

**The Influence of Work Discipline and Position Promotion on Employee Performance
through Job Satisfaction of LLP-KUKM Jakarta**

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Abstract

Every organization aims to have the best performance, therefore, the quality of employees greatly determines the progress of the organization. Employees who are happy with their work routines will be more productive, while those who are dissatisfied with employees will be less productive and are more likely to want to quit their jobs. This study aims to determine the effect of work discipline and job promotion on job satisfaction. It determines the effect of work discipline and job promotion on employee performance. It determines the effect of job satisfaction on employee performance while determining the effect of work discipline on employee performance through job satisfaction and job promotion on performance. LLP-KUKM employees are involved through job satisfaction. The number of samples in this study was 80 employees. The data analysis technique uses path analysis. The results of the analysis show that work discipline and promotion have a significant effect on employee job satisfaction. Work discipline and promotion have a significant effect on employee performance. Job satisfaction has an effect on employee performance. Work discipline affects employee performance through job satisfaction of LLP-KUKM employees. Job promotion has an effect on employee performance through job satisfaction at LLP-KUKM.

Keywords: Work Discipline, Job Promotion, Job Satisfaction, Employee Performance

INTRODUCTION

Human resources are one part that has an important role in an organization to achieve its goals. Organizations can run according to expectations if there are people in them with the same goal, namely to make the organization experience regular improvements and developments. With the right human resources and a good level of performance, it is hoped that an organization can provide more value compared to other organizations so that it can compete in the global market.

Human resources are the main assets of a company that are active planners in every company activity. Human resources have great potential to carry out company activities. The work potential of human resources in the company must be utilized as well as possible so as to

be able to provide optimal output. If the desires and goals of the data company are realized, then these human resources certainly hope that their efforts will be rewarded with the appropriate value from the organization they have been fighting for all this time. One way that relates to human resources in order to become a source of competitive advantage is through increasing the ability of humans to be able to recognize and adapt to a changing environment.

One factor that is very influential in human resources is work discipline. With the existence of work discipline, organizational goals will be easily achieved. Discipline is essentially a limitation of employee freedom. Discipline in a company can be enforced if most of the rules are obeyed by most employees. Disciplined employees will tend to have good performance in the company. So, the higher the employee discipline, the better the employee performance. Employee discipline is closely related to employee compliance with certain regulations both set by themselves and by other parties. The phenomenon of work discipline in LLP-KUKM is that there are still undisciplined employees, this can be seen from the presence of employees who arrive late, leave work before their time, leave without explanation during working hours, do not come to work without any explanation, so that work is hampered and impact on the decline

Another factor that influences internal human resources or employees is future career development, in this case promotion. Promotion is an opportunity to develop and advance which can encourage employees to be better and more enthusiastic about doing a job in the organization. With the existence of promotions, employees will definitely feel valued, cared for, needed and recognized for their work abilities by company management so that they will produce better performance.

The purpose of this study was to determine: the effect of work discipline and promotion on job satisfaction of LLP-KUKM employees, the effect of work discipline and promotion on LLP-KUKM employee performance, the effect of job satisfaction on LLP-KUKM employee

performance, the effect of work discipline on employee performance LLP-KUKM through job satisfaction and the effect of promotion on employee performance LLP-KUKM through job satisfaction.

LITERATURE REVIEW

According to Rachman and Ekosiswoyo in Permatasari (2017) discipline is essentially a statement of the mental attitude of individuals and society which is reflected in a sense of obedience, which is supported by awareness to fulfill tasks and obligations in order to achieve goals. According to Hasibuan (2017) work discipline is a person's awareness and willingness to comply with all applicable social rules and norms. Awareness in this case is the attitude of someone who voluntarily obeys all regulations and is aware of their duties and responsibilities, while willingness is an attitude, behavior and company regulations, whether written or not.

There are several indicators that affect the level of employee discipline in an organization according to Hasibuan (2017), namely as follows: goals and abilities, exemplary leaders, remuneration, appointment, punitive sanctions, firmness, and human relations. Goals and abilities can affect employee discipline. The goals to be achieved must be clear and ideally defined and challenging enough for the employee's abilities. In other words, the goals (work) are assigned to employees and must be in accordance with the ability of the employee concerned to work seriously and be disciplined in doing it. Exemplary leaders play a very important role in determining employee discipline because leaders are made role models and role models by their subordinates. Therefore the leader must set a good example, be honest and fair. That way, the discipline of all employees will also be good. Remuneration (salary and welfare) also influences employee discipline because it will provide employee satisfaction with the company. If employees are satisfied with what is provided by the company, the level of discipline will be better. Justice is the next thing that affects one's discipline. Justice which is

used as the basis of wisdom in giving remuneration or punishment will stimulate the creation of discipline. Waskat or inherent supervision is a real and most effective action in realizing the discipline of the company's employees. Having a supervisor means that superiors must be active and directly supervise the behavior, morale, attitudes, work enthusiasm and work performance of their subordinates. With a watch, superiors can directly determine the ability and discipline of each individual subordinate. Penalties, the severity/lightness of the sanctions that will be applied also affect the good/bad employee discipline. However, the imposition of sanctions must also be considered logically and clearly informed to all employees. The firmness of the leadership in taking action will affect the discipline of the company's employees. As a leader, you must be firm in acting in overcoming any problems in the company, including discipline. Human relations, if the human relations in the company are harmonious then this can create good discipline. Good relationships in this case are vertical or horizontal consisting of direct single relationships, direct group relationships and coss relationships.

