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THE INFLUENCE OF JOB PROMOTION, COMPETENCE, DISCIPLINE AND MOTIVATION ON EMPLOYEE PRODUCTIVITY

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Abstract: The study serves to determine the effect of job promotion, competence, discipline, and motivation on employee productivity. The population of the above research is operators and supervisors. To calculate the number of samples using the Slovin formula and obtained a total of 86 people as a sample. This type of research uses quantitative research. The data collection method used is an online questionnaire. The results of the study state that job promotion has no positive and insignificant effect on employees. Competence has a positive and significant effect on employees. Discipline has a positive and significant effect on employees. Motivation produces a positive and insignificant effect on employees. Job promotion, competence, discipline and motivation simultaneously have a significant effect on employee work productivity.

Keywords: Job Promotion, Competence, Discipline, Motivation, Employee Productivity

1. Introduction

In a company operating system, the potential of human resources is essentially one of the capitals and plays the most important role in achieving company goals. Sutrisno (2016) states that human resource management is the activity of planning, procurement, development, maintenance, and use of human resources to achieve both individual and organizational goals. Therefore, companies need to manage human resources as well as possible. This can be realized through adjustments such as increasing promotions, competence, discipline, as well as motivation and good work experience. Job promotion is an important aspect of human resource management. The definition of promotion is stated by Hasibuan (2019), namely to move from one position to another position with higher status and responsibilities. Sutrisno (2019) defines competence as an ability based on skills, knowledge, and relevant work attitudes in carrying out tasks and work in accordance with predetermined work requirements. Employee discipline is a critical factor in achieving organizational goals. Rivai (2004) defines discipline as a tool used by managers to change behaviour and ensure compliance with the rules that have been set in the organisation. Discipline reflects the level of responsibility of employees towards their duties. According to Hasibuan (2016) Work motivation is the provision of driving force that creates a person's work enthusiasm, so that they want to work together, work effectively and integrate with all their efforts to achieve work productivity. Motivation is something given to or for someone to motivate that person, which includes rewards such as increased salaries, promotional awards, and punishments such as disciplinary action (Armstrong, 2006). Employee work productivity is a key indicator in measuring individual performance and contribution to the achievement of organizational goals. The problem that occurs in the promotion of positions is that many employees are quickly promoted even though the employees are not competent to become Sub Leaders and Dandory. Decreased work discipline.

There is a decrease in work motivation so that it has an impact on decreasing productivity. This research was conducted at PT Sumitomo Wiring System Batam Indonesia Plant 2 2nd floor which is located at Batamindo Industrial Park, Jl. Beringin No.08, Muka Kuning, Kec. Sei Beduk, Batam City, Riau Islands 29433. The research was conducted to evaluate the effect of job promotion, competence, discipline, and motivation on employee productivity at PT Sumitomo Wiring System Batam Indonesia.

2. Literature Review

Job Promotion

Moekijat (2021) defines promotion as an increase in position accompanied by increased responsibilities and rights. According to him, promotion is also a form of company appreciation for the outstanding performance and contribution of an employee, which is expected to provide greater motivation to employees.

Competence

Mitchell (2019) revealed that competence is the behaviour and ability needed to achieve the desired performance standards in a role or situation. These competencies include cognitive, affective, and psychomotor aspects that individuals must have in order to be able to carry out their duties properly.

Disicipline

Wahyudi (2019) said that selfconfidence is contained in various policies and procedures, including regulating employee attitudes and behavior. In addition, to ensure that goals are achieved and discipline rules are implemented, it is necessary to think about an expectation, for example, providing motivation. The motivation in question can increase employee morale, for example, compensation, moral support, punishment for making mistakes, and so on.

Motivation

According to Robbins (2006), motivation is a process that explains the intensity, direction, and perseverance of a person in an effort to achieve their goals. Motivation is a drive from within a person to act in accordance with certain desires.

Employee Productivity

Hasibuan (2013), stated that productivity is “the ratio between output (results) and input (input). If productivity rises, this is only possible due to an increase in efficiency (time-material-labor) and work systems, production techniques and an increase in the skills of the workforce”.

