

Effect on the Promotion of Position and Competence to Performance Organization through the Job Satisfaction CV Tri Bharata

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Abstract: This study aimed to determine the effect of promotion and competence to organizational performance simultaneously and partially, determine the effect of job satisfaction on organizational performance, determine the effect of promotion and competence to organizational performance through job satisfaction. The study was conducted at the CV Tri Bharata in Jakarta. Sampling using saturated samples involving 36 employees in all parts of the organization. Analysis of data using path analysis.

Based on data analysis known that the promotion and competence variables affect the organization's performance simultaneously and partially. Job satisfaction variables affect the performance of the organization. The direct effect of promotion and competence to organizational performance is smaller than the indirect effect is through job satisfaction.

Keywords: promotion of position, competence, job satisfaction, organizational performance

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I. Introduction

Organizations need assessment to determine the ultimate goal to be achieved by individuals, groups and organizations. Performance is a tool that can be used to measure the level of achievement or group and individual policies. Organizational performance that illustrates how far the group has carried out all the basic activities so as to achieve the vision and mission of the institution. The organization's performance is influenced by various factors such as promotion, competence and job satisfaction.

Promotion of position is very important for the company, for the sale means the stability of the company and employee morale will be more secure. Promotions will always be followed by the duties, responsibilities higher than the position occupied previously. In general, the promotion is also followed by an increase in revenues as well as other facilities. However, this promotion itself actually has value because it is a proof of recognition, among others towards achievement. Promotions also have an impact on organizational performance. Promotion is the displacement of a position to another position that has a status and a higher responsibility. Promotion is the transfer of authority and responsibility that increase employee to a higher position in an organization that obligation the rights, status and income increases. According to Flippo (2002: 382) that the promotion is a change from one job to another that has better terms in terms of position and responsibilities. Promotions are very important for the company, for the sale means the stability of the company and employee morale will be more secure. Promotions will always be followed by the duties, responsibilities higher than the position occupied previously.

Other factors that affect the performance of the organization is competence. Competence is as basic characteristics that are owned by an individual related causally to meet the criteria necessary to occupy a position. Competence consists of five types of characteristics, namely the motive (consistent willingness as well as a cause of action), congenital (character and consistent response), the concept of self (self-image), knowledge (information in a particular field) and skills (the ability to carry out tasks). Competency contains aspects of knowledge, skills and the ability or personality characteristics that affect performance.

Job satisfaction also has an impact on organizational performance. Job satisfaction is one of the psychological aspects that reflect one's feelings toward his work and feel satisfied with the fit between the capabilities, skills and expectations with the job at hand. Satisfaction is actually a condition that is subjective is the result of conclusions based on a comparison of what is received by employees from their jobs compared with the expected, desired, and thinking as being inappropriate or entitled to it. While every employee subjectively determines how the work was satisfactory. Job satisfaction is a person's feelings toward his work. This means that the conception of job satisfaction as a result of human interaction in their work environment.

II. Literature Review

Promotion of Position

Promotion is the displacement of a position to another position that has a status and a higher responsibility (Martoyo, 2007: 71). Meanwhile, according to Hasibuan (2008: 108) is a transfer promotion that increases the authority and responsibility of employees to a higher position in an organization that obligation the rights, status and income increases.

From these definitions, it can be concluded that the promotions are very important for the company, for the sale means the stability of the company and employee morale will be more secure. Promotions will always be followed by the duties, responsibilities higher than the position occupied previously. In general, the promotion is also followed by an increase in revenues as well as other facilities. However, this promotion itself actually has value because it is a proof of recognition, among others towards achievement. According to Simamora (2006: 587) the benefit of the promotion are as follows: Promotions enabling companies to leverage the expertise and ability of employees as high as possible. Promotions are often given repay for smth. Good very good performers. Employees are rewarded for promotion will be motivated to provide higher performance if they feel that effective performance led to a promotion.

According to Mangkuprawira (2004: 196), a promotion has benefits for both companies and employees, among others: Promotions may allow companies to utilize employees' ability to expand their businesses. Promotion can encourage the achievement of good employee performance. Employees generally try to do the best job possible if they believe that high performance leads to their promotion. There is a significant correlation between the opportunities for promotion and job satisfaction levels.

