THE EFFECT OF POSITION PROMOTION ON EMPLOYEE SATISFACTION WITH COMPENSATION AS INTERVENING VARIABLES
(Case Study on Harvesting Employees of PT. Karya Hevea Indonesia)

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Abstract

The results of this study show. (1) It can be seen that the amount of adjusted R square adjusted R square is 0.647 or 64.7%. This shows that compensation (Z) and promotion (X) can explain job satisfaction (Y) by 64.7%, the remaining 35.3% (100% - 64.7%) is explained by other variables outside the research model. this. (2) The results of the t-test (partial) can be seen that the obtained tcount (4.324) > ttable (2.048), as well as the significance value of 0.00 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the variable of promotion (X) has a positive and significant effect to compensation (Z). (3) The results of the t-test (partial) can be seen that the value of tcount (4.324) > ttable (2.048), as well as the significance value of 0.00 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the variable of promotion (X) has a positive and significant effect to compensation (Z). (4) The results of the path analysis test show that the direct effect of variable X on variable Y is 0.280. Meanwhile, the indirect effect through the Z variable is -0.011 x -0.289 = 0.0031. From the calculation results obtained, the indirect effect through the Z variable is greater than the direct effect on the Y variable.

Keywords: Promotion, Compensation, and employee job satisfaction.

1. BACKGROUND

The aim is to understand and study human resource management as the knowledge needed to have analytical skills in dealing with specific management problems in the field of organization. The position of HR, especially regarding quality, human resources in a larger system, namely organizational strategy. Given the increasingly fierce competition between companies today requires companies to be able to survive and compete with other companies, one of the things that companies can take is to be able to survive in intense competition.Human resources are one of the important elements in moving and realizing the company's existence in the form of achieving business goals. In addition, human resources are the only assets of the organization that breathe or live in addition to other assets that do not breathe or are material such as capital, buildings, office equipment machines, supplies and so on.

According to Edy Sutrisno (2014: 73) job satisfaction is a fairly interesting and important problem, because it has proven to be of great benefit to the interests of individuals, industry and society. Job satisfaction is a function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and level of ability.To further improve competitiveness in the era of globalization which is marked by increasingly fierce competition in the world of work, companies are required to be able to carry out operational activities properly and efficiently in order to maximize the potential of the workforce and the company's assets. In this study, it is known that the level of satisfaction has not been fully felt by all employees, one of which is permanent employees who have not received official housing from the company so that not all employees feel

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this satisfaction even though this research refers to promotion and compensation, but what is discussed this time is the facts on the ground.

Based on the results of interviews in the field, it was found that old employees were dissatisfied with new employees of PT. Karya Hevea because when upgrading old employees were often ignored for strategic positions without adequate selection so that they were seen as less relevant to employees who had worked for a long time and had adequate competence in the field. his field.

According to Hasibuan (2013:108) states: "position promotion means a transfer that enlarges authority and responsibility to a higher level within an organization which is followed by greater obligations, rights, status, and income". Promotion plays an important role for every employee, and even becomes a dream that employees always look forward to. Because this promotion means that there is trust and recognition of the abilities and skills of the employee concerned to hold a higher position. Thus, promotion will provide social status, authority and responsibility, and employee job satisfaction will increase.

According to Hasibuan (2017:119) Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. The establishment of an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance.Promotions will also be carried out by the company to employees who are deemed worthy of carrying out heavier work duties and responsibilities than before by proving themselves in making achievements and achieving work targets to the maximum. The bonus or compensation for the achievement of employee performance that they have realized is an important thing that must be considered by the company, do not ignore the incentives that should be given to employees so that employee performance improvements can continue to occur in the future.

2. PREVIOUS RESEARCH

Previous research is an attempt by researchers to find comparisons and then to find new inspiration for further research. In addition, previous studies help researchers to position research and show the originality of the research. In this section, the researcher includes various previous research results related to the research to be carried out, then makes a summary, both published and unpublished research. The following is a previous study that is still related to the theme that the author is studying.