Hypothesis Development

H1: Job promotion has a positive effect on employee productivity
H2: Competency has a positive effect on employee productivity
H3: Discipline has a positive effect on employee productivity
H4: Motivation has a positive effect on employee productivity
H5: Job promotion, competency, discipline, motivation simulatenously have a positive effect on employee productivity

Research Framework

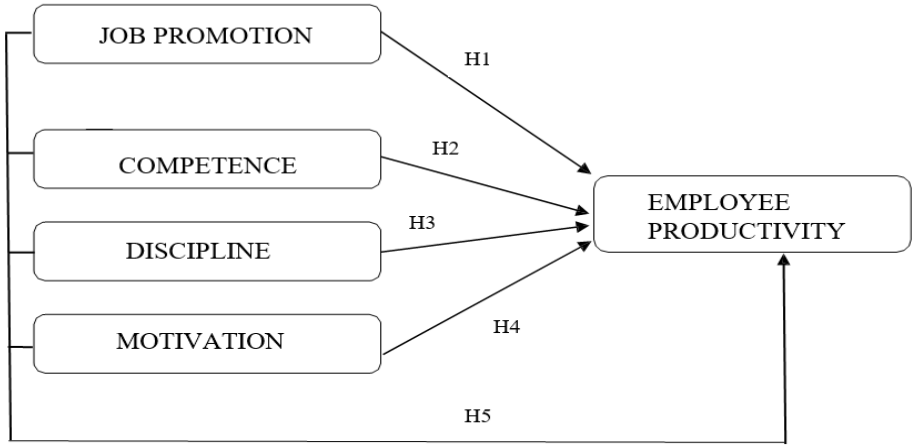

Figure 1: Research Framework

3. Method

Research Approach and Technique

The methodology used in this research is quantitative method with descriptive analysis. This research was conducted at plant 2, 2nd floor of PT Sumitomo Wiring System Batam Indonesia. The data collection method is a questionnaire using Google Form. This study uses a minimum score of 1 and a maximum score of 5 with the respondent's answer indicating an opinion of agree or disagree.

Population and Sample

The population of this study is the production employees of PT Sumitomo Wiring System Batam Indonesia, totalling 86 respondents with sampling using the slovin formula. Distribution of questionnaires which are primary data distributed to employees of PT Sumitomo Wiring System Batam Indonesia totalling 86 people after that secondary data will be obtained.

Data Source

The data sources in this study are primary and secondary data. Primary data is obtained from respondents' answers through filling out an online questionnaire. Secondary data in the form of literature books and previous research in accordance with the variables raised in this study.

Data Collection

Data is crucial and determines the success of the research process. In this study, researchers used primary data in the form of numbers or numerical, which were sourced from respondents' answers to research instruments in the form of questionnaires. The questionnaire is a statement related to the variable under study which is given to respondents to be filled in with a weighting from 1 to 5 or from strongly disagree to strongly agree.

Data Analysis

This study analyses the influence of job promotion, competence, discipline, motivation on employee productivity using multiple regression methods. Multiple regression as an analytical tool for the influence between the independent variable and the dependent variable.

4. Result and Discussion

Validity Test

Table 1. Instrument Validity Test Results

Varible	Statement	r count	Positions	r tabel	Interpretation
Job Promotion	X1.1	0,802	>	0,178	Valid
	X1.2	0,870	>	0,178	Valid
	X1.3	0,768	>	0,178	Valid
	X1.4	0,770	>	0,178	Valid
	X1.5	0,792	>	0,178	Valid
Competence	X2.1	0,699	>	0,178	Valid
	X2.2	0,763	>	0,178	Valid
	X2.3	0,810	>	0,178	Valid
	X2.4	0,736	>	0,178	Valid
	X2.5	0,687	>	0,178	Valid
Discipline	X3.1	0,758	>	0,178	Valid
	X3.2	0,766	>	0,178	Valid
	X3.3	0,622	>	0,178	Valid
	X3.4	0,802	>	0,178	Valid
	X3.5	0,739	>	0,178	Valid
Motivation	X4.1	0,766	>	0,178	Valid
	X4.2	0,826	>	0,178	Valid
	X4.3	0,707	>	0,178	Valid
	X4.4	0,674	>	0,178	Valid
	X4.5	0,723	>	0,178	Valid
Employee Productivity	Y.1	0,729	>	0,178	Valid
	Y.2	0,800	>	0,178	Valid
	Y.3	0,667	>	0,178	Valid
	Y.4	0,762	>	0,178	Valid
	Y.5	0,706	>	0,178	Valid

Source: The primary data source processed by author, 2024

From the results of the validity test, all indicators of variable instrument job promotion (X1), competence (X2), discipline (X3), motivation (X4) and employee productivity (Y) are declared valid.