Competence

Competence according to Spencer and Spencer (2007) is the basic characteristics that are owned by an individual related causally to meet the criteria necessary to occupy a position. Competence consists of five types of characteristics, namely the motive (consistent willingness as well as a cause of action), congenital (character and consistent response), the concept of self (self-image), knowledge (information in a particular field) and skills (the ability to carry out tasks).

This is in line with the opinion of Becker and Ulrich (2005: 24) that the competency refers to an individual's knowledge, skills, abilities or personality characteristics that directly influence job performance. That is, competence contains aspects of knowledge, skills and the ability or personality characteristics that affect performance.

In contrast to Fogg (2004: 90) that divides competencies into two (2) categories: basic competence and distinguishes basic competencies and differentiating competencies according to the criteria used to predict the performance of a job. Core competencies are the main characteristics, which is usually in the form of knowledge or basic skills such as the ability to read, while the differentiating competencies are competencies that make a person different from another.

Competence according to Robbins (2007: 38) that the competence is "the ability or capacity of a person to perform various tasks in a job, which is determined by the ability of two (2) factors which intellectual ability and physical ability.

Definition of competence as a skill or ability is also proposed by Roe (2001: 73) as follows: Competence is defined as the ability to adequately perform a task, duty or role. Competence integrates knowledge, skills, personal values and attitudes. Competence builds on knowledge and skills and is acquired through work experience and learning by doing.

The above statement implies that competence is characteristic of the person relating to the effective performance and or excel in a particular work situation. Competence is said to be the basic characteristics (underlying characteristic) for the individual characteristics are part of deep and attached to the personality of a person that can be used to predict a variety of specific work situation. Then it was said on the association between the behavior and performance due to competence cause or can predict the behavior and performance.

From the definition of competence of the above, the focus of competence is to utilize the knowledge and occupational skills in order to achieve optimal performance. Thus competence is everything that is owned by someone in the form of knowledge skills and internal factors other individuals to be able to do any work. In other words, competence is the ability to carry out duties under the knowledge and skills of each individual.

Job Satisfaction

Job satisfaction according to Martoyo (2007: 115), essentially a psychological one aspect that reflects one's feelings toward his work, he will be satisfied with the fit between the capabilities, skills and expectations with the job he faced. Satisfaction is actually a condition that is subjective is the result of conclusions based on a comparison of what is received by employees from their jobs compared with the expected, desired, and thinking

as being inappropriate or entitled to it. While every employee subjectively determines how the work was satisfactory.

According to Robbins (2007) job satisfaction is closely related to the attitude of employees toward his own work, the work situation, cooperation between leaders and employees. Meanwhile, according to As'ad (1995: 104) suggests that job satisfaction is the general attitude is the result of some special attitude towards factors of work, adjustment and individual social relationships outside of work. Of limits on job satisfaction, we can conclude simply that job satisfaction is one's feelings toward his work. This means that the concept of job satisfaction to see it as the result of human interaction to their work environment.

In the opinion of Robbins (2007: 91) terms of job satisfaction refers to an individual's general attitude towards the work he does. A person with a high level of job satisfaction showed a positive attitude towards the work; someone who is not satisfied with his work showed negative attitudes toward the job, because in general, when people talk about the attitude of the employees, more often they mean job satisfaction.

Factors that influence job satisfaction can basically into two parts: intrinsic factor or factors that would come from within the employees themselves as the expectations and needs of the individual and that both are factors extrinsic, ie factors that come from outside employees, among others, policies company, the physical condition of the working environment, interaction with other employees, the payroll system, and so on. Theoretically, factors that may affect job satisfaction are numerous, such as leadership styles, behavior, locus of control of payroll expectations, and effectiveness.

Organizational Performance

According to Richard et al (2002), the performance of the organization is generated by organizations that include results (outcomes) that the financial performance such as profit, as measured by return on assets, return on investment and so on, the performance of the market such as the expansion of market share and sales. Besides the return of shareholders a return of shareholders and increase the economy of shareholders.

In some areas of the organization's performance can also be measured by other things such as strategic planning, operations, finance, legal and organizational development. In developing the institution or organization is a necessity to survive in the competitive world climate.

The purpose of productivity associated with the development of that organization (Shrestha, 2005). Small organizations that have a desire to continue to grow and become large. The growing organization in order to accommodate the development itself.

