

# Effect of Work Experience and Work Achievement to Position Promotion for Young Employees in Bukopin Sharia Bank, Sidoarjo Branch

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**ABSTRACT**---Position promotion is an employee who is transferred from one job to another whose responsibility is greater and the level of his position is higher. The purpose of this study was to determine the effect of work performance and work experience of employees on promotion both simultaneously and partially. This research took place at PT. Bank Syariah Bukopin Sidoarjo branch located on Jl. Raya Waru Ruko Gateway Kav.A 50-51 Waru Sidoarjo. Data collection is done by distributing questionnaires to bank employees. The analysis technique uses multiple linear regression analysis.

Based on the results of the analysis it is known that the variable work performance and employee work experience have a significant effect simultaneously on job promotion at PT. Bank Syariah Bukopin Sidoarjo branch Variable work performance and work experience of employees also partially have a significant effect on job promotion at PT. Bank Syariah Bukopin, Sidoarjo branch.

Work experience is not too significant needed in Job Promotion (factors due to limited employees). The better the assessment of an employee's work performance, the greater the chance to get a Job Promotion.

**Keyword** : Promotion, Work Performance and Work Experience

## I. INTRODUCTION

Human resources (HR) are the most expensive assets in a company to be able to move, control and develop the company towards a more advanced

PT. Bank Syariah Bukopin, Sidoarjo branch implemented HR development efforts with promotion. This effort is expected to enable employees to maintain performance, improve, encourage employee morale in improving their performance to be better. Work experience is needed by experienced employees, because a lot of experience can have a positive impact such as better abilities and ideas, as decision making in promotion.

PT. Bank Syariah Bukopin Sidoarjo branch with 45 employees divided based on several positions. and tasks that exist in PT. Bank Syariah Bukopin Sidoarjo branch Based on the theoretical basis and several previous studies and interviews with several employees, PT. The Bank Syariah Bukopin Sidoarjo branch makes work performance and work experience the basis for employees to be promoted

Problems with promotion at PT. Bank Syariah Bukopin Sidoarjo branch is competition with other employees who

also want to be promoted by participating in the selection / assessment stages held by the HR department, besides the work targets that are required to be achieved by employees but not promoted, then in 2018 promotion opportunities the position is not evenly distributed in all positions because there are still experienced positions that have not had the opportunity to be promoted. Given the importance of the influence of work performance and work experience of employees in decision making regarding promotion.

## II. LITERATURE REVIEW

### Position Promotion

According to Hasibuan (2012) job promotion means the transfer that enlarges authority and responsibility to higher positions in an organization followed by greater obligations, rights, status and income. According to Manullang (2011) job promotion means an increase in position, namely receiving power and responsibility greater than previous power and responsibility.

Based on the statements above, it can be concluded that promotion is marked by a change in position to a higher level. The existence of these changes raises responsibility, rights, status, and authority that increases, and the status is getting bigger and the income is even greater which is accompanied by an increase in other facilities.

Position Promotion is a career development carried out by employees. Menuerut Kal (2007; 74) the success of one's career is influenced by things as follows:

1. Formal education.
2. Work experience.
3. The attitude of his boss.
4. Work performance.
5. There are job vacancies,
6. Work productivity and so on.

### Basics of Position Promotion

Hasibuan (2012) argues that there are three guidelines that can be used to promote employees, namely:

- a. Experience (seniority)
- b. Ability,
- c. And the condition of experience and skills

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### Work performance

A person's work performance tends to be good if he has a high work motivation, and has positive abilities and perceptions of roles. Motivation of employees to work, develop personal abilities, and improve abilities in the future is influenced by feedback regarding past performance and development (Simamora, 2004). Based on the study of Kuvaas (2007), it was found that a measure of perceptions of the development of a positive performance assessment.

The term work performance and performance have the same understanding, work performance comes from two words, namely achievement and work. Where the term achievement comes from the Dutch language called Pretatic, which means what has been created. According to Mangkunegara (2009: 67) The term performance comes from the word Job Performance or Performance (work performance or actual achievement achieved by someone). So, basically achievement is the result that has been achieved from an effort made.

