the third hypothesis is accepted. Namely Work

Competence partially has a positive and significant effect on Employee Performance.

CONCLUSIONS AND SUGGESTIONS

The conclusion in this study is Work Discipline partially has a positive and significant effect on Employee Performance at PT Sindomas Jaya Perkasa Medan, Promotions partially have a positive and significant effect on Employee Performance at PT Sindomas Jaya Perkasa Medan, Work Competence partially has a positive and significant effect on Employee Performance at PT Sindomas Jaya Perkasa Medan and Work Discipline, Promotion of Position and Work Competency have a positive and significant effect on Employee Performance at PT Sindomas Jaya Perkasa Medan. The value of determination can be seen from the Adjusted R-value of 0.321, then by 32.1%, the variables of work discipline, promotion, and work competence can explain employee performance, and research variables outside of research influence the rest

For the Company to improve customer rules and sanctions rules to trigger compliance, increase fairer job promotions, and adjust employee positions according to education and work experience. Position promotion refers to the advancement of employees to higher positions within an organization. In summary, work discipline, position promotion, and work competence all play important roles in influencing employee performance. By fostering a culture of discipline, providing opportunities for promotion, and investing in employee development to enhance work competence, organizations can create an environment that supports and encourages high performance among their employees.

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