Reliability Test

The reliability test is used to show the extent to which the measurement results remain consistent using the Cronbach Alpha (a) value, where if Cronbach Alpha (a) is greater than 0.60, it can be said that the statement item is reliable or reliable.

Table 2. Instrument Reliability Test Result

Variable	Cronbach Alpha	Position	r alpha	Interpretation
Job Promotion	0,860	>	0,60	Reliabel
Competence	0,791	>	0,60	Reliabel
Discipline	0,791	>	0,60	Reliabel
Motivation	0,793	>	0,60	Reliabel
Employee Productivity	0,783	>	0,60	Reliabel

Source: The primary data source processed by author, 2024

Classical Assumption Test

The classical assumption test is a statistical requirement that must be met in multiple linear regression analysis based on ordinary leas square (OLS). To ensure that the regression model obtained is the best model, in terms of estimation accuracy, unbiased, and consistent, it is necessary to test the classical assumptions (Juliandi et al., 2014).

Normality Test

The normality test is used to test whether the research sample conducted or the dependent variable and the independent variable both have a normal distribution relationship or not. The probability plot graph can be seen in the following figure:

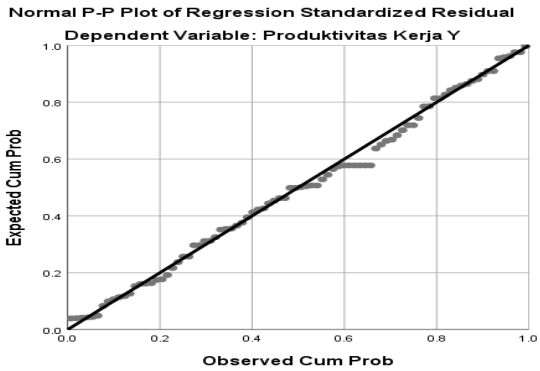

Figure 2: Normality test
Source: The primary data source processed by author, 2024

Based on Figure 2 in the normal p-plot graph, it can be seen that the points spread around the diagonal line and the distribution is not too far or wide, therefore it can be concluded that the residual value of the data is normally distributed, so the regression model fulfils the assumption of normality.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between independent variables. To detect the presence or absence of multicollinearity in the regression model, it can be seen from the Tolerance value and Variance Inflation Factor (VIF). Multicollinearity is when the tolerance value is ≤0.10 or equal to the Variance Inflation Factor (VIF) value ≥10. For example, a tolerance value of 0.10 is equal to a collinearity level of 0.95 (Ghozali, 2018: 108).

Table 3. The Multicollinearity Results Test

Model		*Collinearity Statistics*	
		Tolerance	**VIF**
1	*(Constant)*		
	Job Promotion	.894	1.069
	Competence	.505	1.973
	Discipline	.488	2.063
	Motivation	.371	2.420

Source: The primary data source processed by author, 2024

Based on table 3 above, there is no multicollinearity; tolerance value ≥0.10 or Variance Inflation Factor (VIF) value ≤10

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. There are several ways that can be done to test heteroscedasticity, namely the plot graph test, park test, glejser test and white test. The test in this study uses a Plot Graph between the predicted value of the dependent variable, ZPRED, and the residuals SRESID.

