INFLUENCE OF PROMOTION OF POSITION AND DISCIPLINE ON PERFORMANCE IN EMPLOYEES AT PT CITRA KARYA JABAR TOL SUMEDANG REGENCY WEST JAVA

Dessy Sofyanty

Jurusan Manajemen, Universitas Nasional PASIM Bandung

E-mail: Dessysofyanty45@gmail.com

Abstract

This study aims to identify and measure the performance of PT Citra Karya Jabar Tol in Sumedang Regency, West Java since the achievement of employee performance is an important thing that is implemented to produce maximum performance and can survive in the midst of global competition. This research was carried out at PT Citra Karya Jabar West Java Tol Road. This research uses descriptive research methods with a quantitative approach. The regression coefficient value for job promotion variable shows a positive value of 0.412 X1, it can be interpreted that if the promotion increases, the employee's performance will increase by 0.412 units. Furthermore, the discipline variable in the regression equation shows a positive value of 0.42 X2, it can be interpreted that if the discipline will increase by 0.412 units. In addition, the value of the determinant coefficient of R Square is 0.901 or 90.1%, meaning that the influence of the Position Promotion variable (X1) and the Discipline variable (X2) on Employee Performance at PT Citra Karya is 90'1%. Meanwhile, the remaining 9.9% is influenced by other factors beyond this study.

Keywords: *Job Position Promotion, Discipline, Performance*

1. INTRODUCTION

Companies must have proper expertise while dealing with the Asean Economic Community (AEC). As the world becomes more globalized, highly skilled human resources will become the focus of organizational performance. The success or failure of an organization in performing its obligations and activities is inextricably linked to its organizational actors. Individuals' human resources are an amalgamation of their mental and physical abilities. Heredity and environment influence behavior and traits, but work performance is driven by a goal to achieve personal fulfillment (Sudja'i & Mardikaningsih, 2021).

Employee performance achievement is a vital task that must be completed in order to provide maximum performance and survive in the face of global competition. Companies that are adaptable to change will be able to successfully confront any challenge and turn it into an opportunity for the firm (Siregar, 2021). Performance is the consequence of a person's work in terms of quality and quantity in carrying out his duties in line with the obligations assigned to him.

In order to achieve a competent workforce, human resources are a vital part of an institution or organization that must be established and researched. Human resources that are competent and capable of meeting job needs are in high demand. The attainment of firm goals will be impacted if this one aspect does not present. As a response, the company's management must make every effort to empower its employees so that they may achieve

high levels of discipline and performance. This is because the most valuable resource in a corporation is the human element, which is now known as human capital and is extremely important.

Human resources are a business's or organization's most valuable asset since they play a key part in carrying out corporate goals and taking the appropriate activities to ensure that the firm's objectives are met (Edelia & Aslami, 2022). Without good human resources, an established and well-known firm cannot reach its objectives. Due to the company's high expectations for employee performance, the employee will strive to meet the company's performance goals. Promotion is the most important aspect that may help an employee perform better. Employees who are unable to meet their goals may be swayed by the promise of a promotion. The ordinary employee wishes to advance in their career. Unfortunately, expanding career paths or promotions for employees is difficult, and numerous standards must be completed. As a matter of fact, many employees simply give up and accept their jobs as they are. Essentially, many employees seek a promotion since it will increase their status and salary.

Employee performance at PT Citra Karya Jabar Tol can also be influenced by the second factor, discipline. Work discipline refers to an employee's attitude and conduct in regard to organizational rules. Discipline, in essence, is a representation of a person's level of responsibility in carrying out his responsibilities. At PT Citra Karya Jabar Tol, the employee personality type component is highly significant in improving employee performance. Essentially, the organizational culture generated by the company may influence the personality type of employees in an organization. Furthermore, the employees adhere to the company's culture and current rules. This signifies that the company's personnel have followed all of the company's rules.

Hence, employees must embrace work discipline in terms of compensation and others in order to support employee performance as a result of this occurrence. Employees who are disciplined will deliver excellent results. As a result, PT Citra Karya Jabar Tol will run the promotions. PT Citra Karya Jabar Tol is a toll road concessions firm that is currently working on the CISUMDAWU (Cileunyi-Sumedang-Dawuan) Toll Road project in Sumedang Regency, Tanjung Kerta Road, Kojengkang, Licin Village, Cimalaka District.