According to Kaplan and Norton (1992) the organization's performance should be measured in terms of concept not only financial but also from non-financial. Performance can be measured by productivity, quality, consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education and concepts generated including management development (Richard, 2002). According to James (2012), the effectiveness of an organization can be measured by the following criteria:

- a. Market
In this aspect means that if the consumer will feel satisfied with the service from the company.
- b. Products/services
Product or service produced must be considered in order to develop the organization.
- c. Resource
Owned resources must be developed both for the company to compete with other companies.
- d. Operating system
The resulting operating system must support the achievement of organizational goals.
- e. Management system
The management system also must be managed properly so that the purpose of the organization executed well.
- f. Organizational culture
Cultural organizations also play a role in achieving better organizational performance.
- g. Impact on finance
The impact on the finances must also result properly marked their savings to the organization.

III. Research Methods

Research Design

This research uses explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable. Relationships between variables can be described in terms of the path analysis diagram as follows:

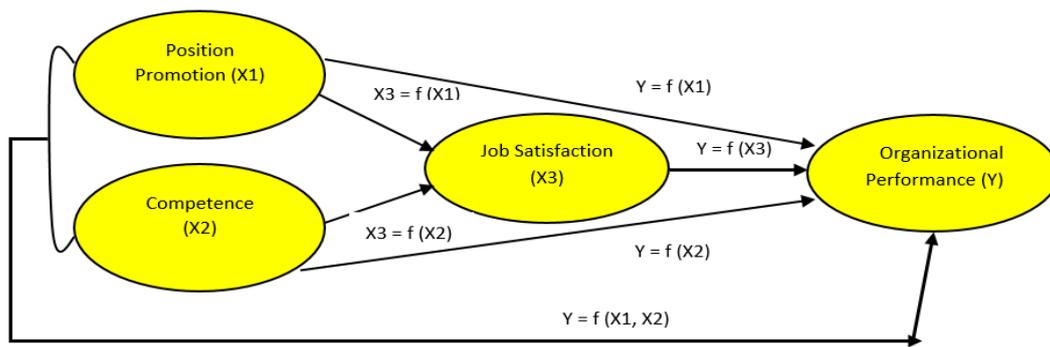


Figure 1.1. Overall path analysis

Population and Sample Research

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2007). Samples were towing the majority of the population to represent the entire population, (Surakhmad, 2010). The sample used by the author in this study were employees of CV Tri Bharata. The total number of employees 36 people in the field of the organization. Employees are entirely included in the data analysis. This sampling includes sampling using saturated sampling.

Data Collection Technique

To obtain concrete and objective data that must be made a study of the problems examined, while the steps that researchers take in data collection using primary data. Primary data is data obtained directly from the research object, In this case, primary data obtained from field research is the method of data collection do research premises directly on the object of study in question.

IV. Results and Discussion

Effect of Position Promotion and Competence on Organizational Performance

Linear analysis model can be based on calculations using SPSS program as follows.

Table 1. Results of the analysis of the first equation

Coefficientsa						
Model		Coefficients Unstandardized		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.432	4.481		2.998	,005
	PROMOTION	,791	,190	,456	4.156	,000
	COMPETENCE	,634	,115	,602	5.490	,000

a. Dependent Variable: PERFORMANCE

Based on the tables above, the simultaneous structural equations can be described as follows

$$Y = 0,456X1 + 0,602X2$$

Table 2. Calculate the F value equations simultaneously

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	723.032	2	361.516	25.277	,000b
	Residual	471.968	33	14.302		
	Total	1195.000	35			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), COMPETENCE, PROMOTION

Based on the above table it is known that the value of f-count equal to 25.277 and significance of 0.00. This value is less than 0.05. This means that the promotion and competence variables affect the performance of the organization simultaneously.

Table 3. Values r squared regression model first

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,778 ^a	,605	,581	3.78181	1.275

a. Predictors: (Constant), COMPETENCE, PROMOTION

b. Dependent Variable: PERFORMANCE

Based on the above table it is known that the value of r squared of 60.5% means that promotions and competence variables affect the performance of the organization amounted to 60.5% while the rest influenced by other variables that are not incorporated into the model equations.