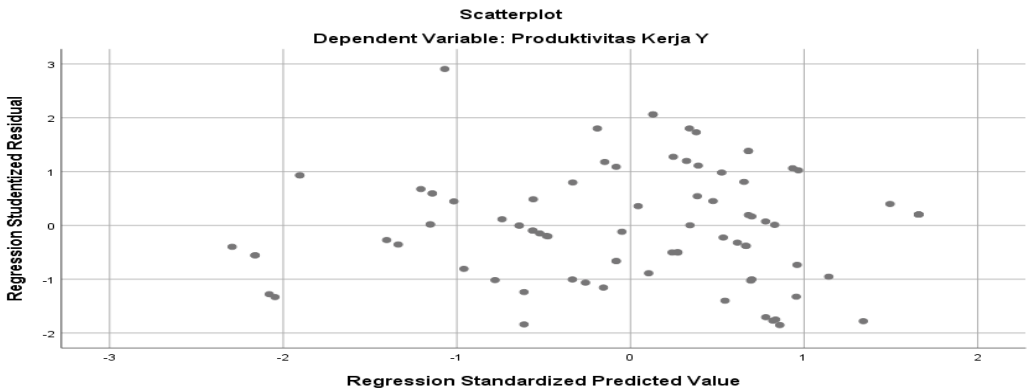

Figure 3: Heteroscedasticity Test
Source: The primary data source processed by author, 2024

From the findings of the heteroscedasticity test above the scatterplot graph presented in the figure above, it can be seen that the points spread randomly and do not form a certain clear pattern and are scattered both above and below zero on the Y axis. This means that there is no heteroscedasticity in the regression model.

Autocorrelation Test

Aims to test whether in the linear regression model there is a correlation between confounding errors in period t and confounding errors in period t -1 (previous). If there is a correlation, it is called an autocorrelation problem (Ghozali, 2018: 108). In this study, to test whether there are symptoms of autocorrelation using the Durbin-Watson test (DW test).

Correlation and Determination Coefficient Test

The correlation coefficient is a statistic that calculates the pair of numbers between X and Y that describe the relationship between the members of the pair (Maria & Chandra, 2023). One of these analyses is Pearson correlation analysis to test the level of relationship from weak to strong between two variables that have normal data distribution (Maria & Chandra, 2023). The coefficient of determination (R^2) essentially measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination is between zero and one. A small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited.

Table 4. The Autocorrelation of Result Tests

Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766[a]	.587	.567	1.73681

a. Predictors: (Constant), Job Promotion, *Competence*, Discipline, Motivation.

Source: The primary data source processed by author, 2024

Table 5. The Standard Interpretation of Correlation Coefficients

Internal	Relationship Level
0.81-1.00	Very Strong
0.61-0.80	Strong
0.41-0.60	Moderate
0.21-0.40	Low
0.00-0.20	Very Low

Source: Widodo et al, 2023

Based on table 4, it is known that the R square value is 0.587 and this means shows that the variables of Job Promotion, Competence, Discipline and Motivation simultaneously affect Employee Productivity by 58.7% while the remaining 41.3% is explained by other variables not included in this study

Multiple Linear Regression Analysis

Table 6. The Test t Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.391	2.189		.636	.527
	Job Promotion	.067	.086	.059	.781	.437
	Competence	.312	.106	.294	2.930	.004
	Discipline	.358	.100	.367	3.591	.001
	Motivation	.195	.119	.192	1.637	.106

Source: The primary data source processed by author, 2024

Multiple Linear Regression is used to predict the effect of independent variables on the dependent variable to prove whether there is a functional relationship between these variables. The regression equation can be seen in the output of SPSS version 25.

Y = 1.391+ 0.067 X1 + 0.312 X2 + 0.358 X3 + 0.195 X4 + e

The interpretation of the regression model above is:

a = 1.391. If job promotion, competence, discipline and motivation are equal to 0 (zero) or constant (no increase or decrease) then the employee performance obtained is 1.391

X1 = 0.067. If job promotion by 1 (one unit), employee productivity will increase by 0.067.

X2 = 0.312. If competence increases by 1 (one unit), employee productivity will increase by 0.312.

X3 = 0,358. If discioline increases by 1 (one unit), employee productivity will increase by 0.358.

X4 = 0.195. If motivation increases by 1 (one unit), employee productivity will increase by 0.195.