Cooper defines work performance is the level of implementation of tasks that can be achieved by a person, unit, or division by using existing capabilities and limits that have been set to achieve organizational goals / company (Samsuddin, 2006: 159).

Mangkunegara (2009: 67), that the notion of performance (work performance) is the work result in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Another opinion expressed by Dharma (1998: 1), that work performance is something that is done or a product / service that is produced or given by a person or group of people.

### Work experience

According to the Indonesian Dictionary of the Department of Education, Indonesian Dictionary, Balai Pustaka, Jakarta, 2005, 3rd edition, p. 26 that experience can be interpreted as experienced (lived, felt, borne, etc.) .1 According to John Dewey, experience does not refer to something that is going on in the inner life, or something that lies behind the sensory world which can only achieved by reason or intuition. Dewey's View (John Dewey, Experience and Education, Kepel Press, Yogyakarta, 2002, p. 147).

The work experience is defined as something or ability that is owned by employees in carrying out the tasks assigned to him. With a long enough experience and quite a lot, it is expected that they will have greater abilities than those without experience

According to Malayu Hasibuan (2000) Work experience shows how long it takes for employees to work well. Besides that work experience includes the number of types of jobs or positions that have been occupied by someone and the length of time they work for each job or position. Thus the tenure is an individual factor that relates to the behavior and perceptions of individuals that influence employee career development. Experienced people are employees who are ready to use. Work experience shows the length of implementation, overcoming a job from a variety of jobs even repetitively in the journey of life.

### Factors of Affecting Work Experience

Employees can be said to have work experience if they have done work repeatedly. The things that determine the experience or absence of an employee are as follows:

a. Length of time or period of work Size of the length of time or period of work that has been taken by someone can understand the tasks of a job and have carried out well.

b. The level of knowledge and skills possessed by Knowledge refers to concepts, principles, procedures, policies or other information needed by employees.

c. Mastery of work and equipment The level of mastery of a person in the implementation of aspects of technical equipment and engineering work

d. Type of work The more types of tasks a person performs, generally the person will get better results of the task

### Theoretical Basis

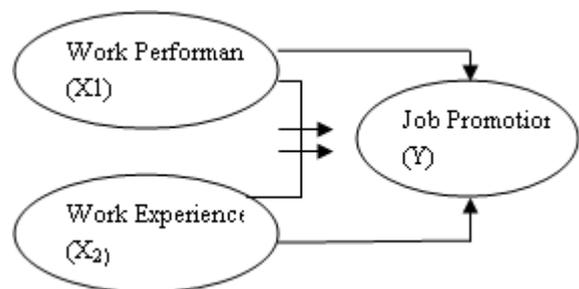
Maslow's theory of motivation is the basis of this research. Sunyoto (2012: 13) says that Maslow's motivational theory, one of which is the need for rewards, includes the need to be respected, valued for one's achievements, recognition of one's abilities and expertise and the effectiveness of one's work. Job promotion is considered as an award for employees who get the opportunity to be promoted, some general criteria that need to be considered in promoting workforce including seniority and work performance (Ardana, et al, 2012: 105).

### Hipotesa

Based on the background of the problem and the theoretical study above, the formulation of this research hypothesis is as follows:

H1: There is a simultaneous significant effect of work performance and work experience on promotion.

H2: There is a partially significant effect of work performance and work experience on promotion.



### Research methods

The design of this study uses survey research. The variables analyzed consisted of work performance, work experience and promotion. The population of this study is all of the employees in the study area in 2013. Respondents in this study were 48 people. This analysis technique uses multiple linear analysis techniques that were previously tested by classical assumption. Data management uses the help of the SPSS for Windows program.

