ANALYSIS OF EFFECT PROMOTION AND MOTIVATION TO WORK ON THE PERFORMANCE OF EMPLOYEES JOB SATISFACTION AS AN INTERVENING VARIABLE IN AMIK MEDICOM MEDAN

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Abstract : Every institution in particular the education agency expects every employee to perform well for the purpose of the institution can be achieved effectively and efficiently. To improve the performance of employees required the use of proper promotion system, which motivated crimes and high job satisfaction is high. This study aimed to examine the effect of promotions Occupation, Work motivation and job satisfaction of the performance AMIK MEDICOM pegawi either directly or indirectly. This research is quantitative descriptive statistics and the nature of the research is explanatory research. Methods of data collection was conducted through questionnaires, interviews and documentation study. The study population was a permanent employee at MEDICOM AMIK were 75 people as well as a sample. Data analysis method used was path analysis. The results prove that the promotion of positive and significant impact on job satisfaction. Work motivation significant and positive effect on performance, job satisfaction and significant positive effect on employee performance. Promotion Position positive and significant impact on the performance of employees through job satisfaction, Coefficient determination test proves that the promotion and motivation can explain job satisfaction and the coefficient of determination (R^2) of 0.570 or 57%. Job satisfaction mediates promotion.

Keywords : promotion, work motivation, job satisfaction, employee performance

BACKGROUND

Resources are sources of energy, energy, strength needed to create power, movement, activities, activities and actions. Each agency certainly hopes that its employees have good performance in order to support the agency to achieve its main objectives. For this reason it is important for an agency to pay attention to the level of promotion and motivation through employee job satisfaction to produce high performance.

The performance assessment of AMIK MEDICOM permanent employees uses the Job Implementation Assessment List (DP3) consisting of 5 (five) elements, namely honesty, discipline, work service performance, responsibility, cooperation. The employee performance appraisal method is carried out in 2 (two) ways, namely the observation method in which the foundation staff sees first hand the work implementation and the questionnaire method, which is distributed to all employees. The following are data on the results of the 2014-2015 AMIK MEDICOM employee performance evaluation.

<table>
<thead>
<tr>
<th>Year</th>
<th>Aspect Assessed</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>Honesty</td>
<td>10</td>
<td>10</td>
<td>40</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Discipline</td>
<td>10</td>
<td>10</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Service</td>
<td>10</td>
<td>10</td>
<td>50</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Responsibility</td>
<td>10</td>
<td>10</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Cooperation</td>
<td>5</td>
<td>5</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td>20</td>
<td>15</td>
<td>80</td>
<td>30</td>
</tr>
</tbody>
</table>

Based on the data in Table 1.1. above can be seen a decrease in the percentage of employee performance with a very good category in 2015 which is 6.2% compared to 2014 there were 10% and an increase in the percentage of employee performance that has
a sufficient category, namely in 2014 by 7% while in 2015 amounted to 14.2%. According to the author's initial interview with personnel management, the performance of AMIK MEDICOM employees in 2015 declined compared to 2014, both qualitatively and quantitatively and occurred in each section.

In the case of promotion, there is employee dissatisfaction with the promotion system that occurred at AMIK MEDICOM. This is due to the position promotion system at AMIK MEDICOM which is not based on the principle of justice. This means that AMIK MEDICOM's management in conducting promotions is still using the family system. This gives rise to a sense of injustice for employees that has an impact on employee performance.

The results of the interviews of the authors with 30 employees of AMIK MEDICOM stated that the job promotion system at AMIK MEDICOM has not been based on aspects of honesty, level of education, work experience and initiative. There are still biases such as family relations, employees who have family relations with the foundation take precedence in promotion of positions than those who do not have family relations. The following is the result of the author's initial interview with 30 AMIK MEDICOM employees.

From the initial interview with 30 AMIK MEDICOM employees based on honesty criteria, 20 people agreed and 6 people disagreed. This shows that AMIK MEDICOM prioritizes honesty in the promotion of position. In terms of loyalty, 8 people agreed and 19 people disagreed. This shows that in AMIK MEDICOM employee loyalty is less attention in job promotions. In terms of education level 15 people agreed and 11 people disagreed. This shows that in terms of promotion of positions at AMIK MEDICOM, prioritizing employee education levels. And in work experience 14 people agreed and 11 people disagreed, which means AMIK MEDICOM paid attention to employee work experience for promotion.