1. Wibowo, Danny Satrio (2010) The Effect of Position Promotion on Employee Job Satisfaction at PT. PLN (Persero) Distribution Business Unit West Java and Banten. Widyatama University Faculty of Business and Management. The results showed that the response of respondents to promotions at PT. PLN (Persero) Distribution Business Unit for West Java and Banten is 3.99. Values are in the interval 3.40 – 3.85. Thus it can be concluded that the overall promotion at PT. PLN (Persero) Distribution Business Unit of West Java and Banten can be said to be good. Respondents' responses to employee job satisfaction applied to PT. PLN (Persero) Distribution Business Unit for West Java and Banten is 3.91. Values are in the interval 3.40 – 4.19. Thus it can be concluded that the overall job satisfaction applied to PT. PLN (Persero) Distribution Business Unit of West Java and Banten is good. The effect of job promotion on job satisfaction at PT. PLN

(Persero) Distribution Business Unit of West Java and Banten based on the calculation of the correlation coefficient has a very strong value of 0.885 which is in the interval (0.80 - 1,000). The magnitude of the effect of promotion has a contribution of 78.32% to job satisfaction at PT. PLN (Persero) Distribution Business Unit of West Java and Banten, while the remaining 21.68% is influenced by other factors. Based on the results of hypothesis testing, the value of thit = 15.83 is greater than ttable = 1.6788, then Ha is accepted and Ho is rejected.

2. Clara Puspita 2019 Analysis of the effect of job promotion and compensation on work performance through job satisfaction as an intervening variable at the local water company (PDAM) in Kudus Regency. The company to achieve its goals, the human resource aspect must be competitive. HR performance is the spearhead of this achievement. Therefore, companies must provide job satisfaction to employees so that their performance is optimal and maximum. Based on these problems, the authors took the research theme, namely "Analysis of the influence of Job Promotion and Compensation on Employee Work Performance through Job Satisfaction at the Regional Drinking Water Company (PDAM) Kudus Regency". The purpose of this study aims to analyze the effect of promotion and compensation on job performance through job satisfaction, the effect of job promotion and compensation on job satisfaction directly or indirectly through intervening variables. The population in this study amounted to 135 people. With a sample of 119 respondents. The sampling technique used proportional random sampling method. The data analysis method uses Structural Equation Modeling (SEM). The results of the study are that job promotion has an effect on job satisfaction, compensation has an effect on job satisfaction, job promotion has an effect on work performance, compensation has an effect on work performance, job satisfaction has an effect on job performance, job promotion has no effect on job performance through job satisfaction, compensation has an effect on job performance through job satisfaction.

3. Okta Rulyati 2015 Faculty of Economics and Business, Darmajaya Institute of Informatics and Business Jl. ZA Pagar Alam No.93 Labuhan Ratu, Bandar Lampung, Effect of Job Performance on Job Satisfaction of TVRI Lampung Employees through Position Promotion. The results of this study indicate that job performance has an effect on job satisfaction. Work Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Satisfaction will be felt by an employee if the employee feels that his work is in accordance with the expectations and provisions imposed by the company. Such as timeliness, accuracy, responsibility and routine results but how quickly the work can be completed. Employees who have work performance at TVRI Lampung in accordance with company regulations will be given a reward, namely the best employee title and the employee gets the opportunity to be promoted, so from the results of this achievement the employee is satisfied with the results he achieved while working in the company. The level of satisfaction of TVRI Lampung employees can be seen from employees who always have ideas in discussions to complete a job, always complete tasks according to the time given, and do a job according to the procedures / rules of superiors. This study supports the results of research conducted by Ratna Dwi Arini (2015) which explains that job performance affects job satisfaction.