It is hoped that with a high promotion, all work will run smoothly. High morale will result from the strict discipline. Work will be of higher quality and quantity, and will be completed on time. Employee discipline affects the faster attainment of business goals because it improves employee performance. Employee discipline affects employee performance in the workplace. This will have a negative impact on the company's and employees' ability to achieve their objectives. If indeed the company remains stagnant under the same conditions, it will not develop into a great company.

The most crucial thing right now is to keep this organization running by utilizing human resources. Paying attention to the aspects that might influence employee performance is one method to maintain. Because the workers are the key actors in operating a firm, the employee plays a crucial role. If employee performance is not taken into account, the work outcomes and accomplishments will inevitably suffer. Hence, promotion and work discipline are two aspects that influence employee success.

Based on the background of the research above, this research is entitled "Influence of Promotion of Position and Discipline on Performance in Employees at PT Citra Karya Jabar Tol Sumedang Regency, West Java".

2. LITERATURE REVIEW

2.1. Management

Management is nothing more than a means to an end. Good management will make it easier for the firm, its employees, and society to achieve their objectives. The efficiency and efficacy of management aspects may be improved through management. Even when humans are backed by proper equipment and funds, excellent management is the outcome of human thought and activity. What defines whether management is good or terrible is the way people think and perform. The theoretical background covers theoretical issues relevant to the problem and scope, which are discussed to enhance measurement and decision-making research (Usman, 2013).

According to Hasibuan (2010), management is a process to determine the best way for an organization to use resources to produce goods or services. According to Samson and Daft, management is the process of achieving the objectives of an organization in a manner that is both successful and efficient through the planning, organizing, leadership, and administration of the organization's resources (Danny, 2012).

J.R. Schermerhorn defines management as the process of planning, organizing, leading, and managing the utilization of available resources in order to accomplish specified performance objectives (John, 2012, p. 52). Robbins and Coulter claim that management is the process of organizing and supervising the work activities of other people in order to ensure that such tasks are carried out in an effective and time-efficient manner (Stephen, 2016).

Meanwhile, according to Merchant (2012), the definition of management encompasses everything that is associated with the process of managing resources and directing activities in order to accomplish organizational goals. On the basis of the definitions presented above, it is possible to draw the conclusion that management is a science that directs and directs different people to achieve the same goals in the organization in an organized way and has a plan to process existing resources effectively and efficiently. This conclusion can be reached because management is a science that directs and initiates different people to achieve the same goals in the organization.

Furthermore, Henry Fayol put forward 14 management principles, namely as follows: (Usman, 2013)

 a. Division of work

This division of labor (specialization) is to improve the efficiency and effectiveness of one's work implementation in an organization/agency/company. The division of labor must be adjusted to the abilities and expertise, and based on the principle of the right man in the right place, not on the basis of likes and dislikes.

 b. Authority and Responsibilities

Authority includes the right to give orders and be obeyed, usually from superior to subordinate. This authority must be followed by accountability to the party giving the order.

 c. Discipline

Discipline includes respect for and obedience to the role and goals of the organization.
 d. Unity
Orders Each employee only receives instructions about certain activities from only one supervisor.
 e. Unity of Direction
In carrying out their duties and responsibilities, employees must be directed by a manager with the use of a plan.
 f. Putting Interest
Putting Organizational Interests Over Self Interests
 g. Remuneration/Wage Provision
Compensation for work done must be fair to both the employee and the owner.
 h. Centralization/Centralization
In decision making, there must be a proper balance between centralization and decentralization.
 i. Hierarchy
The lines of command and authority must be clear. So that every employee will know to whom he must be responsible and from whom he gets orders.
 j. Regularity
Materials and people must be at the right place and time.
 k. Justice and Honesty
Justice and honesty are one of the requirements to achieve the stated goals. In this case there must be equal treatment in an organization.
 l. Stability
Employee Conditions Employee stability must be maintained as well as possible so that all work runs smoothly. High labor turnover rate is not good for an organization or company.
 m. Initiative
Subordinates should be given the freedom to carry out and complete their plans even though some mistakes may occur.
 n. Corps Spirit
Every employee must have a spirit of unity (*espritde corps*), namely a sense of the same fate and shared responsibility, employees have pride, loyalty, and a sense of belonging to the company.

2.2. Job Promotion Position

Promotion is a form of trust and recognition of the agency or organization for the abilities and skills of employees. Promotions can be carried out with the aim of strengthening cooperation between employees. The granting of a promotion by an organization or agency is a form of appreciation or "reward" given to an employee as a form of trust and acknowledgment of the ability and skill of an employee to occupy a higher position.

