



**THE EFFECT OF WORK PERFORMANCE AND JOB
PROMOTION ON EMPLOYEE WORK SPIRIT (CASE STUDY
OF PT. INTERNUSA TRIBUANA CITRA MULTI FINANCE)**

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Abstract

PT. Internusa Tribuana Citra Multifinance is a national scale company engaged in consumer finance. Declining employee performance can be seen from a lot of work that was not completed on time and the existence of work results that was blamed for resulting in the employer being disappointed and the work results of employees did not meet the standards of both quality and quantity of work. Job promotions are often ignored by superiors and decision-making for promotions of employees is less in reference to work evaluation. Decreased employee morale. The purpose of this study was to determine and analyze the effect of work performance and job promotions on employee morale at PT. Internusa Tribuana Citra Multifinance Regional Branch II.

The population of this research is 40 employees of PT. Internusa Tribuana Citra Multifinance Regional Branch II. The sampling technique is done saturated sampling. The sample of this study also amounted to 40 employees of PT. Internusa Tribuana Citra Multifinance Regional Branch II. Data collection techniques used were: questionnaire, interview, document study and literature study. Analysis of the data used in this study is multiple linear regression analysis.

The results showed that Job Performance and Job Promotion have simultaneous and partial effect on the morale of the employees of PT. Internusa Tribuana Citra Multifinance Regional Branch II.

Keywords: Job Performance, Job Promotion and Work Spirit.

I. INTRODUCTION

Work performance is the result of work achieved by employees in carrying out the tasks and responsibilities given to employees according to their abilities and experience. The company can realize its vision and mission depending heavily on the role of the organization's employees. The company's employees are important assets in the organization and are tasked with carrying out all operational activities of the company. Employees can grow and develop must be improved efficiently and their work performance. The issue of work performance is an important thing to consider because it concerns employee factors, where employees are: the driving force of all company activities.

The work performance achieved by each employee is different. On the one hand, there are high-achieving employees, but on the other hand, there are also low-achieving employees. To create high

employee work performance, the company is able to create conditions that can provide encouragement to employees and allow employees to improve their abilities and develop their skills optimally. The company is in the process of creating conditions that can provide encouragement to employees to achieve maximum work performance. This means that it has a positive impact on the organization, namely: it will make it easier and smoother for the organization to achieve its targets or the goals set by the organization are caused by employees having a high achievement spirit so that their good work performance is a measure of employee success in working.

Job promotion is the transfer of an employee's position, duties and responsibilities to a higher position within a company organization so that their obligations, rights, status and income are greater. Job promotion problems can occur in every company organization where the cause is the employee's educational background, abilities and work experience. With job promotions, it is expected that they can run according to the employee's rank in the company organization and avoid kinship status that leads to inequality of work and positions occupied not by employees who are promoted but by employees who have individual interests. Job promotion activities carried out by the company can provide encouragement to employees to advance from their positions. By holding this job promotion, it is likely that employees will feel more enthusiastic about working. Job promotions must be carried out properly because with job promotions, employees feel that there is recognition and self-esteem from the company.

Work spirit is an emotional attitude that is pleasant and loves one's job. This attitude is reflected by the attitude of work morale and work performance. The cause of the decline in work spirit by employees is due to the company management not giving employees the opportunity to advance, the lack of a sense of security to work and the lack of work facilities in the company organization. Employee work spirit needs to be improved continuously and of course it is quite a tough job for the company. Employee work spirit decreases due to the many jobs given by superiors so that employees experience confusion problems in completing the work accompanied by the deadlines they set.

PT. Internusa Tribuana Citra Multifinance is a national-scale company engaged in consumer financing, where initially this company only provided motorcycle and car credit financing facilities (new and used) and often the growing economy and tight competition in the financing world, the company launched new products such as: Bos Multi Guna which is a flagship product that is expected to be able to boost the company's profitability. The company employs a number of employees to run its business. The employees employed by this company have a major impact on the success of the organization in achieving its vision and mission.

Employee performance is not in accordance with expectations where employees are unable to complete work according to superior expectations and the existence of faulty work results results in superiors being disappointed. Company employees lately have not shown good work performance when viewed from employee work results that do not meet standards for both quality and quantity of work. Declining work performance is followed by low work morale as well. Low work morale indicates that all work is not completed on time and employees who quit often occur in the company. Low work morale indicates that all work is not completed on time and employees who quit often occur in the company. This low work morale has an impact on the implementation of employee work that is not in accordance with superior expectations. This happens when the work given to employees exceeds the abilities of the employees.

Job promotions at PT. Internusa Tribuana Citra Multifinance are often ignored by superiors and employee promotion decisions do not refer to the work performance assessment carried out by superiors. This happens because superiors often make changes to employee decisions that have been determined to be promoted, making it difficult to promote employees and causing disappointment for employees who are not promoted.

II. LITERATURE REVIEW

Theories on Job Performance

According to Hasibuan (2014:94), "work performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time."

