

Work Discipline and Job Promotion on Employee Performance through Motivation of PT Saptasaritama Makassar

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Abstract

The research design used in this study is an explanatory survey and path analysis with a quantitative approach to determine the direct and indirect effects of the variables studied. All research is PT Saptasaritama Makassar with 86 employees. The number of samples in this study using saturated models or as many as 86 samples. Sampling in this study uses a total sampling technique or saturated sample because the sample results depend on many communities in statistical testing using path model analysis (path model analysis). Based on this research, the results obtained: 1) work discipline has a positive and significant effect on motivation, 2) job promotion has a positive and significant effect on motivation, 3) work discipline has a positive and significant effect on employee performance, 4) work promotion has a positive and significant effect on employees performance, 5) motivation has a positive and significant effect on employee performance, 6) work discipline has a positive and significant effect on employee performance with motivation, and 7) job promotion has a positive and significant effect on employee performance through motivation at PT Saptasaritama Makassar.

Keywords

Work Discipline, Job Promotion, Motivation, and Employee Performance

1. Introduction

In motivating organizational work units to be effective and efficient, personnel management must motivate administrative work units to achieve company goals. Personnel management seeks to focus on how management acquires, hires, develop and retains employees in a relevant and humane manner to accomplish this goal. Personnel management research focuses on how management obtains, uses, develops, and maintains employees appropriately and humanely (Arfan 2021; Anwar 2021).

In addition to developing employee capabilities and skills, resource development also aims to achieve individual and company development to discover and unleash the hidden potential of their employees. These resource development activities can be carried out by motivating and encouraging employee confidence, developing an excellent corporate culture, conducting education and training, career development or promotion to achieve company performance.

Employee performance has a significant influence on the success of a company. Good employee performance or performance will be comparable to good results in the company's business development. Conversely, poor performance will also have an impact on the company. The results of employee performance can be seen from quality, quantity, working time and cooperation to achieve the targets set by the company. It all depends on the amount and time the employee spends on the task. Employee performance factors can also be assessed from working hours, the number of absences, delays, and length of work, emphasized that employee achievement requires skill and motivation factors (Zacharias 2021.; Mustafa 2020).

In line with this, Siahoni (2018) states that performance measurement is used in his research that measure employees in carrying out their duties and responsibilities in the company. Companies that perform well will be used as a benchmark—successful corporate human resource management. By measuring good performance, companies can ultimately evaluate and correct employee inefficiencies. High-performing employees are employees who can meet company expectations. The more employees who have good work performance, the more benefits they will get for the company (Nath 2021; Suharyanto 2021; Kembauw 2021). The company will have a good understanding so that its work can be completed effectively and efficiently. The effectiveness and efficiency of the company will result in lower production costs, and ultimately the company's revenue will increase. So, the company must give a good appreciation to employees who have good performance (Sahid et al. 2020).

Company management needs to understand employees' potential well and select employees in the right place so that performance can be maximized. As important as understanding employee performance to increase company productivity, human resource development (HR) which includes work discipline, promotion, and work motivation, is a significant factor in achieving company goals (Buton 2019; Rachman 2019 Rumkel 2019; Rumaolat 2019). Employee discipline is essential because it will affect the company's performance. There are several ways companies can apply good discipline to employees, among others, by providing comfort in the workplace, in this situation, a conducive work environment, a comfortable workplace and not imposing excessive rules so that employees do not feel inaccurate and bored (Tamsah 2021, Ansar, 2021). This is in line with the results of research conducted that promotion and work discipline affect the performance of employees.

Job promotion is also one of the human resource development factors that can affect employee employment. Promotion is the dream of every employee right then and there. Promotion from a low position to a high place will affect salary, responsibility, and confidence in working better than before. The company will also benefit from achieving the expected performance (Jannah 2019; Lionardo 2020; Yusuf 2019). Another benefit of measurable and targeted promotions for employees is increased employee productivity, job satisfaction, employee knowledge, and new employees. Employee morale rises with a sense of belonging to a company with better performance. This is in line research that job promotion has a positive and significant effect on the performance of PT employees. Saptasaritama Makassar.