Meanwhile, according to Hasibuan (2010), the basics of promotion are divided into three, namely as follows:
  a. Employees were given promotions based on their years of experience and their length of service to the company. This was known as "experience" or "seniority." Employees who have been with the company for a certain amount of time typically have more experience.

b. Employees with the talents have priority in being promoted to higher positions in this situation. Skills in putting practical work procedures in place, particular techniques in scientific fields, abilities in unifying and harmonizing linked aspects in the formulation of management policies, and skills in delivering direct motivation are all mentioned.

c. Experience and expertise put together in a cohesive whole. The term of service, the formal education certificate, and the results of the class promotion exam all play a role in this promotion.

However, Job Promotion terms generally include: (Hasibuan, 2010)

a. Honesty Employees must be truthful, especially with themselves and their subordinates, and their words and deeds must match while carrying out or managing their duties. He did not exploit his position for his own benefit.

b. Discipline Employees must be punished with regard to themselves, their duties, and the applicable written and customary norms. Discipline among employees is crucial since only with discipline can a corporation achieve maximum performance;

c. Work Performance Employees are able to provide work outputs that can be accounted for in terms of quality and quantity, while also working effectively and efficiently. This demonstrates that staff are efficient with their time and tools;

d. Cooperation Horizontally and vertically, employees are able to achieve corporate objectives through harmonic collaboration with coworkers;

e. Skills. Employees are competent, imaginative, and creative in accomplishing position-related activities effectively. Without frequent supervision from his superiors, he is able to successfully do his tasks autonomously;

f. Abilities. Employees are competent, creative, and imaginative in accomplishing position-related activities effectively. Without frequent supervision from his superiors, he is able to successfully do his tasks unaided;

g. Leadership. He must be able to inspire and encourage his employees to collaborate and achieve corporate objectives efficiently. He must be a model for his subordinates and command great personality authority;

h. Communicative. There is no misunderstanding since employees are able to communicate efficiently and receive or perceive information from superiors and subordinates correctly; and

i. Education. Employees must possess a high school diploma in compliance with the employment requirements.

As for types of Job Promotion which as follows: (Hasibuan, 2010)

1) Temporary Promotion, is a type of promotion that takes place for a limited time. This promotion, also known as PJS (Temporary Officer), is typically employed when an organization needs to temporarily cover a vacant position.

2) Fixed Promotion, in which an employee is promoted from one position to a higher one because the employee has satisfied the qualifications to be promoted to the higher level. The particulars of this offer cannot be changed.

2.3. Discipline

Mangkunegara (2015) defines discipline as a person's awareness of and desire to follow all workplace rules and societal standards. Work discipline is a strategy used by managers to interact with employees so that they are willing to improve their behavior and enhance their understanding of all the regulations and social standards that apply in the workplace (Rivai, 2013). Discipline is a person's knowledge of and willingness to follow all workplace rules and societal conventions (Hasibuan, 2010). In a business organization, discipline must be upheld.

Moreover, there are four forms concerning work discipline, including: (Rivai, 2013)
a. Corrective Discipline, which aims to assist employees rectify improper actions.
b. Retributive Discipline, which aims to penalize those who commit wrongdoing.
c. The utilitarian perspective, which emphasizes the use of punishment only when the positive results exceed the negative repercussions.
d. Individual Rights Perspective: attempting to justify individuals' basic rights during disciplinary processes.

2.4. Performance

Employee performance is defined as the degree to which workers are able to fulfill the criteria of their jobs (Simmamora, 2016). Performance is the achievement of an employee as assessed against the standards or criteria established by the firm. This achievement is referred to as "performance." The authors draw the conclusion that employee performance is the result of work in quality and quantity achieved by an employee in the course of carrying out their duties in accordance with the responsibilities given to them by the organization, as measured by criteria or standards that apply within the organization. This conclusion is based on this definition. The performance of workers, either singly or collectively, has an impact on whether or not the goals set for the organization's overall performance are met with success or failure. Assuming that employee performance plays a role, organizational performance should improve as employee performance improves. Furthermore, there are several factors affect Performance which include:

a. Authority

In a formal structure, authority refers to the character of a message or command given by one member of the organization to another person so that the second member will carry out a work activity in line with the first member's contribution (Pawirosumarto et al., 2017). In the organization, the order specifies what may and cannot be done at any given time.

b. Discipline

Obeying the relevant rules and regulations is an essential component of discipline (Pawirosumarto et al., 2017). Therefore, the activity of the employee concerned in obeying the work agreement with the company where he works is the activity that forms employee discipline.

c. Initiative

The ability to think creatively and come up with plans to achieve organizational goals is referred to as initiative.