### Types and Data Sources

In this study, the types and sources of data used are:

- a. HR archive records: Position Promotion Data and background
- b. Interview: Conducted to several informants such as Branch Manager, Operations & Service Manager and some senior employees, this is to get information that is more in line with the conditions during this time
- c. Documentation: vision, mission, business strategy both short and long term that form the basis for the preparation of strategic compensation systems, company history, company profile, and company organizational structure

### Procedure of Data Collection and Technical Analysis

The data collection procedures carried out in this study are:

#### a. Preliminary survey

Preliminary surveys are conducted to obtain secondary data that will be used for the next research phase. Secondary data collected in the form of: vision, mission, short-term business strategies that form the basis for the preparation of strategic compensation systems, company history, company profile, company organizational structure, and job descriptions

#### b. Share questionnaires with all employees at the branch

#### c. Data acquisition from HR

Obtain information on historical data on promotions and assessment data that has been recorded in HR, including annual assessments of individuals, attendance, grading / level and mapping management

d. Validity Test and Reliability test for the data instruments studied were carried out.

### Research sites

The collection of research data, both primary and secondary, is carried out at the location of Bank Syariah Bukopin, Sidoarjo Branch, having its address at Jalan Raya Waru Ruko Gateway, Sidoarjo

### Population and Samples

According to Arikunto (2010: 173), the population is said to be the entire subject of research. The population in the study were all employees of Bank Syariah Bukopin in the Sidoarjo branch, which according to the latest data in December 2016 were 42 people. While the sample according to Arikunto (2010: 174), is a portion of the population that is considered able to represent and reflect the entire population. In this study, the method of determining the sample is done by census, which is to make all members of the population into samples (Arikunto, 2010: 178). So that the number of samples that will be the object of research for the author are 42 people.

### Types and Data Sources

The types and data sources that I use in this study are:

1. Primary data is data collected and obtained through direct observation at the research site by taking the required data in accordance with the research in the form of questionnaire data.
2. Secondary data is data obtained from the company in the form that is ready to be compiled or processed.

### Data collection technique

The technique of collecting research data is to use the following methods: a. Questionnaire, to collect the primary data needed. b. Library Studies, which consists of supporting books, research journals in the field of human resource management, especially those relating to work experience, performance assessment and promotion.

### Scale of Data Measurement

In this study the scale used is a Likert scale. Likert Scale. In the Likert scale there are 5 ranges of rating weights for each answer choice provided, namely: a. (SS), given a score of 5 b. (S), given a score of 4 c. (N), given a score of 3, d. (KS), given a score of 2 e. (TS), given a score of 1.

### Research Variables

This study uses two types of variables, namely the independent variable (which influences) consisting of: Workmanship (X1) and Job Performance Assessment (X2) and the dependent variable (which is affected): Career Development (Y). Variables used in this study can be operationalized as the following table: Job Promotion (Y): 1. Performance considerations, 2. Performance considerations, 3. Consideration of loyalty, 4. Consideration of factors known by supervisors of supervisors, 5. Opportunities for development selves (modified from Notoadmojo, 2009: 169).

Work Experience (X1): 1. Duration of work, 2. Type of work / position that has been done, 3. Period of work on each job / position that has been done (Siagian, 2007: 52).

Job Performance Assessment (X2): 1. Individual work results, 2. Behavior, 3. Attitudes (Robbins & Judge, 2008: 312).

### Equation of Multiple Regression

Regression analysis is an analysis that measures the effect of independent variables on the dependent variable. If the measurement involves more than one independent variable then it is called multiple linear regression analysis. It is said to be linear because each estimated value is expected to increase or decrease following a straight line. The estimation of multiple linear regression estimation is (Sunnyoto; 2009: 9):

$$Y = a + b_1X_1 + b_2X_2,$$

$$Y = \text{Job Promotion}$$

$$a = \text{konstanta}$$

$$b_1X_1 = \text{Koefisien regresi variabel work experience}$$

$$b_2X_2 = \text{Koefisien regresi variabel work performance}$$

Simultaneous testing (Test F) is intended to test the first hypothesis of the study. Simultaneous testing using the F distribution is to compare between Fcount and Ftable If Fcount < Ftable then H0 is accepted or in other words there is no simultaneous significant effect of independent variables on the dependent variable. Conversely, if Fcount > Ftable then H0 is rejected or in other words there is a simultaneous significant effect of independent variables on the dependent variable (Sunnyoto, 2009: 17).