2. Literature Review

2.1. Work Discipline

In a narrow and widely used sense, discipline means actions taken with supervision to correct deviations and attitudes among employees (Tamsah and Ilyas 2021). Meanwhile, discipline is one way to lead employees. For any job to run smoothly, it is essential to try to be well disciplined (Adi 2019). Suggests that discipline has two meanings. The first meaning includes the study or trace of behavior by applying a reward or punishment. The second meaning is narrower; discipline is only to punish the guilty. Business discipline is a tool used by managers to communicate with employees to be ready to change their behavior and as an effort to increase awareness and willingness to comply with company regulations and social norms applied (Ardi 2019). This becomes an obstacle and reduces the achievement of company goals. Discipline is an attitude of respect, courtesy, obedience, and obedience to the applicable rules, whether written or not and being able to do and not receive sanctions if he violates the duties and authorities given to him (Andriani 2020).

2.2. Job Promotion

Promotion is a mutation that increases the authority and responsibility of employees to higher positions in the organization so that their obligations, rights, status, and income increase (Yusriadi 2019). Promotions such as moving them to a higher level of work and compensation are involved in the selection process. Promotion must be a process

rather than a profession for other tasks in the hierarchy of authority and responsibility given to the workforce. At the same time, promotion transfers employees from their current and current positions. There is a new position with a higher position (Herijanto 2019).

All facilities are getting bigger and better. Promotion occurs when an employee is transferred from one position to another with a higher salary, responsibility, and level. Another view also argues that promotion is when an employee is transferred from another job with greater responsibilities, a higher level of the job hierarchy and a higher income. In the opinion above, some might say that promotion is a transfer as an employee in this position more.

2.3. Job Motivation

Motivation is maintaining behavior, maintaining actions, and directing specific activities (Permatasari 2017). Therefore, motives (needs, wants) encourage employees to act. As a driving factor that enables someone to work in certain activities, motivation is often interpreted as a driving factor for action. All activities that you do need to have elements that can cause those activities. Mmotivated to influence his investigative procedures in depth, leading to an action that produces or achieves a specific goal. Motivation tells us how moral basis, Moorhead, and Griffin (2013), is now roughly (Adi 2019).

The following words are included in the definition wants, desires, hopes, goals, goals, needs, motivations, motivations, and motivations. Motivation is also a movement that defines human actions to take these actions. Motivation is a mental attitude that supports, empowers, or encourages them later and directs and quotes behaviors, attitudes, and actions related to achieving the second goal (Sartika 2021). Each member is personal. Meanwhile, motivation is a conscious effort to influence one's work to achieve organizational goals. Motivation is a mixture of the concepts of needs, drives, goals, and rewards.

2.4. Performance

Performance can be seen as a process or a result of the action. Performance is the process of how you work to achieve business results. The definition of performance has been formulated by several management experts as follows: Stoner, 1978 in his book Management, states that performance is a function of motivation, skills, and role understanding; Bernardine and Russell 1993 (in their book Achmad S Rubby) define performance as recording the results obtained from a job and certain work activities during a specific time; Handoko defines performance as the process of evaluating or evaluating employee performance; Marsudirini Santoro, (1999) shows that any person or group of people can own work performance in an organization to achieve organizational goals within a certain period.

Performance is evaluated as a job offer/employee in terms of quantity and quality in the organization. In this case, performance can be in the form of individual or workgroup appearances. Therefore, the presentation of work results is not limited only to employees or employees who have functional or structural positions but also to the ranks' totality—individuals in an organization (Mustafa 2020).

That the quantity and quality of a person/person or group of people in an organization to carry out the duties and functions of the principal is based on standards, standard operating procedures, and steps applied to the organization (Madiistriyatno 2015). In addition, that performance can be evaluated, and the quality of work and the amount that can be obtained by employees when carrying out the tasks they are responsible for and as a combination of abilities, efforts and opportunities can be evaluated from artisans. Or a group of people. Meanwhile, emphasized that performance results from a proven process and is measured within a certain period based on pre-determined provisions, standards, or agreements. From several expert opinions. It can be said that the performance conditions must be recognized and confirmed to the parties to determine a certain level of achievement, which is the result of the agency related to the vision of the organization or company and knowing its effect—positive and negative operational policies.