3. RESEARCH METHOD

This work is a descriptive research method with a quantitative approach (Sugiyono, 2017). This research was carried out at PT Citra Karya Jabar Tol which is located at Jalan Tanjung Kerta No.07 RT.01/RW.10 Kojengkang, Licin Village. Cimalaka District, Sumedang Regency, West Java. The data was collected by questionnaire, and there were 20 employees at PT. Citra Karya Jabar Toll who responded to a preliminary questionnaire. In this study, the variables used were Promotion (X1), Discipline (X1) and Performance (Y).

4. RESULT AND DISCUSSION

4.1. Research Result

4.1.1. Respondent Profile

Table 1 Respondent Profile based on criteria (gender, education level, years of service, and salary)

Gender	Frequency	Percentage
Man	20	0,6
Woman	10	0,4
Total	30	100
Education Level		
Junior High School	3	0,1
Senior High School	15	0,5
Diploma	2	0,06
Bachelor	9	0,3
Master	1	0,03
Total	30	100
Years of service		
< 2 Years	10	0,33
2-5 Years	19	0,63
> 6 Years	1	0,03
Total	30	100
Salary		
3.000.000 – 5.000.000	20	0,67
6.000.000 – 10.000.000	9	0,3
> 10.000.000	1	0,03
Total	30	100

According to table 1, the gender of the respondents was identified by man as many as 20 employees while woman as many as 10 employees. Furthermore, respondents' level was identified by 3 employees with junior high school education, 15 employees with high school education, 2 employees with Diploma education, while 9 employees with bachelor degree, and only 1 employee with master degree. Meanwhile, respondents' years of service was identified as follows: 10 employees with less than 2 years of service, while 19 employees with 2-5 years of service, and only 1 employee with > 6 years of service. Moreover, respondents based on salary was obtained by 20 employees with salaries of 3.000.000 – 5.000.000, while 9 employees with salaries of 6.000.000 – 10.000.000, and 1 employee with salaries > 10.000.000.

4.1.2. Validity Test

Testing the validity of each variable using SPSS V.26 tools, as follows:

Tabel 2 Validity Test of Each Variable

Variable	Indicator	Result of r-statistic	Value of r-critical	Information
Job Promotion	$X1_{-1}$	0,566	0,300	Valid
	$X1_{-2}$	0,410	0,300	Valid
	$X1_{-3}$	0,442	0,300	Valid
	$X1_{-4}$	0,370	0,300	Valid
	$X1_{-5}$	0,583	0,300	Valid
	$X1_{-6}$	0,320	0,300	Valid
	$X1_{-7}$	0,426	0,300	Valid
	$X1_{-8}$	0,450	0,300	Valid
	$X1_{-9}$	0,511	0,300	Valid
	$X1_{-10}$	0,435	0,300	Valid
	$X1_{-11}$	0,630	0,300	Valid
	$X1_{-12}$	0,413	0,300	Valid
	$X1_{-13}$	0,344	0,300	Valid
	$X1_{-14}$	0,407	0,300	Valid
	$X1_{-15}$	0,623	0,300	Valid
	$X1_{-16}$	0,461	0,300	Valid
	$X1_{-17}$	0,388	0,300	Valid
	$X1_{-18}$	0,412	0,300	Valid
Discipline	$X2_{-1}$	0,721	0,300	Valid
	$X2_{-2}$	0,381	0,300	Valid
	$X2_{-3}$	0,408	0,300	Valid
	$X2_{-4}$	0,763	0,300	Valid
	$X2_{-5}$	0,492	0,300	Valid
	$X2_{-6}$	0,614	0,300	Valid
	$X2_{-7}$	0,451	0,300	Valid
	$X2_{-8}$	0,470	0,300	Valid
	$X2_{-9}$	0,399	0,300	Valid
	$X2_{-10}$	0,377	0,300	Valid
	$X2_{-11}$	0,563	0,300	Valid
	$X2_{-12}$	0,469	0,300	Valid
	$X2_{-13}$	0,417	0,300	Valid
	$X2_{-14}$	0,577	0,300	Valid
	$X2_{-15}$	0,695	0,300	Valid
	$X2_{-16}$	0,457	0,300	Valid
Performance	$Y1_{-1}$	0,733	0,300	Valid
	$Y1_{-2}$	0,411	0,300	Valid
	$Y1_{-3}$	0,454	0,300	Valid
	$Y1_{-4}$	0,680	0,300	Valid
	$Y1_{-5}$	0,481	0,300	Valid
	$Y1_{-6}$	0,590	0,300	Valid
	$Y1_{-7}$	0,461	0,300	Valid

