

THE EFFECT OF JOB PERFORMANCE, COMPETENCY AND WORK DISCIPLINE ON PROMOTION AT PT. BANK SYARIAH MANDIRI IT OPERATION GROUP

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Abstract: This study aims to examine the effect of job performance, competence and work discipline towards promotion work in PT. Bank Syariah Mandiri, IT Operation Group. Samples used were as 54 people were determined with purpose sampling. Data collection techniques used questionnaires and were analyzed data by using multiple linear regression. The results of the analysis of performance, competence and work discipline show significant positive effect on promotion at PT. Bank Syariah Mandiri, IT Operation Group.

Keywords: job performance, competence, work discipline, promotion

1. Introduction

One of the impetus for someone to work for a company is the opportunity to advance. It is the nature of human beings in general to be better, more advanced than the position they currently have. that's why they want some progress in their life.

Promotion is an award with a promotion in a company. According to Husein (2003:98) someone who receives a promotion must have good qualifications compared to other candidates. This is what many workers are trying to do in order to be better than the positions previously held for the sake of increasing social status. Promotion is an opportunity to develop and advance and can encourage employees to be better or more enthusiastic in doing a job within the company environment.

Through the job performance assessment, it will be known how well the employee has carried out the work assigned to him, so that the company can determine the appropriate remuneration for the work performance. Job performance appraisal can also be used by the company to find out the shortcomings and potential of an employee. From these results, the company can develop a comprehensive human resource plan in dealing with the company's future.

In the context of human resource development, employee performance in a company is very much needed to achieve job performance for the employees themselves and also for the success of the company. Job performance is the result of an employee's work over a certain period compared to various possibilities, such as standards, targets/targets or criteria that have been determined in advance and mutually agreed upon.

Job performance is one of the goals of manpower management in improving job performance in an organization. The job performance factor is the thing that will determine the survival of a company. With a high level of job performance, of course, the company will get a fairly high profit as well. The job performance program is a program that must be implemented by every

company or government agency. To get employees, it is necessary to hold a job performance program which is expected to increase compensation for the employees concerned.

Job performance will be achieved by an employee if it is supported by the competence (skills/ability) they have, competence is the authority and skill or ability of a person in carrying out tasks or work in accordance with the position he holds. Thus, the emphasis is on the authority and ability of a person in carrying out the duties of a position or a person's work in the company.

The phenomenon of employee performance that the authors observed from 2015 to 2017 saw an increase in the level of employee absenteeism, this observation was obtained from the recapitulation of the employee absentee level at the Human Capital section of PT. Bank Syariah Mandiri, this can affect the level of productivity and overall performance.

Competence is not just the ability to carry out administrative tasks alone, but competence will involve teachings about humans and their behavior, legally humans in carrying out actions must be in accordance with the norms and rules that apply in their lives. No matter how high the competence or authority possessed by a person in carrying out his duties or work, human values must be the main concern. Each profession in a certain position will have a certain character that will be the basis for achieving organizational effectiveness in determining the vision and mission to be achieved.

The phenomenon that occurs in terms of employee competence at PT. Bank Syariah Mandiri, IT Operations Group shows that at the implementing/staff level they still lack mastery of the substance of their work, where the completion of tasks is only handled by a few employees, both individually and in teams (Observation: 2016-2018), so the task -tasks tend to be concentrated on those who are judged to have competence in terms of abilities, skills and abilities, while others work modestly without clear patterns and targets. In fact, according to Mathis & Jackson 2001:240, competent human resources have the characteristics of being customer focused, oriented to teamwork and work results, being innovative, having technical experience and being able to adapt.

Indications of low performance can also be seen from the frequent delays in the completion or management of a project, the employee/employee is not in the workplace or the work achieved is not in accordance with the standards that have been set and the service provided by the employee/employee is not fast enough. This is an indication that their work discipline is still lacking, with this phenomenon the employees tend to experience a decrease in performance.