3. Methods

Approach This research uses descriptive quantitative analysis using path analysis and Sobel tests to explain the relationship between the variables studied. This research is survey research, analyzing facts and data that support the information needed to support the research discussion in solving and answering the issues raised, namely the impact of work discipline and promotion by stimulating work on employee performance at PT Saptasaritama. The occupants

of the thesis are Saptasaritama employees with 86 contract and permanent employees. The data used are master data, observations, interviews, and questionnaires are the techniques used to collect data.

4. Results

1.1 Partial Testing of Substructure 1

To find out the partial influence of green marketing and hotel atmosphere on buying interest is presented in Table 1 as follows:

Table 1. Results of Analysis of Substructure Path 1

Model		Coefficients				T	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constan)	.589	.771			.764	.447
	Work Discipline (X1)	.113	.062	.125		1.820	.072
	Job Promotion (X2)	.790	.070	.779		11.346	.000

Source: Data processed 2021

Based on Table 1 above, it can be known that the significance value for the Work Discipline (X1) variable against the Motivation (Y1) is 0.072 and t-calculate 1,820 because the value > 0.05 and score t-table (1.820) < t-count (1,984) means there is a positive effect. Still, it does not have a significant influence on Work Discipline on Motivation. While the Job Promotion significance value is lower than 0.05 and t-count (11,820) > t-table (1,984) means there is an influence on motivation.

See the magnitude of the influence can be seen in the correlation value of determination or R2 described as in Table 2 follows:

Table 2. Determination of Substructure 1

Model Summary				
Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.869 ^a	.755	.749	1.58614

Source: Data processed 2021

Table 2 above obtained the price of correlation coefficient with the value of R-square of 0.755. The data is interpreted that the influence of work discipline and job promotion on motivation is 75.5% external variables influence the rest. The magnitude of the path coefficient is calculated by: $(pY_{e1}) = \sqrt{1 - R^2} = \sqrt{1 - 0.755} = 0.494$.

1.2 Partial Testing of Substructure 2

To see a partial test of the effect of green marketing, hotel atmosphere and buying interest on purchasing decisions can be seen below in Table 3:

Table 3. Results of Substructure Path Analysis 2

Model		Coefficients				T	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constan)	5.241	.882			5.940	.000
	Work Discipline (X1)	.259	.072	.329		3.581	.001
	Job Promotion (X2)	.317	.122	.360		2.611	.010
	Motivation (Y1)	.132	.116	.152		1.131	.261

Source: Data processed 2021

Based on Table 3 above, it can be known that the significance value for the work discipline variable against employee performance is 0.001 and t-count 3.581, sig value. For job promotion variable against employee performance is 0.010

and t-count 2.611 because of the sig value. For work discipline and job promotion is less than 0.05, and the t-count value > t-table (1,984) means that the variable work discipline (X1) and job promotion (X2) partially have a positive and significant influence on employee performance (Y2). While motivation (Y1) where the value of sig. 0.261 and the t-count value (1.131) < table (1,984) there is partially no significant influence between the motivation (Y 1) on the employee performance (Y2) and for the correlation value of the determination or R2 is described as in Table 4 follows:

Table 4. Determination of Substructure 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.581	.567	1.80993

Source: Data processed 2021

Table 4 above obtained the price correlation coefficient with the value of R square of 0.581. The data is interpreted that the influence of work discipline, job promotion, motivation on employee performance is 58.1% outside variables influence the rest. The magnitude of the path coefficient is calculated by: $(pYe1) = \sqrt{1 - R^2} = \sqrt{1 - 0.755} = 0.494$.

5. Discussion

The results of the first hypothesis test, which shows that work motivation is strongly influenced by work discipline at PT Saptasaritama Makassar, indicates that high work discipline, work motivation will increase. Vice versa, if the leadership style is low, then work motivation will also increase. Reduce.

Employees who carry out various work specializations will be allowed to get a salary, the opportunity to occupy a position, the chance to get a promotion or award and the opportunity to develop independent competencies by applicable company regulations. So, the company can motivate its employees.