$Y1_{-8}$	0,480	0,300	Valid
$Y1_{-9}$	0,505	0,300	Valid
$Y1_{-10}$	0,524	0,300	Valid
$Y1_{-11}$	0,725	0,300	Valid
$Y1_{-12}$	0,621	0,300	Valid
$Y1_{-13}$	0,440	0,300	Valid
$Y1_{-14}$	0,473	0,300	Valid

Source: Data processed, 2022

The results of the calculation of the validity of the Job Promotion variable (X1), all of the elements of which are 18 statements are obtained at the r-critical value > 0.300, so that it is said to be valid. Likewise, the results Discipline variable validity test (X2), all of the elements of which are 16 statements are in the range of r-critical values > 0.300, so that they are said to be valid. Meanwhile, the results of testing the validity of the performance variable of all its elements are 14 statements that are in the range of r-critical values > 0.300, so that they are valid.

4.1.3. Reliability Test

Tabel 3 Reliability Test Result

	Cronbach's Alpha	**N of Items**
Job Position Promotion	,757	18
Discipline	,806	16
Performance	,797	14

Source: Data processed by SPSS V.26, 2022

From Table 3, it is indicated that Cronbach's Alpha of 0.757 is above the standard of 0.7 so that the Job Promotion variable can be categorized as Good reliability. Furthermore, Discipline variable has obtained a Cronbach's Alpha of 0.806 is above the standard of 0.7 so that the Discipline variable can be categorized as Good Reliability. Moreover, it is indicated that Cronbach's Alpha 0.797 of Performance variable is above the standard of 0.7, so that the performance variable can be categorized as Good reliability.

4.1.4. Classic Assumption Test
1. Normality test
    Is a test that is carried out with the aim of assessing the distribution of data in a group of data or variables, whether the distribution of the data is normally distributed or not.

Tabel 4 Normality Test Result

		X1	X2	Y
N		30	30	30
Normal Parameters[a]	Mean	74.8667	65.7333	58.6667
	Std. Deviation	7.54176	8.10250	6.53021
Most Extreme Differences	Absolute	.145	.213	.133
	Positive	.113	.103	.101
	Negative	-.145	-.213	-.133
Kolmogorov-Smirnov Z		.793	1.167	.726
Asymp. Sig. (2-tailed)		.556	.131	.667

    a. Test distribution is Normal.
    b. Calculated from data
    c. Lilliefors Significance Correction
    d. This is a lower bound of the true significance

The table above shows normality test of 0.667 which is above the significance value > 0.05, so it can be said to be normally distributed or there is no significant difference.

2. Multicollinearity Test

To test and find out whether in a regression model there is a high or perfect correlation between the independent variables. This test can be known by looking at the tolerance value and the VIF (variance inflation factors) value (Ghozali & Latan, 2015).

Tabel 5 Multicollinearity Test Result

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	9.709	2.079		4.670	.000		
X1	-.048	.053	-.258	-.910	.371	.271	3.688
X2	-.071	.049	-.406	-1.431	.164	.271	3.688

    a. Dependent Variable: ABS_RES

The table above shows a tolerance value of 0.271 and a VIF of 3.688 which is a good regression model, because the tolerance value is > 0.01 and VIF < 10. There is no multicollinearity in the test.

3. Heteroscedasticity Test

Aims to find out whether in a regression model there is inequalities of variance from the residuals of one observation to another observation. If the significant value is > 0.05, there is no heteroscedasticity problem (Ghozali & Latan, 2015).

Tabel 6 Heteroscedasticity Test Result

Coefficients[a]

Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
1	(Constant)	.794	3.948		.201	.842		
	X1	.412	.101	.475	4.095	.371	.271	3.688
	X2	.412	.094	.511	4.397	.164	.271	3.688

a. Dependent variabel Kinerja (Y)

The table above shows the standard heteroscedasticity table > 0.05, then the variable X1 to Y was 0.371 and X2 to Y was 0.164. Therefore, it shows significant and there was no heteroscedasticity.

