

## Effect of Position Promotion and Work Motivation on Employee Performance at PT. Honda Motor Medan

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### ABSTRACT

This study aims to determine whether there is an effect of promotion and work motivation on employee performance at PT. The Honda Motor Medan script and how much influence it has. The method used in this study is a quantitative method with several tests, namely reliability analysis, classical assumption deviation test and linear regression. Partially, the variable of promotion (X1) has a significant influence on the performance of employees of PT. Honda Motor Medan script. This means that the hypothesis in this study is accepted, as evidenced by the value of  $t \text{ count} > t \text{ table}$  ( $1,686 > 1,678$ ). While the work motivation variable (X2) has a significant influence on the performance of employees of PT. Honda Motor Medan script. This means that the hypothesis in this study is accepted, as evidenced by the value of  $t \text{ count} > t \text{ table}$  ( $4,801 > 1,678$ ). Simultaneously, the variables of job promotion (X1) and work motivation (X2) have a significant influence on the performance of employees of PT. Honda Motor Medan script. This means that the hypothesis in this study is accepted, as evidenced by the calculated F value  $> F \text{ table}$  ( $79,051 > 3,25$ ). Job promotion variables (X1) and work motivation (X2) were able to contribute influence on employee performance variables by 79.5% while the remaining 20.5% was influenced by other variables not examined in this study.

**Keywords:** *Position Promotion, Work Motivation, and Performance*

### INTRODUCTION

Human resources are the most important factor in every company activity, because however sophisticated the technology used is not supported by humans as the implementer of operational activities, it will not be able to produce output that is in accordance with the expected level of efficiency. In an effort to manage and utilize human resources, good management is needed, because social humans also have different thoughts and desires, while the company expects its employees to work well, and have high productivity and performance and be able to describe the vision and mission that has been set. mutually agreed upon in order to achieve company goals.

There have been many companies that have promoted to get quality employees, but not all companies have promoted their positions transparently like PT. The Honda Motor Medan script does not carry out promotions openly, the promotions carried out are subjective, namely based on the closeness of the leadership with the employees who are promoted and the employee's work motivation decreases due to non-transparent promotions.

### Formulation of the problem

Based on the description of the background and identification of the problems and theories described above, the problems that will be studied in this research are:

1. Does promotion and work motivation have a significant effect on employee performance at PT. Honda Motor Medan script?

2. How big is the influence of job promotion and work motivation on employee performance at PT. Honda Motor Medan script?

### **Research purposes**

A research must have a purpose, while the general objectives of this research are:

1. To find out whether promotion and work motivation have a significant effect on employee performance at PT. Honda Motor Medan script.
2. To find out how big the influence of job promotion and work motivation on employee performance at PT. Honda Motor Medan script.

## **THEORETICAL FOUNDATION**

### **Job Promotion**

In maintaining and increasing the productivity of a company, the role of human resource management is very important in terms of trying to make the workforce willing and able to provide the best possible performance. In this case, the company is obliged to pay attention to the needs of its employees, both material and non-material. The form of attention, effort and encouragement that can be done by the company towards its employees, one of which is by carrying out objective and fair promotions and appropriate placements.

### **Understanding Motivation**

Motives are often interpreted in terms of encouragement. The urge or energy is the movement of the soul and body to act. Motivation is the process of giving encouragement to employees so that they can work in line with the given limits in order to achieve company goals optimally.

According to Stephen R Robins (in J. Winardi, 2008:1-2), "Motivation is a willingness to carry out high efforts to achieve organizational goals, conditioned by the ability of efforts, to meet certain individual needs".

According to Liang Gie (in Samsudin, 2010: 281) suggests that motivation is the work done by managers in providing inspiration, enthusiasm, and encouragement to employees. According to Handoko (2003:251), "Motivation is an activity that results in, distributes, and maintains human behavior". This motivation is the most important subject for managers, because by definition managers must work with and through other people.

Furthermore, according to Gray (in J. Winardi, 2008: 2), "Motivation is the result of a number of processes that are internal and external to an individual, which causes enthusiasm and persistence in terms of certain activities". According to Fillmore H. Stanford (in Mangkunegara, 2013: 93) that "Motivation as an energizing condition of the organism that is toward the goal of a certain class" (Motivation as a condition that moves humans towards a certain goal).