According to Yusuf and Arif (2015:210), work performance is the result of HR work in an organization. Work performance can be the performance of individuals or HR work groups. The performance of work results is not limited to employees who hold functional or structural positions but also to all HR ranks in an organization or company. Work performance assessment is the process of assessing the results of HR work in an organization through work performance assessment instruments.

According to Yusuf and Arif (2015:215), work performance goals can generally be classified as: following:

1. Administrative, namely providing direction for placement regarding transfers and salary increases.
 2. Informative, namely providing data to management about subordinates' work performance and providing data to individuals about their strengths and weaknesses.
- Motivation is creating learning experiences that motivate staff to develop themselves and improve their work performance.

Theory of Job Promotion

According to Herlambang and Marwoto (2014:140), promotion is the activity of transferring tasks from a lower level position in an organizational structure to a higher level position in an organizational structure, for example from a manager position to a director position in an organizational structure.

According to Kasmir (2016:166), promotion means a person's position or rank being raised from the previous level to a higher level. Usually, promotion can occur in two ways. that is :

- a. Promoted.
- b. Move up in class/rank.
- c. Or rise both, both position and rank.

Work Spirit Theory

According to Hasibuan (2014:94), "Work spirit is the desire and sincerity of a person to do his work well and be disciplined to achieve maximum work performance. This work spirit will stimulate a person to work and be creative in his work."

According to Busro (2018:325), work spirit can be interpreted as positive and diverse psychological forces that can improve employee performance which ultimately improves employee performance.

Work spirit can also be interpreted as a work atmosphere in an organization that shows a sense of enthusiasm in carrying out work and encourages employees to work better and more productively.

Framework of thinking

According to Supomo and Nurhayati (2018:87), an agency that has promoted its employees is a characteristic of a high-performance organization. Because, promotion will provide an important role for the employee himself, even becoming a dream that is always awaited. With promotion, it means that there is trust and recognition regarding the ability and skills of the employee concerned to occupy a higher position. Thus, promotion will provide social status, authority, responsibility and greater income.

According to Siagian (2015:171), what is clear is that the requirements for objectivity are met and that it is more guaranteed that employee promotions have a positive impact on the organization and the overall spirit of employees. The most appropriate approach to employee promotion is to combine work performance and seniority.

According to Siswanto (2019:27), usually, companies will conduct employee performance assessments to help management in making decisions regarding bonuses, job promotions, salary increases, transfers to the same unit or termination of employment. From this performance assessment, company management will take steps and determine which employees need to be

transferred to another section or possibly promoted. If there is a possibility of promotion, then the employee may receive further education or additional training needed to occupy the position to be given. When the position being prepared is vacant, then the employee is ready to be promoted.

According to Yusuf and Arif (2015:196), if there is an opportunity to be promoted for every employee based on the principles of justice and objectivity, it will encourage employees to work hard, enthusiastically, be disciplined and achieve greater work achievements until the company's targets are more optimal and can be achieved in accordance with the company's goals.

According to Fahmi (2017:90), the achievement of job promotion due to achievement factors occurs because the employee is able to provide his best work to the company more than other employees, for example being able to provide increased sales above the target. And the award for his achievements makes him promoted to a higher position than before.

III. RESEARCH METHOD

Location and Time of Research

This research was conducted at PT. Internusa Tribuana CitraMultifinance. The time used in this study was from September 2019 to April 2020.

Data collection technique

In this study, the researcher used data collection techniques as following:

a. Questionnaire

According to Widodo (2017:72), "a questionnaire (survey/scale) is a list of questions/statements made based on indicators of research variables given to respondents."

b. Interview

According to Sanusi (2014:105), interviews are data collection techniques that use oral questions to research subjects. When asking questions, researchers can speak face to face with respondents or if that is not possible, they can also use communication tools, such as telephones.

c. Document Study

According to Sujarweni (2014:75), "the data collection technique used is documentation study, namely document analysis that leads to real evidence and to analyze the contents of documents that can support researchers."

d. Literature Study

According to Widodo (2017:44) "literature review reflects the description comprehensively about theories or concepts that are relevant to the research topic, even more specifically reaching variables, dimensions and indicators that are inherent (related)."

Data Types and Sources

Types of data used research: quantitative data. Sujarweni (2014: 73-74), primary data is data obtained from respondents through questionnaires, focus groups and panels, or also data from interviews between researchers and sources. Data obtained from primary data must be processed again. Secondary data is data obtained from notes, books, magazines in the form of company publication financial reports, government reports, articles, books as theories, magazines and so on. According to Sanusi (2014:104), "primary data is data that is first recorded and collected by researchers, while secondary data is data that is already available and collected by other parties."

Research Variables and Operational Definitions

According to Suryabrata (2018:29), "an operational definition is a definition based on the observable properties of the thing being defined. (observed)."

According to Sujarweni (2014:86), "Independent variables are variables that influence or cause changes or the emergence of dependent variables." The independent variables of this study are: work performance and job promotion.

According to Sujarweni (2014:86), "The dependent variable is a variable that is influenced or caused by the presence of the independent variable." The dependent variable is: work enthusiasm.