4.1.5. Descriptive Analysis

$$R = \frac{B_{maks} \: x \: n \: - \: B_{min} \: x \: n}{5}$$

$$R = \frac{5x30 - 1x30}{5}$$

$$R = \frac{150 - 30}{5}$$

$$R = 24$$

As for the weight category which as follows:

Table 7 Weight Score Category

Weight Score	Category
30 - 54	Very Bad
55 - 79	Bad
80 – 104	Enough
105 – 129	Good
130 - 154	Very Good

a) Job Promotion Variables

Descriptive analysis on the variable of job promotion can be seen as follows:

Table 8 Job Promotion Descriptive Analysis

N of Items	SA(5)		A(4)		N(3)		D(2)		SD(1)		Weight Score
	F	W	F	W	F	W	F	W	F	W	
$X1_{-1}$	12	5	14	4	0	3	3	2	1	1	123
$X1_{-2}$	10	5	10	4	2	3	6	2	2	1	110
$X1_{-3}$	12	5	11	4	3	3	2	2	2	1	119
$X1_{-4}$	10	5	14	4	3	3	3	2	0	1	121
$X1_{-5}$	15	5	12	4	2	3	1	2	0	1	131
$X1_{-6}$	9	5	14	4	2	3	3	2	2	1	115
$X1_{-7}$	13	5	14	4	1	3	2	2	0	1	128
$X1_{-8}$	12	5	12	4	1	3	3	2	2	1	119
$X1_{-9}$	14	5	11	4	2	3	2	2	1	1	125
$X1_{-10}$	16	5	11	4	1	3	1	2	1	1	130
$X1_{-11}$	10	5	18	4	0	3	2	2	0	1	126
$X1_{-12}$	10	5	18	4	0	3	2	2	0	1	126
$X1_{-13}$	16	5	12	4	2	3	1	2	0	1	133
$X1_{-14}$	13	5	16	4	0	3	1	2	0	1	131
$X1_{-15}$	15	5	13	4	1	3	1	2	0	1	132
$X1_{-16}$	15	5	10	4	2	3	3	2	0	1	127
$X1_{-17}$	12	5	13	4	2	3	3	2	0	1	124
$X1_{-18}$	10	5	16	4	4	3	0	2	0	1	126
Highest weight value											133
Lowest weight value											110
Average actual weight											124,778

The results of the calculation of the score for the promotion variable, the average value of 124.778 is in the good category, while the highest value is 133 and the lowest value is 110.

b) Discipline Variables

Discipline variable descriptive analysis can be seen as follows:

Table 9 Discipline Descriptive Analysis

N of Items	SA(5)		A(4)		N(3)		D(2)		SD(1)		Weight Score
	F	W	F	W	F	W	F	W	F	W	
$X2_{-1}$	10	5	14	4	2	3	3	2	1	1	119
$X2_{-2}$	10	5	10	4	2	3	6	2	2	1	110
$X2_{-3}$	11	5	12	4	3	3	2	2	2	1	118
$X2_{-4}$	11	5	14	4	1	3	3	2	1	1	121
$X2_{-5}$	15	5	12	4	1	3	2	2	0	1	130
$X2_{-6}$	10	5	13	4	2	3	4	2	1	1	117
$X2_{-7}$	13	5	13	4	2	3	2	2	0	1	127
$X2_{-8}$	17	5	10	4	2	3	1	2	0	1	133
$X2_{-9}$	14	5	13	4	1	3	2	2	0	1	129
$X2_{-10}$	17	5	8	4	3	3	2	2	0	1	130
$X2_{-11}$	10	5	14	4	1	3	5	2	0	1	119
$X2_{-12}$	10	5	14	4	3	3	3	2	0	1	121
$X2_{-13}$	12	5	10	4	5	3	2	2	0	1	120

X2-14	11	5	14	4	2	3	3	2	1	1	122
X2-15	16	5	12	4	2	3	0	2	0	1	134
X2-16	13	5	11	4	2	3	3	2	1	1	122
Highest weight value											134
Lowest weight value											117
Average actual weight											123,250

The results of the calculation of the Discipline variable score of 123.250 are in the good category. Meanwhile the highest value is 134 and the lowest value is 117.

  c) Performance Variables

Descriptive Analysis of Performance variables can be seen as follows:

Table 9 Performance Descriptive Analysis

N of Items	SA(5)		A(4)		N(3)		D(2)		SD(1)		Weight Score
	F	W	F	W	F	W	F	W	F	W	
Y1-1	11	5	15	4	1	3	2	2	1	1	123
Y1-2	11	5	10	4	2	3	5	2	2	1	113
Y1-3	11	5	13	4	2	3	3	2	1	1	120
Y1-4	11	5	16	4	0	3	3	2	0	1	125
Y1-5	15	5	13	4	1	3	1	2	0	1	132
Y1-6	9	5	15	4	2	3	4	2	0	1	119
Y1-7	13	5	14	4	0	3	2	2	1	1	126
Y1-8	16	5	11	4	2	3	1	2	0	1	132
Y1-9	14	5	14	4	1	3	1	2	0	1	131
Y1-10	16	5	11	4	3	3	0	2	0	1	133
Y1-11	8	5	20	4	0	3	2	2	0	1	124
Y1-12	9	5	18	4	1	3	2	2	0	1	124
Y1-13	14	5	13	4	3	3	0	2	0	1	131
Y1-14	13	5	14	4	1	3	1	2	1	1	127
Highest weight value											133
Lowest weight value											113
Average actual weight											125,714