**Research purposes:**
1. To find out and analyze the effect of Job Promotion on Job Satisfaction of AMIK MEDICOM MEDAN Employees
2. To find out and analyze the effect of Work Motivation on Job Satisfaction of AMIK MEDICOM MEDAN Employees
3. To find out and analyze the effect of Job Promotion on the Performance of AMIK MEDICOM MEDAN Employees.
4. To find out and analyze the effect of Work Motivation on AMIK MEDICOM MEDAN Employee Performance
5. To find out and analyze the effect of Job Satisfaction on the Performance of AMIK MEDICOM MEDAN Employees
6. To find out and analyze the effect of Job Promotion on Employee Performance through Job Satisfaction of AMIK MEDICOM MEDAN Employees
7. To find out and analyze the effect of Motivation on Employee Performance through Job Satisfaction of AMIK MEDICOM MEDAN Employees

**Benefits of research**
1. For institutions
   The results of this study are expected to help provide input and new ideas for AMIK MEDICOM MEDAN about the influence of job promotions and work motivation on employee performance through employee job satisfaction.
2. For Authors
   This research is expected to be a tool to practice the theories that have been obtained during lectures and integrated with the reality of the writer's work so that the writer can add knowledge, understanding and experience regarding the influence of the analysis of the influence of promotion and motivation, on employee performance through job satisfaction to be applied in the future.
3. For Universities (USU's Faculty of Economics and Business Master of Management Study Program).
   The results of this study are expected to prove that the University of North Sumatra is a competent place of learning that can provide learning for
writers to practice in real life and is an additional wealth of research in case studies to be used and developed.

4. For Further Researchers
The results of this study are expected to provide additional ideas or understanding and as a reference material for further researchers who conduct the same research.

LITERATURE REVIEW
Employee performance
Mangkunegara (2009: 9) states that employee performance (work performance) is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

Job Promotion
Werther and Davis (2003:201) sebagai berikut: "A promotion occurs when an employee is moved from a job to another position that is higher in pay, responsibility or organizational level. Generally, it is gives as are cognation of a person's past performance and future promise"

Motivation.
Saydam in Kadarisman (2012: 275), Motivation is the whole process of giving encouragement or stimulation to employees so that they are willing to work willingly without being forced.

Employee performance
Mangkunegara (2007: 117) states that job satisfaction is a feeling that supports or does not support employees who are related to work or with other conditions.

Conceptual framework

RESEARCH METHODS

Place and time of research
The study was conducted at AMIK MEDICOM MEDAN with the research subjects were all employees in the tertiary institution. When the study was conducted in November - December 2016 to conduct trials on research instruments, collect data, analyze data and prepare research reports.

Research Types and Methods
This type of research is quantitative descriptive research that aims to make a picture of the facts and characteristics of a population or a certain area systematically, factually and thoroughly.

Population and Sample
Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were all permanent employees at AMIK MEDICOM Medan in 2015, amounting to 75 people.
The sample is part of the population used to infer or describe the population. According to Sugiyono (2005), the sample is part of the number and characteristics possessed by the population. According to Sekaran (2006) states that in multivariate research including multiple regression, the sample size should be 10 times greater than the number of variables in the study. This research has 4 variables. Because the total population is 75, all members of the population are sampled (saturated sample).

Data collection technique.
The technique used to collect data in this study used a non-test instrument with a questionnaire. This questionnaire or questionnaire contains the dependent variable (AMIK MEDICOM employee performance), the independent variable (job promotion and motivation) and the intervening variable (job satisfaction) using the Likert model attitude scale.

Data Types and Sources
1. Primary data.
Primary data is a source of research data obtained directly from the original source. Primary data is specifically collected by researchers to answer research. Primary data were obtained from the answers of respondents who filled out and returned the questionnaire.

2. Secondary data is data obtained from documentation studies.

Validity Test and Reliability Test
Validity is a measure that shows the levels of validity or validity of an instrument (Arikunto, 2002). An instrument is said to be valid if it is able to measure what is desired and can reveal data from the variables studied precisely. High and low validity of the instrument shows the extent to which the data collected does not deviate from the picture of the intended validity.

The method used in testing the level of validity is with internal variables, namely testing whether there is a match between the instrument parts as a whole. To measure it using item analysis. Measurement in item analysis is by means of existing scores then correlated using the product moment correlation formula proposed by Pearson in Arikunto (2002) using SPSS software.

RESULTS AND DISCUSSION
Job Promotion Validity Test Results
Table 3.3 Job Promotion Validity Test Results have a value of r-count > r-table, so it can be concluded that all instruments of the Job Promotion variable statement are valid and can be used in this study.

Work Motivation Validity Test Results
Table 3.4 proves the results of testing instruments of Work Motivation variables are all valid because they have the value r-table > r-count, so the instruments in the Work Motivation variable can be used in this study.