Test t (Partial)

The t statistical test basically shows how far the influence of one independent variable individually in explaining the dependent variable**.**

1. Based on the results of the t test, the calculated Job Promotion t value is smaller than the t table (0.781 < 1.291) and the significance value (0.437 > 0.1), which indicates that the hypothesis is rejected and the Job Promotion variable does not have a significant effect on employee productivity.
2. The t test results show that the Competence variable has a calculated t value greater than the t table (2.930> 1.291) and a significance value (0.004 < 0.1), so the hypothesis is accepted and the Competence variable has a significant effect on employee productivity.
3. The t test results show that the Discipline variable has a calculated t value greater than the t table (3.591> 1.291) and a significance value (0.001 < 0.1), so the hypothesis is accepted and the Discipline variable has a significant effect on employee productivity.
4. Based on the t test results, the Motivation variable has a calculated t value greater than the t table (1.637 > 1.291) and a significance value (0.106 > 0.1), which indicates that the hypothesis is accepted, but Motivation does not have a significant effect on employee productivity. Based on the results of the t test above, it can be understood that: the Motivation variable has a t value greater than t table (1.637 > 1.291) and a sig value (0.106 > 0.1), which means that the hypothesis is valid and Motivation does not have a significant impact on employee productivity.

F Test (Simultaneous)

This test is conducted to determine whether the independent variables simultaneously have a significant effect on the dependent variable. Based on the output table 7, the value of f count> f table (28.825> 2.77) and the significance value (0.000 <0.1) indicates that the alternative hypothesis is accepted, which means that the variables of work promotion, competence, discipline, and motivation have a significant influence on work productivity.

Table 7. The Result F Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	347.802	4	86.950	28.825	.000[b]
	Residual	244.338	81	3.017		
	Total	592.140	85			

b. Predictors: (Constant), Job Promotion, Competence, Discipline, Motivation

Source: The primary data source processed by author, 2024

5. Conclusions

Based on the results of the research that has been conducted, it is found that partially and simultaneously job promotion, competence, discipline, and motivation have a significant influence on work productivity with conclusions that are proven as follows job promotion has no significant effect on employee performance. This research is not in accordance with the results of Elyas et al. (2020) and Rahayu, S. (2017). Competence has a positive and significant effect on employee work productivity. This research is in line with the results of research by Mangkunegara, A. P. (2017), Fahrurrozi, M, Murcahyanto H and Mohzana (2021). Discipline has a positive and significant effect on employee work productivity. The results of this study are consistent with the findings of Ferawati, A. (2017). Motivation has a positive and insignificant effect on employee work productivity. This research is not in line with the findings of Mangkunegara, A.P. (2017). Fahrurrozi, M, Murcahyanto H, Mohzana (2021). Limitations: (a) The results showed that job promotion has no significant effect on work productivity, contrary to several previous studies. This could be due to the different characteristics of respondents or a work environment that has a certain organisational culture that does not emphasise the importance of promotions in increasing productivity. (b) This study is limited by the sample size or population coverage that is less representative. The number of respondents or industrial sectors studied is less varied, so the results cannot be generalised to all industries or types of organisations. (c) Although motivation has a positive influence, it is not significant. This could indicate that the measuring instrument or indicator used in measuring motivation is less precise or less sensitive to capture the effect of motivation on productivity. (d) This research was conducted within a certain period of time which may be too short to capture the deeper influence of the variables studied on employee work productivity. Suggestions for Future Research: (a) To obtain more representative results, future research can expand the scope of the population and involve various industrial sectors. This will help understand the differences in the influence of the variables studied in different contexts. (b) Future research can add moderating or mediating variables such as organisational culture, leadership style, or relationships between employees to understand more deeply the effect of job promotion on work productivity. (c) To measure motivation and competence more accurately, future research can consider using more comprehensive measurement tools, such as in-depth interviews or questionnaires with more detailed scales, to capture various aspects of employee motivation and competence. (d) To better understand the dynamics of the influence of job promotion, competence, discipline, and motivation on productivity, future research can use a longitudinal design, which allows researchers to see changes and the impact of these variables in the long term. (e) In addition to the variables that have been studied, future

research should consider other factors that may affect work productivity, such as work-life balance, work stress, and the quality of relationships with superiors.

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