The results of the calculation of the Performance variable score of 125.714 are in the good category. Meanwhile, the highest value is 133 and the lowest value is 113.

4.1.6. Associative Analysis

The effect of job promotion on performance by using SPSS V.26 with a sample of 30 permanent employee respondents can be seen as follows:

Table 10 Performance Descriptive Analysis

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.794	3.948		.201	.842		
X1	.412	.101	.475	4.095	.000	.271	3.688
X2	.412	.094	.511	4.397	.000	.271	3.688

a. Dependent Variable: Y

Based on table above, it is known that the regression equation is as follows:

$$Y = 0.794 + 0.412 \, X1 + 0.412 \, X2$$

From these equations it is known that:
a. The Job Promotion variable and the Discipline variable both have a positive effect on performance.
b. A constant of if the variables of promotion and discipline are assumed to be constant, then the performance will increase by 0.794.
c. The regression coefficient value for the promotion variable shows a positive value of 0.412 X1, it can be interpreted that if the promotion increases, the employee's performance will increase by 0.412.
d. The value of the regression coefficient for the discipline variable in the regression equation shows a positive value of 0.42 X2, it can be interpreted that if the discipline will increase by 0.412.

4.1.7. Coefficient of Determination
It can be seen from table below that the coefficient of determination (R2) is 0.901. The formula for calculating the coefficient of determination is as follows:
K de= R2 X 100%
K de=0.901 X 100%
K de=90.1%

Table 11 Coefficient of Determination Result

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.794	3.948		.201	.842		
X1	.412	.101	.475	4.095	.000	.271	3.688
X2	.412	.094	.511	4.397	.000	.271	3.688

a. Dependent Variable: Y

Seen from table above, the value of the determinant coefficient of R Square is 0.901 or 90.1%, meaning that the large influence of the Job Promotion variable (X1) and the Discipline variable (X2) is 90'1% on Employee Performance at PT Citra Karya Jabar Tol in

Sumedang Java West. Meanwhile, the remaining 9.9% is influenced by other factors not examined in this study.

4.1.8. T Test

Table 12 T test Result

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.794	3.948		.201	.842		
X1	.412	.101	.475	4.095	.000	.271	3.688
X2	.412	.094	.511	4.397	.000	.271	3.688

a. Dependent Variable: Y

Based on the results of the t-test in the table above, the significant value of the promotion variable is 4.095 which is tested for a significance level of 0.05 and the t-table value is 0.000, so it can be said that t statistic> ttable (4.095 > 0.00). the effect of promotion on employee performance.

Based on the results of the t-test in the table above, the significant value of the promotion variable is 4.397 which is tested for a significance level of 0.05 and the t-table value is 0.000, so it can be said that t statistic> ttable (4397 > 0.00) the significance level > 0.05, namely 0.000 then H2 is accepted, meaning that there is an influence of discipline on employee performance.

4.1.9. F Test (Simultaneous)

To determine the overall effect of job promotion (X1) and discipline (X2) on performance (Y), namely:

Table 13 F test Result

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1114.613	2	557.307	123.284	.000[a]
Residual	122.053	27	4.520		
Total	1236.667	29			

The results of above Table show the significance value in the F test is 0.000. because F < 5% (0.000 < 0.05) and the F statistic value with the Ftable formula (k; (nk-1), the F table value is 123,284 > 3,110 then (123,284 > 3,110), which means H3 is accepted, so it can be concluded that there is a significant effect of Position Promotion (X1) and Discipline (X2) on Employee Performance (Y).

4.2. Discussion

4.2.1. Job Position Promotion at PT Cipta Karya Jabar TOL in Sumedang, West Java

The results of the descriptive analysis stated that the promotion variable of 124.778 was in the good category based on the scaling value. So that the leadership through the personnel work unit pays attention to the career path so that it becomes one of the triggers for employee morale.