Rumus nilai Fhitung adalah (Sunyoto, 2009:17):

$$F = \frac{R^2 (n - m - 1)}{m (1 - R^2)}$$

Meaning: F = Nilai hitung simultan R<sup>2</sup> = Nilai korelasi kuadrat n = Jumlah sampel m = Jumlah variabel independen 1 = Jumlah variabel dependen.

### III. RESEARCH RESULTS AND DISCUSSION

#### Research result

**Tabel 1. Total of employees**

No.	Status	Total of Employee
1.	Branch Manager	1
2.	Operasional Manager	1
3.	Marketing staf	21
4.	Operasional staf	19
	Total	42

From these data indicate that employees working on BSB cab. Sidoarjo based on work position, the most employees occupy the position of Marketing, which is 21 employees.

**Tabel 2. Data of employees Age**

No.	Age	Employee	%
1.	< 25 th	12	28.57
2.	26 – 30 th	13	30.95
3.	31 – 40 th	8	19.04
4.	41 – 50 th	7	16.67
5.	> 50 th	2	4.77
	Total	42	100

The data in table 2 shows that employees aged 26-30 years dominate over age above 40 years (30.92%), with the number of employees as many as 13 employees.

**Tabel 3. Period of Employees**

No.	Year	Total of Employees	%
1.	< 5 th	24	57.14
2.	5 - 15 th	7	16.66
3.	16 - 30 th	11	26.20
4.	> 30 th	0	0
	Total	42	100

Table 3 above shows that the tenure of employees with a range of <5 years is more dominant (57.14%). So that it can be seen that the majority of employees working in BSB cab. Sidoarjo have a relatively small working period and the level of loyalty cannot be ascertained against the company at work.

**Tabel 4. Indikator of Performance Appraisal Tahun 2015**

Unsur yang dinilai	angkamutu	Kategori
<b>Hasil Kerja</b>		
1. Pelaksanaan Kerja	4	Baik Sekali
<b>Perilaku</b>		
2. Kejujuran	4	Baik Sekali
3. Disiplin	3.50	Baik
4. Tanggung jawab	4	Baik sekali
5. Kerjasama/	3.50	Baik

team work		
6. Komunikasi	3.50	Baik
7. Penampilan/kerapihan	4	Baik Sekali
8. Kemampuan belajar	3.50	Baik
<b>% nilai rata-rata</b>	3.75	Baik

The data in Table 4 describes examples of criteria for employee performance appraisal at BSB cab. Sidoarjo, the quality score is obtained from the value of several employees that are accumulated and obtained randomly, with an average value of 3.75 (Good category), the assessment is carried out by the appraisal official and in accordance with existing procedures.

**Tabel 5. Data Karyawan yang mendapatkan Promosi Jabatan ( Branch Manager)**

Masa Jabatan	Pengalaman Kerja	Masa Jabatan
Tahun 2010 - 2014	< 1th	4 th
Tahun 2014 – 2016	3 th	2 th
Tahun 2016 - Now	6 th	Now

**Tabel 6. Data Karyawan yang mendapatkan Promosi Jabatan (Manager Operasi)**

Masa Jabatan	Pengalaman Kerja	Masa Jabatan
Tahun 2010 - 2011	1 th	1 th
Tahun 2011 – 2013	4 th	2 th
Tahun 2013 - Now	< 1th	Now

Based on the results of interviewing the author with several BSB cab employees. Sidoarjo, information was obtained that the promotion program was in the BSB cab. Sidoarjo is a confidential and policy from the Head Office, so it is feared that there is a discrepancy in the selection of employees to obtain a higher position.

#### Testing of Multiple Linear Regression

The results of multiple linear regression testing with the SPSS 17 for windows show the following information:

**Tabel 7. Hasil Pengujian Regresi Berganda**

Variabel	Unstandardized Coefficients	t hitung	Sig.	Decision
Konstanta	0.913	-	-	-
Pengalaman Kerja (X1)	0.328	3.047	0.004	Signifikan
Penilaian Prestasi Kerja (X2)	0.377	4.369	0.000	Signifikan