### **Performance**

The term performance comes from the word Job Performance or Actual Performance (performance or actual achievement achieved by someone). According to Mangkunegara (2013:67), "Performance (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".

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According to Armstrong and Baron (in Wibowo, 2014: 7), "Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy".

## RESEARCH METHODOLOGY

### Research sites

This research was conducted at PT. Aksara Honda Motor Medan which is located at Jl. Prof. H.M. Yamin, SH No. 271, Medan Perjuangan District Postal Code: 20233. Tel: 061-4567889. E-mail: lettermotor@yahoo.com. PT. The writer chooses the Honda Motor Medan script as the place of research because the author has a relationship that can help collect the data that the author needs.

### Research Subjects and Objects

The research subject is the person (respondent) who will be studied. In this study, the research subjects were employees of PT. Honda Motor Medan script. While the object of research is the variable to be studied. In this case, the variables studied are promotion (X1), work motivation (X2) and employee performance (Y).

### Population and Sample

According to Ety Rochaety (2009:63), "Population is the whole unit of analysis/measurement results which are limited by a certain criterion". Meanwhile, according to Ircham Machfoedz (2010:47), states that: "The population is the whole subject of research". The population in this study were all employees of PT. The characters for Honda Motor Medan are 40 people. According to Ety Rochaety (2009:63), "The sample is part of the population units obtained through certain sampling". Meanwhile, according to Ircham Machfoedz (2010:47), the sample is "a portion of the population that is representative of that population".

Considering the small population because there are less than 100 people, namely 40 people, the writer uses a saturated sampling technique (census). According to Ety Rochaety (2009:66), "Sampling saturation (census) is a sampling technique if all members of the population are used as samples". So the sample in this study were 40 people.

### Data analysis technique

The data analysis technique that will be used by the author in this study is a statistical technique. According to Moh. Nazir (2014:333), "Statistics play an important role in research, both in modeling, in formulating hypotheses, in developing data collection tools and instruments, in preparing research designs, in determining samples, and in data analysis".

Some of the statistical techniques used to analyze the data in this study are:

1. Reliability Analysis
2. Classical Assumption Deviation Test
3. Linear Regression

## RESEARCH RESULTS AND DISCUSSION

### Reliability Analysis

Reliability Analysis is intended to obtain good and quality research results. Reliability Analysis is divided into 2 tests, namely the validity test and the reliability test. Validity and

reliability tests were carried out on research tools, in this case a questionnaire. Valid means that the data obtained by using tools (instruments) can answer the research objectives, while reliable means that they are consistent and stable.

In this study, the validity and reliability tests were carried out using the item analysis method, namely by correlating the score of each item with the total score which was the sum of each item's score. The number of questions tested were 10 questions in each variable.

### Validity test

The validity test was carried out using the SPSS 18 program with the following criteria:

1. If the value of  $r_{count} > r_{table} (\alpha - 0.05)$  with  $n = 40$ , then the data is said to be valid.
2. If the value of  $r_{count} < r_{table} (\alpha - 0.05)$  with  $n = 40$ , then the data is said to be invalid.

### Reliability Test

Furthermore, to obtain a reliable instrument, a reliability test was conducted. The reliability test is intended to see the extent to which the results of an instrument measurement can be trusted and accounted for. Reliability test was conducted to see the consistency of the answers. Testing reliability with internal consistency by trying the instrument only once and analyzed using the Cronbach Alpha technique.

**Table 1. Reliability Test Results**

Research variable	Number of Questions	Cronbach's Alpha	Result Description
Promotion (X1)	10	0,904	Well
Work motivation (X2)	10	0,900	Well

Source: 2018 Research Results (Processed Data)

According to Uma Sekaran (in Duwi Priyatno, 2008:172), "Reliability less than 0.6 is not good, while 0.7 is acceptable and above 0.8 is good".

### Statistical Test Analysis

#### 1. Normality Test

Normality test is a test 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. Normality test is useful for determining the data that has been collected is normally distributed or taken from a normal population. The classical method of testing the normality of a data is not so complicated.

Based on the empirical experience of several statisticians, the data with more than 30 numbers ( $n > 30$ ), can be assumed to be normally distributed. Commonly referred to as a large sample. However, to provide certainty, whether the data is normally distributed or not, the normality test should be used. Because data that is more than 30 can be ascertained to be normally distributed, and vice versa, data that is less than 30 is not necessarily not normally distributed, for that we need a proof.