The descriptive results show that a high variable index, which indicates arriving on time and effectively by working on time and efficiently, can make employees happy, thereby increasing work motivation. The study results, which are in line (Hariyansyah), show that work discipline has many dimensions, one of which is an indication that it will act on time, use time effectively and is not available or cannot be used. From testing the second hypothesis that the organizational culture can influence work motivation at PT Saptasaritama Makassar, the better the promotion, work motivation will increase, and vice versa, poor job promotions will also decrease.

In essence, every employee wants to have the opportunity to be promoted. The promoted employee will have a higher social status and compensation than his previous job. Employees will be more comfortable working in the company. The descriptive results show that the work experience index has the highest response among other job promotion indicators.

Direct work experience is a factor that affects employee work motivation because work experience is a measure of how long or how long it takes to carry out a task to understand the job and carry it out well (Yani and Prabowo). During long working hours, it is enough to help employees overcome difficulties in their work and honesty, loyalty, level of education and work experience, which significantly affect employee motivation.

Testing the third hypothesis shows that employee performance is strongly influenced by work discipline at PT Saptasaritama Makassar. This indicates that my work level increases, employee performance increases, and vice versa if work discipline, then employee performance also decreases. This shows that it is possible to comply with regulations to improve employee performance through good work discipline. Discipline is one of the conditions that exist in employees by the provisions set by PT Saptasaritama Makassar. Therefore, the performance of an employee is strongly influenced by work discipline. Discipline is the work position of people or groups who want to follow or comply with all the rules that have been set (Wiratama and Sintaasih).

The results show that work discipline has a relationship and impacts performance if discipline is applied in the PT Saptasaritama Makassar company. It can create a good account for employees; with good work discipline, students will be responsible for their work and can be carried out effectively and efficiently. A sense of responsibility for the tasks presented. This encourages work ethic, morale, and the achievement of corporate, employee and community

goals. Therefore, every boss must try to ensure that his subordinates have good work discipline (Riyadi). In line with the Malay language an effective manager called discipline led by discipline, discipline begins because the function of human resource management is the most important and becomes a benchmark for knowing what is generally done correctly or not. Good employee discipline reflects that other human resource management functions have been carried out as planned; otherwise, the human resource management function is not good if the discipline is not good.

From the results of descriptive research, the business specialization variable with the highest indicator can be used in a timely and efficient manner to align with what the company expects. Good employees will accelerate the company's goals and decrease discipline will be an obstacle and reduce company performance. This research aligns (Desthiani), which concludes that work discipline affects companies.

The fourth hypothesis test results found that employee performance is strongly influenced by promotion at PT Saptasaritama Makassar; this shows that the promotion offered is better, better employee performance, and vice versa if the rise proposed advertising is better. Lower, and the performance is also lower.

A promotion occurs when an employee is transferred from one job to another with more pay, responsibilities, and levels. If the rise of employees is achieved, they will be motivated to work hard, enthusiastically, and discipline, which will impact good performance so that the company's goals can be performed optimally (Makmur). Improved employee performance can be done by increasing promotions and paying more attention to the index variables of a job promotion, namely honesty, loyalty, education level and work experience. This means that management must be able to continue to encourage all employees to work better and better than before and assure that higher promotions can make a more significant contribution to company performance. This research is in line with the study (Setiawan) that position has a significant and positive effect on employee performance.

The results of the fifth hypothesis test show that employee performance is strongly influenced by work motivation at PT Saptasaritama Makassar; this indicates that my work motivation is high. My employee performance is high, and vice versa if my work motivation is high. Low, low performance. In this case, the stronger the motivation or motivation, the higher the performance. States that the factors that affect performance are abilities, motivational factors, and ways to encourage subordinates' morale to work less and work harder by using all their skills and skills to move forward and achieve company goals. Work motivation significantly affects employee performance (Arfan). In performance, to function correctly, good motivation is needed. Good employee motivation will make employees work optimally.