Analysis of the Effect of Position Promotion on Organizational Performance Partially

The analysis results of the promotion of the performance can be partially seen in the following table.

Table 4. Results of the analysis of the second regression equation

Coefficients^a

Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	25.995	5.250		4.951	,000
PROMOTION	,859	,259	,494	3,315	.002

a. Dependent Variable: PERFORMANCE

Structural equation of the above data can be seen as follows $Y = 0,494X1$

Based on the chart above analysis it is known that the coefficient of 0.494 for promotion. T value of 3.315. The significant value of 0.00. The significance value smaller than 0.05. This means that the variable promotion effect on organizational performance partially. The magnitude of the effect of promotions on organizational performance can be seen in the following table.

Table 5. Values r squared second equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,494 ^a	,244	,222	5.15376

a. Predictors: (Constant), PROMOTION

Based on the above table it can be seen r squared value of 0.244. This means that the effect of variable promotions on the performance of 24.4% and the rest influenced by other variables not included in the model equations.

Partial Analysis of the Effect of Competence on Organizational Performance

The analysis results on the performance of partial competence can be seen in the following table.

Table 6. Results of the analysis of the third regression equation

Coefficients^a

Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28.583	3,168		9.023	,000
COMPETENCE	,665	,140	,631	4.745	,000

a. Dependent Variable: PERFORMANCE

Structural equation of the above data can be seen as follows $Y = 0,631X2$

Based on the chart above analysis it is known that the coefficient of 0.631 competence. T value of 4.745. The significant value of 0.00. The significance value smaller than 0.05. This means that the competence variables affect the performance of an organization partially.

Table 7. The third equation r squared

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,631a	,398	,381	4.59842

a. Predictors: (Constant), COMPETENCE

Based on the above table it can be seen r squared value of 0.398. This means that the effect of variable competence to the organizational performance of 39.8% and the rest influenced by other variables not included in the model equations.

Analysis of the Effect of Job Satisfaction on Organizational Performance Partially

The results of the analysis of the effect of job satisfaction on the performance of the partial work can be seen in the following table.

Table 8. Results of the fourth regression equation analysis

Coefficientsa					
Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.086	3.442		1.478	,149
SATISFACTION	,901	,081	,886	11.163	,000

a. Dependent Variable: PERFORMANCE

Structural equation of the above data can be seen as follows $Y = 0,886X3$

Based on the chart above analysis it is known that job satisfaction coefficient of 0.886. T value of 11.163. The significant value of 0.00. The significance value smaller than 0.05. This means that job satisfaction variables affect the performance of an organization partially.

Table 9. Values r squared fourth equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,886a	,786	,779	2.74478

a. Predictors: (Constant), SATISFACTION

Based on the above table it can be seen r squared value of 0.786. This means that the effect of variable competence to organizational performance amounted to 78.6% and the rest influenced by other variables not included in the model equations.

Analysis of the Effect of Position Promotion on Organizational Performance through Job Satisfaction

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis online with the structure of this sub-image.

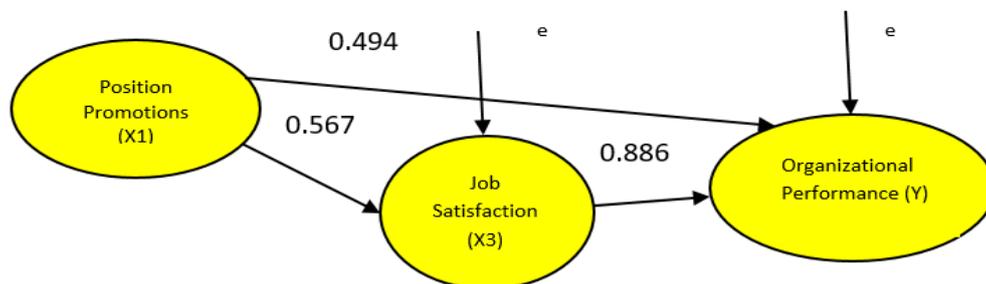


Figure 2. Analysis of the influence lines X1 to Y via X3

Coefficient promotion effect on job satisfaction work can be seen in the following table

Table 10. Position Promotion Influence on Job Satisfaction

Coefficientsa					
Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	22.884	4.895		4.675	,000
PROMOTION	,970	,241	,567	4.016	,000

a. Dependent Variable: SATISFACTION

Based on the picture above can be seen that the effect of promotions on the performance of the organization is 0.494. Effect of promotions on performance through competency is $0,567 \times 0,886 = 0.502$. In this case, the indirect effect is greater than the direct effect so that it can be said that job satisfaction variables work as an intervening variable.