According to Simanjuntak (2015) promotion is a program that is regularly carried out by the company, in which an employee will experience a transfer from one position to another that is higher for the achievements achieved, with the value of authority, responsibility, obligation, rights, status. and the income is greater than before so that it can increase employee passion at work which is expressed by maximum performance.

Rival (cited in Animun et al, 2017) promotion occurs when an employee is transferred from one job to another that is higher in pay, responsibility and or level. Generally given as an award, a prize (rewards system) for efforts and achievements in the past. Promotion does not only occur in managerial, but also for those whose work is technical and non-managerial. According to Hasibuan (2017) promotion is a move that increases the authority and responsibility of employees to a higher position in an organization so that their obligations,

rights, status and income are greater. According to Siagian (2009), promotion indicators consist of experience, education level, loyalty; honesty, responsibility, sociability; as well as work performance, initiative and creativity.

According to Hasibuan (2017) job satisfaction is a pleasant emotional attitude. It shows that one loves his job. This attitude is reflected by work morale, discipline and work performance. According to Rivai (2017) job satisfaction is a general attitude that is the result of several specific attitudes towards work factors, adjustment and individual social relations outside of work. According to Robbins (2003) job satisfaction is a general attitude toward one's work that shows the difference between the number of rewards workers receive and the amount they believe they should receive. According to Martoyo (2007) job satisfaction is an emotional state of employees where there is or is not a meeting point between the value of employee remuneration from the company/organization with the level of value of remuneration that is desired by the employee concerned. According to Handoko (2000) job satisfaction is a pleasant or unpleasant emotional state with which employees perceive their work.

According to Nawawi in Suminar et al., (2015) performance indicators are the quantity of work achieved, the quality of the work achieved, the time period for achieving these work results, attendance and activities while present at the workplace, attendance and activities while present at the workplace work, the ability to cooperate. According to Gomes in Nurmiarto and Nurhadi (2006) employee performance indicators are: quantity of work, quality of work, job knowledge, creativity and cooperation.

RESEARCH METHOD

This study uses an explanatory analysis approach. Explanatory analysis is that each variable put forward in the hypothesis will be observed through testing the causal relationship of the independent variables to the dependent variable.

Table 1. Operational Concept and Variable Indicators

Variable	Definition	Indicator	Scale
Work Discipline	According to Hasibuan (2017) work discipline is one's awareness and willingness comply with all applicable social rules and norms. Awareness in this case is the attitude of someone who voluntarily obeys all the rules and is aware about their duties and responsibilities, while willingness is an attitude, behavior and Company regulations, whether written or not	Hasibuan (2017) a. Employee goals and capabilities b. list of attendees c. Leader role model d. remuneration e. Waskat f. Punishment g. Firmness h. Human Relations	Ordinal
Job Promotion	Job Promotion is a move from one position to another with higher status and responsibility (Martoyo, 2007:71)	Siagian (2009) a. Experience, educational level of loyalty b. Honesty, responsibility, sociability c. Work performance, initiative and creativity	Ordinal
Job Satisfaction	Stephen Robbins (2003:91) refers to the term job satisfaction to the general attitude of an individual towards the job he did	Nelson and Quick (2006) a. Wages b. Promotion c. Supervision d. Work colleague	Ordinal
Employee Performance	According to Rivai (2017) performance is a general term	Gomes in Eco Nurmiarto and Nurhadi	Ordinal

Variable	Definition	Indicator	Scale
	used for some or all of the actions or activities of an organization in a period with reference to a number of standards such as past or projected costs on the basis of accountability efficiency. or management accountability.	a. Quantity of Work b. Quality of Work c. Job Knowledge d. Creativeness e. Cooperation	

DISCUSSION

Work discipline affects job satisfaction. High work discipline can encourage employees to feel responsible for all aspects of work, this will cause employees to feel satisfied with the results of their work because employees really complete their work. This is in accordance with the opinion of Suwarno and Priansa (2011) which states that job satisfaction is the way an individual feels his work resulting from the individual's attitude towards the various aspects contained in the job. Work discipline must not only be faced with regulations and sanctions, but also need to be adequately considered and balanced. This means that the income earned by employees can adequately improve the standard of living of these employees. Every employee has needs, and these needs must meet material and non-material needs. If the organization can meet these needs, employees will be more satisfied with their jobs. A sense of security in terms of work and income allows employees to focus more on their work. The results of this study support Widiyanto and Setyawasih (2019) who state that work discipline affects job satisfaction. However, the results of this study do not support Amiroso and Mulyanto (2015), Sofyan et al. (2016) which states that work discipline does not affect job satisfaction.