Employee Performance Validity Test Results
Table 3.6 proves that the results of testing the Employee Performance variable instrument are entirely valid because they have the value r-table > r-count, so the instruments in the Employee Performance variable can be used in this study.

Reliability Test Results
Used to measure variable reliability. If the Alpha Cronbach reliability number > 0.60 then the variable items are declared reliable, and if the Alpha reliability numbers <0.60 then the variable items are declared not reliable (Nunnally). Table 3.7, it can be seen that the Cronbach’s Alpha value of all variables tested has a value above 0.60, it can be
concluded that all the variables in this study passed the reliability test and were declared reliable with very high criteria.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Promotion</td>
<td>0.685</td>
<td>Relabel</td>
</tr>
<tr>
<td>Work Motivation</td>
<td>0.757</td>
<td>Relabel</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.743</td>
<td>Relabel</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.741</td>
<td>Relabel</td>
</tr>
</tbody>
</table>

**Data analysis method**

This study uses data analysis techniques, namely path analysis.

The first substructure equation:

\[ Z = \rho_{2z} Y_1 + \rho_{1z} X_1 + \epsilon_1 \]

The second substructure equation:

\[ Y = \rho_{2y} Y_1 + \rho_{1y} X_1 + \rho_{zy} Z + \epsilon_2 \]

Where:
- \( Z \) = Job Satisfaction (Intervening variable)
- \( Y \) = Employee performance
- \( X_1 \) = Job promotion
- \( X_2 \) = Work motivation
- \( \rho \) = Path coefficient
- \( \epsilon \) = Error

**Characteristics of Respondents by Age**

**Characteristics of Respondents by Gender**

Table 4.5 above it is known that 69% of respondents are women, the remaining 31% of respondents are male. This shows that the more employees are women. The dominant number of women compared to men reflects that in terms of AMIK MEDICOM has provided equal opportunities for women and men to take part in the work environment, even more advanced AMIK MEDICOM has provided equal opportunities in career for women and men.

**Marriage Status Number of Respondents**

Table 4.8. it is known that the number of employees who are not married is more than those who are married. This is because AMIK MEDICOM is more interested in recruiting unmarried employees because they do not have a household attachment and the reasons for the elasticity of time and a higher level of work attachment to the workplace organization.

**Characteristics of Respondents Based on Education Status**

Table 4.11 it is known that employees with education status at the baccalaureate level (Diploma) are the most dominant namely 35 people (47%). The second highest rank is the level of high school education amounted to 21 people (28), the third rank level Bachelor (S1) 16 people or 21%. The fourth place diploma 1 was 3 people (4%).
The higher the level of education the more extensive one's knowledge and the higher the expectations.

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Total of Respondents (People)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School</td>
<td>21</td>
<td>28</td>
</tr>
<tr>
<td>Diploma</td>
<td>38</td>
<td>51</td>
</tr>
<tr>
<td>S1</td>
<td>16</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100</td>
</tr>
</tbody>
</table>

Characteristics of Respondents Based on Length of Work

Table 4.14 shows that the number of AMIK MEDICOM employees who had a working period of less than 5 years was 41% from 5-10 years as many as 43%. This shows that the level of motivation to remain in AMIK MEDICOM is low, because only 10 people want to survive for up to 15 years. This is because the age of employees at AMIK MEDICOM is relatively young.

The Result of testing Classical Assumptions for Structural Equations 1

Normality test result

Normality test is a test used to determine whether a residual value is normally distributed or not. Normality Test aims to determine whether in the regression model, confounding or residual variables have a normal distribution.

The following is the normality test results can be seen in the following Figure 4.6 Histogram:

Based on Figure Histogram 4.6, it is known that the data spreads to all areas of the curve so that it can be concluded that the data processed is data that is normally distributed.

Multicollinearity Test

Multicollinearity test is a test used to find out whether or not there is a strong correlation between independent variables.

<table>
<thead>
<tr>
<th>Model</th>
<th>Variability Statistics</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td>-0.24</td>
<td>2.303</td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>-0.34</td>
<td>2.303</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.21 it can be seen that the two independent variables above have a VIF value smaller than 10 and a tolerance value above 0.1. It is interpreted that in this multiple regression model all variables are free from multicollinearity disorder.

Heteroscedasticity Test

Heteroscedasticity test is a test used to find out whether or not there is an inequality of variance from the residuals of one observation to another. The presence or absence of heteroscedasticity disturbance in a multiple regression model can be done by looking at the pattern of points on a scatterplot graph.