4. Randy Mars Tornado (2014) Effect of Compensation and Motivation on Employee Performance at Tree Hotels in Makassar. Faculty of Economics and Business, Hasanuddin University Makassar. This study aims to determine the effect of compensation and motivation on employee performance at the tree hotel in Makassar. The method used in this study uses the Structural Equation Modeling (SEM) research method using Partial Least Square (PLS) analysis tools, and the sample used in this study was 37 employees. Based on the results of the analysis, it was found that the factor that influenced employee performance was compensation. This is evidenced by the statistical value of the leadership

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style variable which is higher than the T-table. While motivation has no effect on employee performance at the Tree Hotel in Makassar. Compensation has a positive and significant effect on employee performance. Based on the results of the calculation of the structural equation model (inner model) it is known that the leadership style variable (X1) obtained a T-statistic of 2.421064 which is greater than T-table 1.96 and the original sample estimate value is positive, which is 0.829702 which indicates that the direction of the relationship between leadership style and employee performance is positive which means that the leadership style variable has a positive and significant effect on employee performance at Tree Hotel in Makassar directly. Based on the calculation results of the structural equation model (inner model) it is known that the Motivation variable (X2) obtained a T-statistic of 0.332189 which is smaller than T-table 1,

5. Maiminna Udkhiani 2018 Effect of Work Environment, Compensation and Position Promotion on Employee Performance With Employee Job Satisfaction as Moderating Variable (Case Study At Pt. Btn (Persero) Tbk. Semarang Syariah Branch Office) This study aims to answer the influence of work environment, compensation and promotion position on employee performance with employee job satisfaction as a moderating variable. Data was collected by distributing questionnaires using an interval scale (0-10) to employees of PT. BTN (Persero) Tbk. Semarang Syariah Branch Office, totaling 90 respondents. This study uses a quantitative method with a saturated sample technique which is one of the data collection techniques from non-probability sampling. The data obtained was then processed using the IBM SPSS Statistic 16 tool. This analysis includes reliability test, validity test, classical assumption test, statistical test, multiple linear regression test and moderation test using Moderated Regression Analysis (MRA). positive and insignificant effect on employee performance and promotion has a positive and significant effect on employee performance. While the results of the f test (simultaneously) show a value of 28,551 which means that the work environment, compensation, and promotion together have a significant influence on employee performance. The results of the multiple linear regression test showed the results of $Y = 23.871 + 0.101X + 0.245X + 0.483X + 0.05$. Job satisfaction cannot moderate (weaken) the influence of the work environment,

3. IMPLEMENTATION METHOD

3.1 Types and Sources of Data

3.1.1 Data Type

This research is a quantitative research, Quantitative data according to Sugiyono (2015) is data in the form of numbers or qualitative data that is numbered.

3.1.2 Data Source

Primary Data is a data source that directly provides data to data collectors. In this study, primary data in the form of data from questionnaires and interviews conducted by researchers.

Secondary data is a source that does not directly provide data to data collectors, for example through other people or through documents.

3.2 Data Collection Techniques

3.2.1 Questionnaire

Questionnaires or questionnaires are a number of questions or written statements about factual data or opinions relating to the respondent, which are considered facts or truths that are known and need to be answered by the respondent (Suroyo anwar 2009:168.). In this questionnaire, a closed question model will be used, namely questions

that have been accompanied by previous alternative answers so that respondents can choose one of these alternative answers.

The data processing in this study used a Likert Scale.According to Sugiyono (2013:132), "Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena".

In answering this Likert scale, the respondent only gives a mark, for example a checklist or a cross on the answer chosen according to the statement. The questionnaire that has been filled out by the respondent needs to be scored. The following is the weight of the assessment on the Likert scale.

3.2.2 Interview

According to Sugiyono (2015:231) interviews are data collection techniques if researchers want to conduct a preliminary study to find problems that must be investigated, but also if researchers want to know things from respondents more deeply.

3.2.3 Literature Study

Literature study, according to Nazir (2013), is a data collection technique by conducting a review study of books, literatures, notes, and reports that have to do with the problem being solved.

3.3 Population and Sample

3.3.1 Population

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and drawn conclusions (Sugiyono, 2017). In this study, the population was harvesting employees of PT. Karya Hevea Indonesia, as many as 30 people.