One aspect that is no less important than competence in supporting the work performance of employees with the aim of achieving promotions is discipline. The work discipline attitude possessed by employees is very important for a company in order to realize the company's goals. Without good employee discipline, it is difficult for a company to achieve optimal results.

From the element of Work Discipline of employees, a phenomenon that still often occurs in an agency regarding employee motivation and work discipline. The work discipline of employees / female employees is still low in the PT. Bank Syariah Mandiri, IT Operation Group can be seen from several things as follows:

1. Often delaying work and not being able to complete tasks assigned by superiors on time, this can be seen from the number of service processes that are not completed on time in accordance with the Service Level Agreement (SLA) that has been determined and agreed upon.
2. Not making good use of free time and often prioritizing counter-productive things such as holding a meal together in the office environment or outside the office.
3. Often being indifferent to the rules that have been set, this can be seen from the discipline of employees in non-compliance with SOPs, being late for work, leaving work prematurely, rarely participating in morning prayer forums.

Inconsistency in the application of rules related to the application of reward and punishment within PT. Bank Syariah Mandiri, IT Operations Group, although in terms of rewards it has been given in the form of bonuses. This seems to be a formality without giving a positive effect on increasing the motivation of employees' work discipline, this is because the implementation of punishment does not run in accordance with applicable regulations. Thus providing a tendency for employees / employees of PT. Bank Syariah Mandiri, IT Operations Group to ignore the rules regarding employee discipline which have a negative impact on the implementation of their duties and responsibilities as employees.

A work discipline can be formed from a system that helps improve the effectiveness and efficiency of the work environment in the company. This system helps managers to be able to monitor employees/employees properly and improve communication between employees/employees in the company. Based on the description above, the researcher is interested in conducting research with the title "The Effect of Job Performance, Competence and Work Discipline on Position Promotion at PT. Bank Syariah Mandiri".

In accordance with the background described above, a problem for this research can be formulated as follows: (1) Does Job Performance Affect Position Promotion at PT. Bank Syariah Mandiri; (2) Does Competence affect Position Promotion at PT. Bank Syariah Mandiri; (3) Does Work Discipline affect Position Promotion at PT. Bank Syariah Mandiri; (4) Does Job Performance, Competence and Work Discipline affect Position Promotion at PT. Bank Syariah Mandiri

The research objectives to be achieved by the author by conducting this research are as follows: (1) To determine the effect of Job Performance on Promotion at PT. Bank Syariah Mandiri; (2) To determine the effect of Competence on Position Promotion at PT. Bank Syariah Mandiri; (3) To determine the effect of Work Discipline on Position Promotion at PT. Bank Syariah Mandiri; (4) To determine the effect of Job Performance, Competence and Work Discipline on Position Promotion at PT. Bank Syariah Mandiri.

The benefits of this research are translated into theoretical and practical benefits, along with their descriptions. Practical Benefit, for researchers, as a reference and consideration, especially for the development of knowledge related to efforts to achieve promotion, for the Company, as material for information and input in improving employee performance and determining appropriate promotions in order to achieve the company's work productivity at PT. Bank Syariah Mandiri, for other parties, the results of this study are expected to be used as information with reference to reading for other researchers who will conduct research on similar topics. Theoretical Benefit, for the world of education, this research is expected to be used as a source of information related to education or references and knowledge for researchers who carry out further research development, for Related Agencies, this research can be used as material for consideration of an organization or company in making policies on work performance, competence, and work discipline in the company.

2. Literature Review

Job Promotion

Every employee has the desire to always be better, occupy more strategic positions, get higher wages or salaries and so on. Promotion is one thing that is the dream of every employee. Because with a promotion, employees get the things they want.

According to Hasibuan (2002:108) that promotion means a transfer that enlarges authority and responsibility to a higher position in a company followed by greater obligations, rights, status and income.