Based on Figure 4.8 it can be seen that the scattered points do not form certain patterns and are spread.
both above and below the number 0 on the studentized residual (Y) regression axis. These results interpret that the regression model data is free from the problem of heteroscedasticity so that the regression model is feasible to predict Job satisfaction variables based on independent variables.

**Coefficient of Determination (R2)**
The coefficient of determination is used to measure the extent of the promotion of the Job Title, Work Motivation in explaining Job Satisfaction.

The coefficient of determination is used to measure the extent of the promotion of the Job Title, Work Motivation in explaining Job Satisfaction.

Table 4.22 obtained the coefficient value Adjusted R Square = 0.570 which means that Job Promotion (X_1) and Work Motivation (X_1), can explain employee performance by 57% and the remaining 43% is influenced by other variables outside the variables studied.

**Simultaneous Test / Simultaneous Testing (Test F)**
Simultaneous test / F test was carried out to determine the level of significance through alpha values <0.05 from Job Promotion and Job Motivation simultaneously on Job Satisfaction.

The substructural equation I influence of job promotion and work motivation on job satisfaction of AMIK MEDICOM employees is as follows:

\[ Z = 5.286X_1 + 1.624X_2 \]

**Classical Assumptions Testing Structure Equation II**

\[ Y = 1.098X_1 + 2.788X_2 + 5.752X_3 \]

**CONCLUSION**

Based on the results of research and discussion described in the previous chapter, the conclusions can be formulated as follows:

1. Partially Position Promotion has a positive and significant effect on job satisfaction of AMIK MEDICOM MEDAN employees.
2. Partially, Work Motivation has a positive and not significant effect on job satisfaction of AMIK MEDICOM MEDAN employees.
3. Partially Promotion Position has a positive and not significant effect on the performance of AMIK MEDICOM MEDAN employees.
4. Partially, Work Motivation has a positive and significant effect on the performance of AMIK MEDICOM MEDAN employees.
5. Partially, job satisfaction has a positive and significant effect on the performance of AMIK MEDICOM MEDAN employees.
6. Partially, promotion position positively and indirectly significant effect on employee performance through job satisfaction as an intervening variable on AMIK MEDICOM MEDAN employees.
7. Partially, work motivation has a positive and not significant effect indirectly on employee performance through job satisfaction as an intervening variable on AMIK MEDICOM MEDAN employees.

SUGGESTION
Based on the conclusions, there are several suggestions from researchers, namely:
1. Judging from job promotions, AMIK MEDICOM's management is expected to clarify the position promotion system and openness in the promotion of AMIK MEDICOM employee positions. The management of AMIK MEDICOM in implementing the promotion should be based on the trust or confidence regarding the honesty, ability and ability of the employees concerned in carrying out their duties properly in the position not only paying attention to family factors. Because a promotional system based on trust will be able to increase job satisfaction and employee performance. Then the management of AMIK MEDICOM should be fair regarding the evaluation of honesty, ability and ability of all employees. An honest and objective assessment and not favoritism, that is without seeing the ethnicity, class and descendants. To carry out promotion of the company position must first determine the conditions that can guarantee that employees who will be promoted will have the ability to hold higher positions.
2. Judging from AMIK MEDICOM's management work motivation, it is expected to be able to increase employee extrinsic motivation such as salary and incentives that are sufficient to meet the physical needs of employees. AMIK MEDICOM management should motivate employees by adjusting the motivation given to the employee's field of work, the length of time the employee works because the length of work affects the understanding of work and ultimately improves employee performance. AMIK MEDICOM also needs to pay attention to the marital status of employees, namely employees who are married and not married because of different motivations. Employees who are married and already have dependents tend to be more motivated to work harder than those who are not married.
3. Judging from the Job Satisfaction of AMIK MEDICOM management, it is hoped that it can improve employee job satisfaction by improving AMIK MEDICOM's financial management so that it can be known with certainty the financial capabilities of the institution. This is needed in order to plan and control finances such as increased salaries, benefits and other forms of incentives that can increase employee job satisfaction so that employees feel that they do not need to leave work even if they are offered a job elsewhere because their needs can be met on AMIK MEDICOM.
4. In terms of employee performance, the medicom management can periodically shift employees from one line of work to another to reduce employee boredom due to monotonous work and AMIK MEDICOM's management is expected to provide training for employees in accordance with their area of work so that employees are able to complete job well and can reduce mistakes in doing work. AMIK MEDICOM management can invite practitioners to provide training to employees.
5. The next researcher is expected to be able to develop research by using other variables outside this research that are expected to improve employee performance.

BIBLIOGRAPHY