3.3.2 Sample

Sample According to (Sugiyono, 2016:81) that: "The sample is part of the number and characteristics possessed by the population. Measurement of the sample is a step to determine the size of the sample taken in carrying out research on an object. To determine the size of the sample can be done with statistics or based on research estimates. This sampling must be done in such a way that a sample is obtained that can truly function or can describe the actual state of the population, in other terms it must be representative (representing)". Since the target population is less than 100, the sampling technique used is the census method, where the entire population of 30 harvesting employees of PT. Karya Hevea Indonesia who will be used as research samples.

3.4 Definition of Variable Operations

Definition of Variables According to Sugiyono (2013:58) the definition of a variable is: "An attribute or nature or value of a person, object or activity that has a certain variation set by researchers to study and draw conclusions".

3.4.1 Independent Variables (Independent Variables)

The definition of independent variables according to Sugiyono (2013:39) is a variable that affects or is the cause of the change or the emergence of the dependent variable (dependent).

3.4.2 Bound Variable (Developed Variable)

The definition of the dependent variable according to Sugiyono (2013:39) is a variable that is influenced or becomes a result because of the independent variable.

3.4.3 Intervening Variable (Z)

Sugiyono (2013:61) states that: Intervening variables are variables that theoretically affect the relationship between the independent variable and the dependent variable, but cannot be observed and measured. This variable is an intervening variable or between which lies between the independent and dependent variables, so that the independent variable does not directly affect the change or emergence of the dependent

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variable ".

3.5 Data Analysis Techniques

Data analysis is a desire to group, make a sequence, manipulate and abbreviate data so that it is easy to read and understand. In other words, data analysis activities are raw data that has been collected and needs to be categorized or divided into several categories or groups, abbreviated in such a way that the data can answer the problem according to the research objectives and can test hypotheses (Silaen and Widiyono, 2013).

4. RESEARCH RESULTS

4.1 Partial t-test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4045	2,626		1,540	.135		
	Promotion_Position_X	.708	.164	.633	4.324	.000	1,000	1,000

Source: Data processed from attachment 4 (2020)
a. Dependent Variable: Compensation_Y1

Hypothesis test of the effect of the variable of promotion (X) on the variable of compensation (Z).

The form of hypothesis testing based on statistics can be described as follows:
Decision Making Criteria:

1) Accept H0 If tcount < ttable or -tcount > - ttable orvalue Sig. > 0.05

2) Reject H0 If tcount ttable or -tcount - ttable orSig. < 0.05

From table 4.16, the tcount value is 4.324. With = 5%, ttable (5%; nk = 28) the ttable value is 2.048. From the description it can be seen that tcount (4.324) > ttable (2.048), as well as the significance value of 0.00 < 0.05, it can be concluded that the first hypothesis is accepted, meaning that the variable of promotion (X) has a positive and significant effect to compensation (Z). This research is in accordance with the research of Wibowo, Danny Satrio (2010) The Effect of Position Promotion on Employee Job Satisfaction at PT. PLN (Persero) Distribution Business Unit West Java and Banten. Widyatama University Faculty of Business and Management. The results showed that the response of respondents to promotions at PT. PLN (Persero) Distribution Business Unit for West Java and Banten.

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Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.194	2.176		.089	.930		
	Promotion_Position_X	.439	.136	.392	3.219	.003	.823	1,215
	Compensation_Y1	.552	.117	.573	4.711	.000	.823	1,215

Source: Data processed from attachment 4 (2020)
a. Dependent Variable: Satisfaction_Work_Y2

Hypothesis Testing the Effect of Job Promotion (X) on job satisfaction (Y)
The form of hypothesis testing based on statistics can be described as follows:
    Decision Making Criteria:
a) Accept H0 If tcount < ttable or -tcount > - ttable orvalue Sig. > 0.05

b) Reject H0 If tcount ttable or -tcount - ttable orSig. < 0.05

From table 4.17, the tcount value is 3,219. With = 5%, ttable (5%; nk = 28) the ttable value is 2,048. From this description it can be seen that tcount (3.219) > ttable (2.048), and the significance value is 0.003 < 0.05, it can be concluded that the second hypothesis is accepted, meaning that promotion (X) significant effect on job satisfaction (Y). This research is in accordance with the research of Wibowo, Danny Satrio (2010) The Effect of Position Promotion on Employee Job Satisfaction at PT. PLN (Persero) Distribution Business Unit West Java and Banten. Widyatama University Faculty of Business and Management. The results showed that the response of respondents to promotions at PT. PLN (Persero) Distribution Business Unit for West Java and Banten.