4.2.2. Discipline at PT Cipta Karya Jabar TOL in Sumedang, West Java

The results of the descriptive analysis stated that the discipline variable of 123.250 was in the good category in terms of the scale value. So that the leadership through the personnel work unit maintains regulations that make a work culture so that discipline remains one of the factors that trigger success in the company in improving company performance.

4.2.3. The Performance of PT Cipta Karya Jabar TOL in Sumedang, West Java

The results of the descriptive analysis of the Performance variable of 125.714 are in the good category based on the value of the scale so that the leadership through the personnel work unit can maintain the system that has been done so far and improve things that need to be improved on the rights and obligations of employees.

4.2.4. The Effect of Job Position Promotion on Performance at PT Cipta Karya Jabar TOL in Sumedang, West Java

The regression coefficient for the promotion variable shows a positive value of 0.412 X1, it can be interpreted that if the promotion increases, the employee's performance will increase by 0.412 units.

4.2.5. The Effect of Discipline on Performance at PT Cipta Karya Jabar TOL in Sumedang, West Java

The regression coefficient value for the discipline variable in the regression equation shows a positive value of 0.42 X2, it can be interpreted that if the discipline will increase by 0.412 units. As the value of the regression coefficient for the discipline variable in the regression equation shows a positive value of 0.42 X2, it can be interpreted that if the discipline will increase by 0.412

5. CONCLUSION

The descriptive analysis revealed the findings in research at PT Cipta Karya Jabar TOL in Sumedaang, West Java, that the job promotion variable of 124,778 are in the good category based on the scaling value. So that the leadership through the personnel work unit pays attention to the career path so that it becomes one of the triggers for employee morale. The Discipline Variable of 123.250 is in the good category based on the value of the scale. So that the leadership through the personnel work unit maintains regulations that make a work culture so that discipline remains one of the factors that trigger success in the company in improving company performance. Moreover, Performance variable is 125, 714 is in the good category based on the value of the scale so that the leadership through the personnel

work unit can maintain the system that has been done so far and improve things that need to be improved on the rights and obligations of employees.

The job promotion variable shows a positive value of 0.412 X1, it can be interpreted that if the promotion increases, the employee's performance will increase by 0.412 units. Furthermore, the discipline variable in the regression equation shows a positive value of 0.42 X2, it can be interpreted that if the discipline will increase by 0.412 units. In addition, the value of the determinant coefficient of R Square is 0.901 or 90.1%, meaning that the influence of the Position Promotion variable (X1) and the Discipline variable (X2) on Employee Performance at PT Citra Karya is 90'1%. Meanwhile, the remaining 9.9% is influenced by other factors beyond this study.

REFERENCES

Danny. (2012). *Management Cengage Learning*.

Edelia, A., & Aslami, N. (2022). The Role of Empowerment Of The Cooperative And MSME Office In The Development Of Small And Medium Micro Enterprises In Medan City. *MARGINAL: Journal of Management, Accounting, General Finance And International Economic Issues*, *1*(3), 31–36. https://doi.org/https://doi.org/10.55047/marginal.v1i3.163

Ghozali, I., & Latan, H. (2015). Partial least squares konsep, teknik dan aplikasi menggunakan program smartpls 3.0 untuk penelitian empiris. *Semarang: Badan Penerbit UNDIP*.

Hasibuan, S. P. (2010). *Manajemen Sumber Daya Manusia*. Bumi Aksara.

Mangkunegara, A. (2015). *Manajemen Sumber Daya Manusia* (Vol. 12). PT. Remaja Rosdakarya.

Merchant. (2012). *Management Control System*.

Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*.

Rivai, V. (2013). *Manajemen Sumber Daya Manusia untuk Perusahaan*. Raja Grafindo Persada.

Simmamora, H. (2016). *Manajemen Sumber Daya Manusia*. Gramedia.

Siregar, R. E. (2021). Pengaruh Kecerdasan Intelektual Terhadap Efektifitas Kerja Pegawai. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, *1*(2), 141–151. https://doi.org/https://doi.org/10.55047/transekonomika.v1i2.29

Stephen. (2016). *Manajemen*. Erlangga.

Sudja'i, & Mardikaningsih, R. (2021). Correlation Of Worker Welfare and Industrial Relations. *CASHFLOW: Current Advanced Research on Sharia Finance And Economic Worldwide*, *1*(1), 29–32.

Sugiyono. (2017). Metode Penelitian Penelitian Kuantitatif, Kualitatif dan R&D. In *Bandung: Alfabeta* (pp. 286–288).

Usman, H. (2013). *Manajemen: teori, praktik, dan riset pendidikan*. Bumi aksara.