

## **The analysis of Employee Performance Measurement based on Individual Characteristics Through Promotion Position**

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### **Abstract**

This study aims to find out and analyze how much influence the relationship between job promotion and individual characteristics on organizational commitment and employee performance. This type of research is quantitative research. Samples in the study used saturated samples of all employees of PT Triteguh Manunggalsejati Makassar Business Unit of 80 people consisting of various positions and jobs within the company environment. Data retrieval techniques using questionnaires. In processing this research data using SmartPLS3. Data analysis techniques used are path analysis. The results showed that individual characteristics have a positive effect on employees' performance, while the promotion of positions has no effect on employee performance at PT Triteguh Manunggalsejati Bisnis Unit Makassar.

**Keywords:** *job promotion, individual characteristics, organizational commitment, employee performance.*

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## INTRODUCTION

Currently all companies are required to get a competent workforce in various fields because of the tight competition in various national and multinational companies that demand that the human resources contained in the company already have a good performance and able to compete in this era of increasingly sophisticated technology. Regardless, the performance of an individual determines the success of a company, the better the employee performance, the better the performance of a company in other words the performance of employees is what determines the fully achieved or not the objectives and vision of a company's mission.

Performance is basically the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Rivai and Basri, (2005) explained that performance is the result or level of overall success of a person during a certain period in carrying out a task compared to various possibilities, such as standards of work results, targets or goals or criteria that have been predetermined in advance have been mutually agreed. In this case employees can learn how much they perform through informational means such as good comments from partners, but nevertheless performance assessment refers to a formal and structured system that measures, assesses and influences traits related to work behavior and outcomes including the level of absence. The focus of performance assessment is to find out how productive an employee is and whether he or she can perform equally or more effectively in the future.

the company will certainly continue to try to develop the potential owned by each of its employees because with good ability employees can contribute greatly to the company. One form of appreciation given by the company for achieving good performance in employees is by doing promotion, this promotion aims to motivate employees to continue to perform well. Promotion of position itself is a position from the bottom up in the membership structure of a corporate order that is usually included by salary increases, responsibilities, status and various other facilities.

Hasibuan (2008) explained that the promotion of office is a transfer that enlarges the power and responsibility of employees to a higher position in an organization so that the obligations of rights, status, and income are greater.

Employees who are highly committed tend to show high engagement manifested in the form of attitudes and behaviors, in addition employees will tend to stay in their company compared to employees who do not have commitments. Promotion is the strong introduction and involvement of a person in a particular organization. Meanwhile, Meyer and Allen (In Sopiah, 2008) argue that organizational commitment can be interpreted as the extent to which an employee experiences a sense of unity with their organization.

The implementation of job promotion is intended to provide motivation and support to the contributions that employees have made to the company, with the promotion of positions it is expected that employees can make a good contribution in achieving every goal of the company. Amstrong (2006) explained the purpose of the promotion procedure carried out by the company should be to enable management to obtain the best talent that will be made as senior available in the company, the opportunities available and their own abilities. Promotion itself is also an employee development strategy and is therefore considered a reward for good performance and recognition of employees' abilities (Samuel et al., 2009). Not all employees in the company are given the opportunity to get a promotion, the selected people are the choice of superiors both Top Managers and Middle Managers who consider the employees to be performing well. Promotion of position experience to be more accomplished and of course there will be a positive performance improvement.

In addition to promotion of positions, individual characteristics also play an important role in assessing the poor performance of employees, Each individual in an organization has a personal characteristic different from the others, this attitude is the determining factor whether the individual can maximize each job by putting aside any selfishness. These individual characteristics will be brought into the company in carrying out every job activity, so when employees have a poor character it will have an impact on the performance they will produce.

Speaking of individual characteristics then everything that is inherent in the self and becomes the habit of an individual be it mental and physical abilities and skills, individual psychological factors that include perception, attitude, and personality, learning and motivation. Robbins (2015) explained that individual characteristics are certain traits that an individual has that distinguishes them from others which include: personal or biographical traits such as: age, gender, marital status, personality traits, values and attitudes and the level of basic abilities will influence their behavior in the workplace.

Every individual who has good character will be loyal and committed to the company. Employee commitment in a company is very important because when employees are not committed then the employee tends not to care about the sustainability of the company so that it can trigger various problems both for the employee's own personal and for the company.

In 2019 for line 1 experienced a setback in the achievement of performance targets and in line 2 increased. As it is known that PT Triteguh Manunggalsejati has two engine lines, all of which are run by operators. From the two tables above it can be concluded that the performance measured by OEE has a difference each year depending on how much output is achieved without any complaints from

consumers, consumer complaints can arise when the products offered on the market are not up to standard and have production defects.

From the results of the initial observations on the field in the field obtained the fact that there are several complaints both from operational employees and staff employees who argue that the lack of rework and promotion of positions received even though they have served the company for more than five years. Some respondents complained about the level of satisfaction with the career development they received during their work.

## **LITERATUR REVIEW**

Performance is basically the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In this case employees can learn how much they perform through informational means such as good comments from partners, but nevertheless performance assessment refers to a formal and structured system that measures, assesses and influences traits related to work behavior and outcomes including the level of absence. The focus of performance assessment is to find out how productive an employee is and whether he or she can perform the same as other employees or more effectively in the future.