Hypothesis Testing the Effect of Compensation (Z) on Job Satisfaction (Y)
   The form of hypothesis testing based on statistics can be described as follows:
Decision Making Criteria:

a) Accept H0 If tcount < ttable or -tcount > - ttable orvalue Sig. > 0.05

b) Reject H0 If tcount ttable or -tcount - ttable orSig. < 0.05

From table 4.17, the tcount value is 4.711. With = 5%, ttable (5%; nk = 28) the ttable value is 2.048. From the description it can be seen that tcount (4.711) > ttable (2.048), and the significance value is 0, 00 < 0.05 then it can be concluded that the third hypothesis is accepted, it means compensation (Z) significant effecton job satisfaction (Y). This study is not in accordance with the research of Wibowo, Danny Satrio (2010) The Effect of Position Promotion on Employee Job Satisfaction at PT. PLN (Persero) Distribution Business Unit West Java and Banten. Widyatama University Faculty of Business and Management. The results showed that the response of respondents to promotions at PT. PLN (Persero) Distribution Business Unit for West Java and Banten.

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4.2 Path Analysis
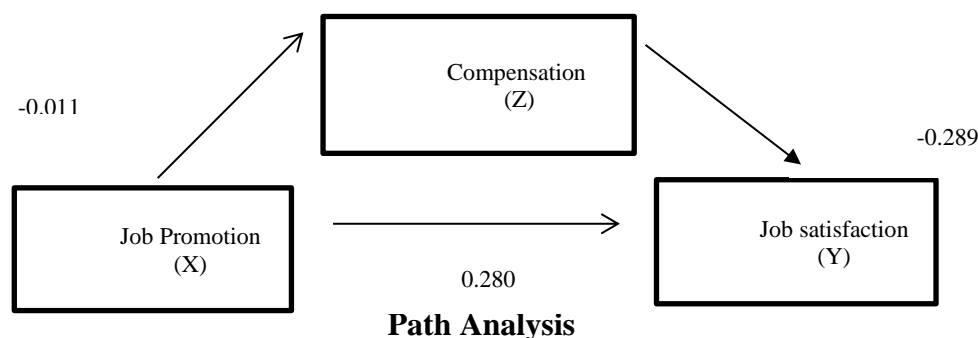
Path Analysis

Path analysis shows the direct effect of variable X on variable Y of 0.280. Meanwhile, the indirect effect through the Z variable is -0.011 x -0.289 = 0.0031. From the calculation results obtained, the indirect effect through the Z variable is greater than the direct effect on the Y variable.

5. **CONCLUSION**
   1. Testing the first hypothesis, it can be seen that tcount (4.324) > ttable (2.048), as well as the significance value of 0.00 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the variable of promotion (X) has a positive and significant effect to compensation (Z). Descriptively it means that promotion has an influence on compensation for employees at PT. Karya Hevea Indonesia
   2. Testing the second hypothesis, it can be seen that tcount (3.219) > ttable (2.048), and the significance value is 0.003 <0.05, it can be concluded that the second hypothesis is accepted, meaning promotion (X) significant effect on job satisfaction (Y). Descriptively it means that promotion has an influence on job satisfaction for employees at PT. Karya Hevea Indonesia
   3. Testing the third hypothesis, it can be seen that tcount (4.711) > ttable (2.048), and the significance value is 0.00 <0.05, it can be concluded that the third hypothesis is accepted, meaning that compensation (Z)significant effect on job satisfaction (Y). Descriptively it means that compensation has an influence on job satisfaction for employees at PT. Karya Hevea Indonesia.
   4. Path analysis shows that the direct effect of variable X on variable Y is 0.280. Meanwhile, the indirect effect through the Z variable is -0.011 x -0.289 = 0.0031 from the calculation results which can show the indirect effect through the Z variable is greater than the direct effect on the Y variable.

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