Promotion has an effect on job satisfaction, which means that the better the implementation of the promotion can increase job satisfaction. Promotion is an

acknowledgment of the ability and potential of the employee concerned to occupy a higher position, with this promotion program, so that employees who feel they have potential will feel satisfaction in working for the company. As Hasibuan (2017) argues, promotion is a move that increases the authority and responsibility of an employee to a higher position in an organization so that the obligations, rights, status and income are greater. The level of employee satisfaction can be seen from co-workers helping each other in completing work and creating harmonious relationships within the organization. Every employee expects and wants a promotion because promotion is seen as proof of the results of the employee's work while working for the organization. The higher the employee's position in the organization, the higher the level of employee satisfaction. This is due to the greater income received so as to ensure a more decent standard of living, employees who have the potential to demonstrate their work abilities and the social status of employees to be relatively high both inside and outside the organization. If employees who already have a certain position and are already at a managerial level see that there is still an opportunity to occupy a higher position, their job satisfaction will tend to be greater. The results of this study support Noor et al. (2015), Saharuddin and Sulamiman (2016), Magdalena and Rulyati (2019), Sitio (2019), Maulana (2019), Rinny et al. (2020) which states that promotion has an effect on job satisfaction.

Job promotions affect employee performance, which means that promotions that are carried out properly can improve employee performance. Promotion is the promotion of an employee to a higher rank or position. In addition, employee promotions can increase salaries, benefits, and increase status. It cannot be denied that promotions are one of the factors that drive employee performance. Employees get a promotion if they have several indicators including experience, level of education, loyalty, honesty, responsibility, sociability, work performance, initiative and creativity at work. Promotions are expected to spur employees to always be highly dedicated at work and can improve the quality of employee work. Promotion

of positions for employees can provide enthusiasm for better performance. Employees will be more enthusiastic about carrying out their duties to the best of their ability if employees know that the Leader will always give appreciation for every achievement that employees show.

The results of this study support Sofyan et al. (2016), Magdalena and Rulyati (2019), Maulana (2019), Rinny et al. (2020) which states that job satisfaction affects performance. However, the results of this study do not support Prasetyo and Marlina (2019) who state that job satisfaction has no effect on performance.

Employee work discipline in this study is reflected in employees doing work according to their abilities, coming to the company on time. There is a match between length of work and remuneration that employees receive. Punitive sanctions also affect employee work discipline, employees who violate discipline receive strict sanctions , and establish a harmonious relationship between management and employees, so as to increase satisfaction reflected in the salary received in accordance with the workload, the salary is always given on time, there is better supervision of work results, in completing work, efficiency is emphasized more by leaders, colleagues work helps each other in completing work and co-workers establish harmonious relationships, and have an impact on improving employee performance as reflected in being able to complete work in accordance with established conditions, being able to target work to be completed, completing work carefully, prioritize quality in completing work, make it easy to complete work, can complete work quickly, creativity, work is quickly completed with cooperation and all team members contribute to each other to achieve goals. Through discipline, employees not only respect themselves but also respect other employees. For example, an employee works without supervision from superiors. Good employee discipline accelerates organizational goals, because without high employee discipline, it is difficult for an organization to achieve good performance.

Employees who have work performance at LLP-KUKM in accordance with the provisions of the organization get a reward, namely the title of the best employee and the employee gets the opportunity to be promoted, so that from the results of these achievements the employee feels satisfied with the results he has achieved while working at LLP-KUKM. Promotion also encourages employees to be more active in providing added value for themselves.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of the research that has been done, the researcher can draw the following conclusions:

1. Work discipline and promotion have a significant effect on job satisfaction of LLP-KUKM employees. This shows that employees who have high work discipline and are supported by promotions according to procedures can increase job satisfaction.
2. Work discipline and promotion have a significant effect on the performance of LLP-KUKM employees. This shows that organizations that have employees who are disciplined at work and are supported by promotions according to procedures can improve employee performance.
3. Job satisfaction affects employee performance, which means that the higher employee job satisfaction in completing work can improve employee performance.
4. Work discipline affects employee performance through job satisfaction of LLP-KUKM employees. This shows that employees who have a high level of work discipline can improve employee performance, if employees feel satisfied at work. Promotion has an effect on employee performance through job satisfaction of LLP-KUKM employees. This shows that promotions according to procedures can increase employee job satisfaction so that employees can complete their work better and have an impact on improving employee performance

Suggestion

Based on the results of the research and discussion the authors try to provide suggestions that might be followed up as follows:

1. For LLP-KUKM

a. In increasing employee discipline when completing the work that is assigned to them, LLP-KUKM always enforces the regulations that apply to employees and provides sanctions for violations committed by employees, whether intentional or unintentional, and leaders can serve as role models and role models for employees.

b. The promotion program that has been running smoothly is maintained because the promotion program set by the organization makes employees feel satisfied at work and improves employee performance.

Future researchers can develop research such as leadership and organizational culture that can have a good influence on employee performance

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