Every individual who has good character will be loyal and committed to the company. Employee commitment in an organization is very important because when employees are not committed then the employee tends not to care about the sustainability of the company so that it can trigger various problems both for the employee's own personal and for the company. The problem that may arise from an employee's commitment to the company is the attitude and character of the individual himself, selfishness and wanting to win himself is a character that can affect an employee's commitment.

To create productive and well-performing employees, the study will focus on two independent variables, namely job promotion and individual characteristics through mediating variables, namely organizational commitment. Individual characteristics and promotion of the position underlie an employee in behaving towards his organization. In fact, when employees are satisfied with their work, it will have an impact on their commitment to the organization, the better the employee performance, the more potential to get a promotion. But it is undeniable that individual characteristics also play an important role in creating good performance. The link is that when an employee is not committed to the organization it will affect loyalty, the quality of his work in this case will have an impact on his performance, when the employee performs poorly then automatically the opportunity to get a promotion is also small.

Conceptual framework is the description of the conceptual model of variables to be researched. In this conceptual framework model will try to describe the relationship between job promotion and individual characteristics to organizational commitment and employee performance. Where dependent and independent variables have a relationship that is tied to each other that will later affect the development of employee performance. The concepts built in this research were formed as hypotheses in this study can be described as follows:

- 1) Individual characteristics have a positive and significant effect on the promotion of positions
- 2) Individual characteristics have a positive and significant effect on the promotion of employee performance
- 3) Promotion of positions has a positive and significant effect on the promotion of employee performance

## RESEARCH DESIGN

This research uses quantitative approach with explanatory research type which is a research that aims to explain the position between one variable and another variable with hypothesis test that has been formulated before. The main research in this research is the promotion of positions, individual characteristics, organizational commitment and employee performance contained in PT Triteguh Manunggalsejati Bisnis Unit Makassar. This research step begins with theoretical studies, analyzing questionnaires and drawing up basic concepts of hypothesis design. The location of this research is located at PT Triteguh Manunggalsejati Bisnis Unit Makassar which is located on Jl. Poros Malino KM. 21, Botomarannu District, Gowa Regency, South Sulawesi. This study is planned to last for approximately two months, namely from September to October 2020 with a sample of 80 people.

## RESEARCH AND DISCUSSION RESULTS

Real rate of 5% ( $0.000 < 0.05$ ) so that it can be concluded that there is a significant influence between individual characteristics on the promotion of office therefore the second hypothesis (H1) is accepted. Based on the results of processed data for respondents' responses, the results of individual characteristics have an influence on the promotion of positions. Indicators used in individual characteristics are from Robbins theory (2015) which suggests that individual characteristics can be measured through indicators of the personality, ability, and attitude of an employee.

Based on the coefficients value for hypothesis 2 testing, the significance of individual characteristics to employee performance is less than the real rate of 5% ( $0.033 < 0.05$ ) so that it can be concluded that there is a significant influence between individual characteristics on employee kineja hence Hypothesis four (H2) is

accepted. Results processed data for respondents' responses then obtained the results of individual characteristics have an influence on employee performance. This means that the inherent character of an employee can affect his or her performance. The findings in this study are in line with those presented by Masriati et al (2018) which explained that individual characteristics have a positive and significant effect on employee performance. In addition, Ratna Handayani (2016) also revealed that individual characteristics affect employee performance. Therefore, this research is a research that supports previous researches. From the results of data processing and observation in the field, it is obtained that the performance of employees of PT Triteguh Manunggalsejati has been said to be good where employees can quickly complete the work that is their responsibility.

Robbins (2003) says that everyone has different views, goals, needs, and abilities from each other. It is this difference that will be brought to the world of work that will cause the satisfaction of one person with another is different. It is this attitude that will also be the deciding factor in whether the individual can maximize his/her every job by putting aside any selfishness. An employee who has good characteristics will tend to have good performance, every job he does based on the goals, vision and mission of the company he/she is sheltering. In this research it can be proven that the good character of an employee can affect his performance. So it can be concluded that individual characteristics are one of the determining factors of employee performance.

Based on the table Coefficients the value of the significance of prmosi position to employee performance is less than the real rate of 5% ( $0.000 < 0.05$ ) so that it can be concluded that there is a significant influence between the promotion of the position to the employee kineja therefore the fifth hypothesis (H3) is **accepted**. From the results of the data and observations in the field showed employees of PT Triteguh Manunggalsejati BU Makassar showed a strong promotion jabatab to the company that is employees who feel that the company is part of his life and feel the company is something very important in their lives. The results of the poll showed that employees with tenure of more than 7 years topped 85.89% this means that employees feel comfortable with their company. The observations also showed that employees chose to stay in the company because they depended on the company and were comfortable with the facilities provided by the company.

## CONCLUSIONS AND SUGGESTIONS

The results of this study showed that individual characteristics play an important role as one of the considerations to give promotion and also have a good impact on optimizing employee performance. Therefore, it is recommended to make promotion as one of the key factors of good employee performance. My advice as a researcher is that the company should conduct more training to employees related

to their respective fields so that employees' insights and abilities are more open and ultimately create good career development for employees.

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