Effect Analysis of Competence on Organizational Performance through Job Satisfaction

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis on line with the structure of this sub-image.

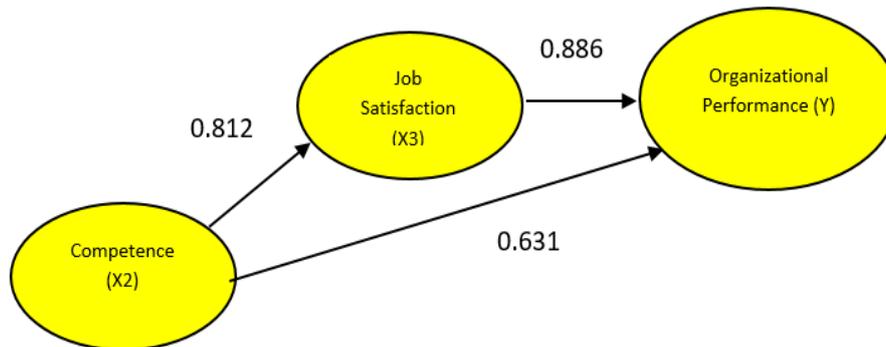


Figure 3. Analysis of the influence lines X2 to Y via X3
Coefficient of competence on job satisfaction work can be seen in the following table.

Table 11. Coefficient Values Influence on Job Satisfaction Job Competence

Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.821	2,347		10.149	,000
COMPETENCE	,841	,104	,812	8.104	,000

a. Dependent Variable: SATISFACTION

Based on the picture above it can be seen that the direct effect of competence to organizational performance is 0.631. While the effect of competence to organizational performance through job satisfaction work is $0,812 \times 0,886 = 0.7194$. In this case smaller than the direct influence indirect influence so that it can be said that job satisfaction variables work as an intervening variable.

V. Conclusions and Recommendations

Conclusion

Promotion and competence variables affect the performance of the organization simultaneously. F value calculated at 25.277 and significance of 0.00. This value is less than 0.05. R squared value of 60.5% means that promotions and competence variables affect the performance of the organization amounted to 60.5% while the rest influenced by other variables that are not incorporated into the model equations.

Promotion variables affect the performance of an organization partially. T value of 3.315. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.244. This means that the effect of variable promotions on the performance of 24.4% and the rest influenced by other variables not included in the model equations.

Competence variables affect the performance of an organization partially. T value of 4.745. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.398. This means that the effect of variable competence to the organizational performance of 39.8% and the rest influenced by other variables not included in the model equations.

Job satisfaction variables affect the performance of an organization partially. T value of 11.163. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.786. This means that the effect of variable competence to organizational performance amounted to 78.6% and the rest influenced by other variables not included in the model equations.

The influence of promotion on the performance of the organization is 0.494. Effect of promotions on performance through competency is $0,567 \times 0,886 = 0.502$. In this case, the indirect effect is greater than the direct effect so that it can be said that job satisfaction variables work as an intervening variable.

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the direct influence indirect influence so that it can be said that job satisfaction variables work as an intervening variable.

Recommendations

Organizational performance needs to be improved by increasing the promotion, employee competence and employee satisfaction. Promotion is the transfer of authority and responsibility that increase employee to a higher position in an organization that obligation the rights, status, and income increases. Promotions need to be considered taking into account the employee experience, level of education, loyalty, honesty, responsibility, social skills, initiative and creativity.

Competence should also be improved. Competence is as basic characteristics possessed by an individual who is related causally to meet the criteria necessary to occupy a position. Competence is done by increasing the motive, to the character of employees in the placement in position, knowledge and skills that employees have.

Job satisfaction also needs to be considered in improving employee performance. Job satisfaction is an assessment, a feeling or attitude of a person or employee to work and relate to the working environment and so on. Job satisfaction can be improved by taking into account salary, the job itself, promotion, supervision and co-workers.

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