If employees are satisfied and happy, they will do their job well, and the results will also be good. On the other hand, motivated employees will motivate other employees in the office. This is very important because, in the end, it will create a motivating corporate culture. It is essential to involve employees in the decision-making process but set realistic expectations in the process. Employees motivated to grow the company can usually give opinions on what the team and teams should do without requiring instructions from their superiors. Employees will carry out their duties appropriately and adequately according to their personality and skills. Each employee has a suitable job description. A safe and non-hazardous work environment is critical to maintaining employee motivation. Wise human resources are characterized by flexibility, flexible time. They are prohibited from working at home and caring for their employees, having more than happy and motivated employees. This aligns (Ahdan et al.) research, which shows that motivation has a positive influence. And has a significant effect on employee performance. This is also in line research on employees of PT. Coca Cola Amatil Indonesia (Central Indonesia) shows that work motivation positively affects employee performance. This indicates that if employee motivation can be used, employee performance can increase. In addition, the results (Anwar) research also show that reason has a significant effect on employee performance and achievement needs, and the need for strength has a positive and significant impact on colleagues' performance.

The results of the sixth hypothesis test indicate that employee performance is strongly influenced by work discipline through motivation at PT Saptasaritama Makassar. This shows that the more disciplined the work, the more motivated employees will be, which will affect employee performance. Work discipline is needed for employees because organizational goals will be challenging to achieve if there is no discipline and work motivation. The field grows because of leadership discipline and independence. Leadership discipline, in this case, requires the organization to establish clear rules and impose strict fines on the disciplinary body, with firm penalties, to reduce the disciplinary actions of its employees (Desthiani). Supervisors who work independently must help their employees discipline their employees by setting an excellent example to their subordinates to motivate them to act in a disciplined manner. The

performance of PT Saptasaritama Makassar is influenced by the attitude of discipline and motivation in the environment of PT Saptasaritama Makassar. It is PT Saptasaritama Makassar which has low field and work motivation.

Motivation is more of a hoax than a science. This is because what is needed in its implementation can influence and persuade employees who will get motivated. When employees practise discipline, the employee's work motivation will indirectly increase, which will affect the employee's performance. One possible way to increase employee motivation is to give rewards to employees who have performed well and achieved the targets set by the leadership or superiors. Meanwhile, employees who take disciplinary action can be punished with heavier penalties so that employees are afraid to violate the rules and do not repeat them. Therefore, it is hoped that this method can create and improve the performance of PT Saptasaritama Makassar employees.

Companies need an adequate business system and need a good or excellent work system to produce a good performance for their employees and help the company achieve company goals to achieve company targets. This aligns (Setiawan), which states that work discipline and motivation to work together significantly affect employee performance.

Good employee motivation will encourage employees to return to work with enthusiasm, and the results achieved are also good. With reasonable work discipline and optimal motivation, PT Saptasaritama Makassar will compete with other companies and become a better company than in previous years. This research is also relevant with the title Effect of World Discipline, words, and projects where discipline affects performance through motivation.

The results of the seventh hypothesis test show that employee performance is strongly influenced by the motivation for promotion at PT Saptasaritama Makassar. This indicates that the better the rise of a job, the greater the work motivation of employees, which will affect employee performance.

Job promotion is a means that can encourage employees to be better or more motivated to carry out tasks within the organization. The existence of promotions in companies, in general, is to motivate employees to improve their work performance. Performance rewards are usually written with promotions. Employees perceive promotion as the best thing compared to other salaries. This is because promotional offers are permanent and valid for an extended period and improve employee performance when promotions are offered. The term promotion means advancement because promotion can occur when an employee is promoted from a low position to a higher position. Generally, promotion is followed by an increase in income and other facilities. Increasing pay and responsibilities usually involve promotion.

The results of this study are in line (Riyadi), which emphasizes that promotion has a positive effect on employee performance. In contrast case study, which underlines that advertising has no significant impact on employee performance.

6. Conclusion

Based on this research, the results obtained: 1) work discipline has a positive and significant effect on motivation, 2) job promotion has a positive and significant effect on motivation, 3) work discipline has a positive and significant effect on employee performance, 4) work promotion has a positive and significant effect on employees performance, 5) motivation has a positive and significant effect on employee performance, 6) work discipline has a positive and significant effect on employee performance with motivation, and 7) job promotion has a positive and significant effect on employee performance through motivation at PT Saptasaritama Makassar.

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