Fhitung : 21,908 Ftabel: 3.226 R<sup>2</sup>: 0.537

Sig.F : 0.000 ttabel: 2.019

#### Persamaan Regresi

Based on Table 7 the following regression equation can be produced

$$: Y = 0,913 + 0,328X1 + 0,377X2 \text{ meaning :}$$



- Constant value of 0.913 means that without a change (constant) in the work experience variable and work performance assessment, the assessment on career development still has a value of 0.913. This constant value is the impact of current work experience conditions and work performance assessments. Another possibility is the constant value of career development due to other factors beyond work experience and work performance assessment.
- The regression coefficient of work experience variable (X1) is 0.328, meaning that every increase of 1 unit in the work experience variable, the assessment on career development will increase by 0.328 assuming the variable performance assessment is constant.
- The regression coefficient value of the work performance assessment variable (X2) is 0.377, meaning that each increase of 1 unit in the variable work performance assessment, the assessment on career development will increase by 0.377 assuming the work experience variable is constant.

#### *Koefisien Determinasi (R2)*

$R^2 = 0,537$  that the assessment of Position Promotion in the Bank Syariah Bukopin Sidoarjo branch of 53.7% can be explained by variations that occur in the variable work experience and work performance assessment. Thus the remaining 46.3% influence from other factor factors outside of work experience and work performance assessment that can influence the assessment of Job promotion. This shows that there is a considerable influence from the dynamics of work experience and work performance assessment in determining the high and low rating of career development.

5.4.2.3 Uji Simultan (Uji F) Secara simultan nilai Fhitung 21,908 > Ftabel 3,226 dengan nilai sig. 0,000 < 0,05.

These results indicate that work experience variables and work performance assessments simultaneously have a significant effect on Job Promotion. If the two independent variables increase simultaneously, then the level of Job Position evaluation. will also increase. Conversely, if there are decreases in the two variables simultaneously, the level of career development assessment will also decrease. These results can thus prove the first hypothesis of the study.

#### IV. DISCUSSION OF RESEARCH RESULTS

##### *Effect of Work Experience on Job Promotion*

The results of the study concluded that work experience had a positive and significant effect on career development. The implementation is, the more work experience that is owned by an employee, the more likely it is to be able to get a promotion of the position of the company. Conversely, if an employee does not have good work experience, it will be difficult for him to be able to obtain an increase in position in the company. With these results, it simultaneously proves the truth of the second hypothesis in this study. The results of the study show that with a level of work experience that is less than optimal results in an assessment of career development that is also less satisfactory. This finding thus confirms the concept put forward by Siagian (2007: 54) which confirms that work experience is needed in terms of increasing promotion. The conclusion of this study is also in line with the conclusions in Henry's (2012) study which

concluded that previous work experience was a key element in the concept of career development. However, the results of the authors' research are not in line with the conclusions of the research conducted by Muis (2012) and Jayanti & Netra (2013) which on the contrary conclude that there is no significant influence of work experience on career development.

##### *Effect of Job Performance Assessment on Job Promotion*

The results of the study concluded that the assessment of work performance has a positive and significant effect on promotion. The implementation is, the better the work performance that is owned by an employee, the greater the chance to get career progress in the company. Conversely, if a career increase will be difficult to obtain if the performance of the employees concerned is considered poor by the company. With these results, it simultaneously proves the truth of the third hypothesis in this study.

#### V. CONCLUSIONS

1. The existence of work experience and work performance that are considered good will be able to provide a positive and significant influence in improving the assessment for Job Promotion.
2. For newly established companies (<8 years), not too significant work experience is needed in Job Promotion. (factors due to limited employees).
3. The better the assessment of the work performance of an employee, the greater the chance to get a Job Promotion.

#### VI. SUGGESTION

1. It is necessary to improve the quality of work experience of employees who are not only at work but are advised to:
  - a. Providing work performance improvement training at least once a year.
  - b. Rotating tasks will allow old employees to get a kind of work that can be enriched.
  - c. Screening competencies and interests so that they can be adjusted to the tasks and positions available.
2. Employee work performance still needs to be improved by:
  - a. Perform workload analysis to fit the individual abilities of the employee concerned.
  - b. The application of sanctions that are more assertive and consistent against violations of the rules of conduct and work methods.
  - c. Include employees alternately to motivational seminars.

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