IV. RESEARCH RESULTS AND DISCUSSION

Multiple Regression Analysis Test Results

	B	Std. Error
(Constant)	-6.014	1,535
Work performance	.372	.045
Job Promotion	.195	.063

a. Dependent Variable: Work Spirit

$$Y = -6.014 + 0.372 \text{ Work Performance} + 0.195 \text{ Position Promotion} + e$$

Based on this equation it can be described as follows:

- Constant (a) = -6.014. This means that even though the independent variable (X1) namely: work performance and the independent variable X2, namely: job promotion has a value of 0, then work enthusiasm is: remains at -6.014.
- Coefficient X1 (b1) = 0.372. The variable of work performance on work spirit with a regression coefficient of 0.372. This means that every time there is an increase in the variable of work performance by 1 unit, work spirit will increase by 0.372.
- Coefficient X2 (b2) = 0.195. The variable of job promotion on work spirit with a regression coefficient of 0.195. This means that every time there is an increase in the job promotion variable by 1 unit, work spirit will increase by 0.195.

t-Test Results

	t	sig
(Constant)	-3.917	.000
Work performance	8.295	.000
Job Promotion	3,076	.004

a. Dependent Variable: Work Spirit

Source: Research results, 2020 (Data processed)

Based on the table above, it can be seen that:

- The t-value of the work performance variable (X1) of 8.295 has a positive and significant effect of 0.000 ($0.000 < 0.05$). H1 is accepted because t-value (8.295) > t-table (2.026) which means that the work performance variable has an effect on the work spirit of PT. Internusa Tribuana Citra employees.Multifinance.
- The t-value of the job promotion variable is 3.076, which has a positive and significant effect of 0.004 ($0.004 < 0.05$). H2 is accepted because t-value (3.076) > t-table (2.026), which means that the Job Promotion variable has an effect on the Work Spirit of PT. Internusa Tribuana Citra employees.Multifinance.

F Test Results

Model	F	Sig.
Regression	180.140	.000b
Residual		
Total		

a. Dependent Variable: Work Spirit

it can be seen that the Fcount value (180.140) > Ftable (3.25) with the hypothesis: H3 is accepted by looking at the probability which is smaller than the significance level ($0.000 < 0.05$), then it can be concluded that the equation model is accepted and has a significant effect, then it can be concluded that Work Performance and Job Promotion have an effect on the Work Spirit of PT. Internusa Tribuana Citra Multifinance employees and its effect is: positive with a significance level (α) of: 5%.

1. Partial Hypothesis Testing (t-Test)

The t-test was conducted to partially test the independent variables consisting of work performance and job promotion against the dependent variable of work enthusiasm.

By decision making criteria:

H0 is accepted if tcount < ttable at $\alpha = 5\%$

H0 is rejected if t count > t table at $\alpha = 5\%$

The calculated t value will be obtained using SPSS 25.0 for Windows software, then it will be compared with the t table value at the $\alpha = 5\%$ level, namely that obtained with degrees of freedom:

$df = n - k$ (df = number of samples and k = total number of variables), namely $df = 40 - 3 = 37$. The calculated t test carried out is: a two-way test, so the t table used is: $t_{5\%}$ or $t_{0.05}(37) = 2.026$.

V. CONCLUSION AND SUGGESTIONS

Based on the research results, the following conclusions can be drawn:

1. Work Performance Influences Employee Morale at PT. Internusa Tribuana CitraMultifinance.
2. Job Promotion Influences Employee Morale at PT. Internusa Tribuana CitraMultifinance.
3. Work Performance and Job Promotion Influence Employee Morale at PT. Internusa Tribuana CitraMultifinance.

Based on the research conclusions, the researcher would like to provide several suggestions as follows:

1. It is better for superiors to provide encouragement with opportunities for employees with high work performance and provide training for employees with low performance. By providing this training, it can minimize the amount of work that is not completed on time and reduce the number of incorrect work results and minimize the results of employee work that does not meet the standards of both quality and quantity of work.
2. It is better for superiors to give employees in the organization the opportunity to be promoted, especially employees with high work performance. The company should be able to increase morale.

employee work with an emphasis on job promotion. The company must increase information channels about job promotions and should also be more publicized so that all employees know the requirements and aspects that are the assessment of the company in job promotions. Leaders should provide opportunities for company employees to be promoted for high-achieving employees and minimize the search for new employees in order to increase employee morale and avoid high employee turnover in the organization.

3. It is better for superiors to maintain and improve employee morale in the organization. The importance of creating an atmosphere of mutual cooperation and enthusiasm in working, so that employees feel happy. The creation of a family atmosphere in a company can increase morale and will lead to employee performance. Employee morale needs to be created by superiors by reducing lazy employees, less compliance with applicable regulations and not enthusiastic about achieving in work, employee work results will decrease and the importance of employee performance assessments so that superiors can know the extent of employee work quality and superiors in providing work must consider employee competence because there is routine work that must be completed by employees with additional work.

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