To see whether the data is normally distributed or not, the author uses the Kolmogorov-Smirnov analysis test with the criteria for the significance value having to be greater than 0.05 to say that the data is normally distributed. Here are the test results:

**Table 2. Normality Test Results****One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		40
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	0,39977560
Most Extreme Differences	Absolute	0,412
	Positive	0,249
	Negative	-0,412
Kolmogorov-Smirnov Z		1,604
Asymp. Sig. (2-tailed)		0,602

a. Test distribution is Normal.

b. Calculated from data.

Source: Output SPSS Version 18, data processed 2018

From the table of normality test results above, it is known that the significance value of 0.602 is smaller than 0.05 so it can be concluded that the data tested are not normally distributed.

## 2. Multicollinearity Test

Multicollinearity is a situation that shows a strong correlation or relationship between two or more independent variables in a multiple regression model. If there is multicollinearity, then a variable that is strongly correlated with other variables in the model, the predictive power is not reliable and unstable and the meaning of multicollinearity actually lies in the presence or absence of correlation between independent variables.

One way to see the presence or absence of multicollinearity symptoms is to look at the Tolerance and Variance Inflating Factor (VIF) values. If the Tolerance value  $< 0.1$  and  $VIF > 10$ , it can be indicated that there is multicollinearity and vice versa. The following are the results of the multicollinearity test that was tested using SPSS version 18 software.

**Table 3. Multicollinearity Test Results**

<i>Model</i>	<i>Collinearity Statistics</i>	
	<i>Tolerance</i>	<i>VIF</i>
1 <i>Constant</i>		
Job Promotion	0,754	1,327
Work motivation	0,754	1,327

Source: Output SPSS Version 18, data processed 2018

From the table of multicollinearity test results above, it can be explained that the Tolerance value is  $0.754 > 0.1$  and the VIF value is  $1.327 < 10$ . These results indicate that there is no multicollinearity in the regression model.

### 3. Autocorrelation Test

Autocorrelation is a correlation between observation members arranged according to time or place. A good regression model should not have autocorrelation. To see whether or not there is autocorrelation in the regression model, the author uses the Durbin-Watson test with the following criteria:

1. Positive Autocorrelation Detection:
  - a. If  $dw < dL$  then there is a positive autocorrelation,
  - b. If  $dw > dU$  then there is no positive autocorrelation.
  - c. If  $dL < dw < dU$  then the test is inconclusive or inconclusive.
2. Negative Autocorrelation Detection:
  - a. If  $(4 - dw) < dL$  then there is a negative autocorrelation,
  - b. If  $(4 - dw) > dU$  then there is no negative autocorrelation,
  - c. If  $dL < (4 - dw) < dU$  then the test is inconclusive or inconclusive.

The following are the results of the autocorrelation test that were tested using SPSS version 18 software.

**Table 4. Autocorrelation Test Results**

Model	Durbin-Watson
1	2,181

Source: Output SPSS Version 18, data processed 2018

From the table of autocorrelation test results above, it can be seen that the Durbin-Watson value is 2.181 and the value is positive. To find out whether the regression model in this study has autocorrelation, it must be included in the test criteria as follows:

$2.181 < 1.338$  then there is a positive autocorrelation (False)

$2.181 > 1.658$  then there is no positive autocorrelation (True)

$1.338 < 2.181 < 1.658$  then the test is not convincing (False)

Thus it can be concluded that the regression model in this study does not have a positive autocorrelation.

## Linear Regression

### 1. Multiple Linear Regression Analysis

The results of multiple linear regression analysis can be seen in the table below:

**Table5.  
Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,168	0,601		3,279	0,282
	Job Promotion	0,109	0,013	0,009	2,686	0,197
	Work motivation	0,112	0,014	1,002	4,801	0,000

a. Dependent Variable: Performance

Source: Output SPSS Version 18, data processed 2018

The multiple linear regression equation is obtained as follows:

$$Y = 1.168 + 0.009 X1 + 1.012 X2$$

1. Constant (a) = 0.168 indicates a constant value, where if the variable of promotion (X1) = 0 then the performance of employees of PT. Honda Motor Medan script and work motivation (X2) = 0 then the performance of PT. Honda Motor Medan script. Performance variable (Y) = 1.168, meaning that if the employees of PT. The Honda Motor Medan script was not promoted and was not given a permanent employee performance incentive of 1.168.
2. Regression coefficient (X1) = 0.109 indicates that job promotion has a positive effect on employee performance so that if the promotion of employees at PT. The Honda Motor Medan script is increased by 1 unit, the employee's performance will increase by 0.109.
3. The regression coefficient (X2) = 0.112 indicates that the given work motivation has a positive effect on employee performance. So if the employee's work motivation is increased by 1 unit, the employee's performance will increase by 0.112.

## 2. Partial Hypothesis Testing (t Test)

In the Coefficients table, the t value is also obtained. The calculated t value is then compared with the t table value at = 0.05. The value of t table in df (n-k) where n is the number of samples and k is the number of variables, both independent and dependent variables, then  $40 - 3 = 37$ . At df 37 with = 0.05 the value of t table is 1.678.

The t-count value of the promotion variable (X1) is 1.686, thus  $t\text{-count} > t\text{ table}$ , then H0 is accepted and H1 is rejected, which means that the promotion variable (X1) has a significant effect on employee performance.

The t value of the work motivation variable (X2) is 4.801, thus  $t\text{ count} > t\text{ table}$ , then H0 is rejected and H1 is accepted, which means that the work motivation variable (X2) has a significant effect on employee performance.

## 3. Simultaneous Hypothesis Testing (F Test)

ANOVA or analysis of variance is a joint regression coefficient test (F test) to test the significance of the effect of several independent variables on the dependent variable. The results of the F test can be seen in the following table:

**Table 6**  
ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39,542	2	19,771	79,051	0,000 <sup>a</sup>
	Residual	6,233	37	0,168		
	Total	45,775	39			

a. Predictors: (Constant), Work motivation, Job Promotion

b. Dependent Variable: Performance

Source: Output SPSS Version 18, data processed 2018

In the Anovab table, the calculated F value is 79.051 while the F table value is 3.25. Thus  $F_{count} > F_{table}$  means that the variables of job promotion and work motivation together have a positive and significant effect on the performance of employees of PT. Honda Motor Medan script..

#### 4. Coefficient of Determination Test (R2)

The coefficient of determination (R2) of the regression results can be seen in the table as follows:

**Table 7**  
*Model Summary<sup>b</sup>*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,797 <sup>a</sup>	0,795	0,995	0,41044

a. Predictors: (Constant), Work Motivation, Job Promotion

b. Dependent Variable: Performance

The value of the coefficient of determination (R2) from the regression result of 0.995 means that the variables of job promotion and work motivation contribute to the influence on the performance of employees of PT. The script for Honda Motor Medan is 79.5%. This result is the result of  $(R2 \times 100\%)$ , while the remaining 20.5% is influenced by other variables not examined in this study. If it is aligned with the results of the previous partial hypothesis test, it can be seen that the one that has the greatest contribution is the work motivation variable because the data shows that the job promotion variable has no significant effect. This is in accordance with the reality on the ground that employees expect work motivation more than their position to be promoted.

## CONCLUSION

From the research results that have been discussed by processing and questionnaires and using several tests, the following conclusions can be drawn:

1. Partially, the variable of promotion (X1) has a significant influence on the performance of employees of PT. Honda Motor Medan script. This means that the hypothesis in this study is accepted, as evidenced by the value of  $t_{count} > t_{table}$  ( $1,686 > 1,678$ ). While the incentive variable (X2) has a significant effect on the performance of employees of PT. Honda Motor Medan script. This means that the hypothesis in this study is accepted, as evidenced by the value of  $t_{count} > t_{table}$  ( $4.801 > 1.678$ ).
2. Simultaneously, the variables of promotion (X1) and incentives (X2) have a positive and significant influence on the performance of employees of PT. Honda Motor Medan script. This means that the hypothesis in this study is accepted, as evidenced by the calculated F value  $> F_{table}$  ( $3679.051 > 3.25$ ).
3. Variables of promotion (X1) and incentives (X2) are able to contribute influence on employee performance variables by 79.5% while the remaining 20.5% is influenced by other variables not examined in this study.



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