According to Siagian (2009: 169) promotion is the transfer of an employee or employee from one position or place to a higher position or place and is followed by duties, responsibilities

and authority that are higher than the position previously occupied. In general, promotion is followed by an increase in income and other facilities.

According to Manullang (2004: 153), promotion means an increase in position, namely accepting power and responsibility greater than previous powers and responsibilities.

According to Nitisemito (2006:81) promotion is the process of transferring employees from one position to another higher position which is always followed by tasks, responsibilities and authority that are higher than previously occupied positions.

According to Mathis and Jackson (2006:11) Promotion is a person's movement to a higher level of work and compensation is included in the selection process.

Based on the opinion above, it can be said that promotion is the transfer of an employee to a higher position with greater authority, power and responsibility than before and is usually followed by an increase in salary and other facilities in accordance with the new task. The increase does not have to or is always followed by an increase in income, for example a change in the situation from a daily employee to a permanent employee whose income remains the same.

Job performance

Job performance is very important for a company to achieve its goals. In the context of human resource development, employee performance in a company is needed to achieve the desired level of Job performance for the employees themselves and also for the success of the company. Job performance is the result of an employee's work over a certain period compared to various possibilities, such as standards, targets/targets or criteria that have been determined in advance and mutually agreed upon.

According to Hasibuan (2008:64) job performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Furthermore, Rivai (2004:309) says that work performance is a function of motivation and ability.

According to Mangkunegara (2002:33) job performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he gives.

From the several definitions of work performance put forward by the experts above, it can be said that job performance is the result of a person's efforts or sincerity in carrying out a job entrusted to him with his skills, experience and sincerity in accordance with the responsibilities that have been given to him.

Competence

Competence according to Spencer and Spencer in Palan (2007:151) is a basic characteristic possessed by an individual who is causally related in meeting the criteria needed to occupy a position. Competence consists of 5 (five) types of characteristics, namely motives (consistent will as well as a cause of action), innate factors (consistent character and response), self-concept (self-image), knowledge (information in a particular field) and skills (ability to carry out the task).

This is in line with the opinion of Becker and Ulrich in Suparno (2005:24) that competency refers to an individual's knowledge, skill, ability or personality characteristics that directly influence job performance. personality that affects performance.

In contrast to Fogg (2004: 90) which divides competence into 2 (two) categories, namely basic competence and which distinguishes basic competence (threshold) and differentiating competence (differentiating) according to the criteria used to predict the performance of a job. Basic competencies (threshold competencies) are the main characteristics, which are usually in the form of basic knowledge or skills such as the ability to read, while differentiating competencies are competencies that make a person different from others.

This understanding of competence is in principle the same as the notion of competence according to Stephen Robbin (2007:38) that competence is the ability (ability) or a person's capacity to do various tasks in a job, where this ability is determined by 2 (two) factors, namely intellectual ability and physical ability.

The definition of competence as a skill or ability was also put forward by Robert A. Roe (2001:73) namely Competence is defined as the ability to adequately perform a task, duty or role. Competence integrates knowledge, skills, personal values and attitudes. Competence builds on knowledge and skills and is acquired through work experience and learning by doing. Competence can be described as the ability to carry out a task, role or task, the ability to integrate knowledge, skills, attitudes and personal values and the ability to build knowledge and skills based on experience and learning carried out.

In more detail, Spencer and Spencer in Palan (2007:84) suggest that competence shows the characteristics that underlie behavior that describe motives, personal characteristics (characteristics), self-concept, values, knowledge or expertise brought by someone who performs superiorly (superior performer) in the workplace. There are 5 (five) characteristics that make up competence, namely 1) Knowledge factors include technical, administrative, humanitarian processes, and systems issues. 2) Skills which refer to a person's ability to perform an activity. 3) Self-concept and values which refer to one's attitudes, values and self-image such as one's belief that one can succeed in a situation.

The above statement implies that competence is a person's characteristics related to effective and/or superior performance in certain work situations. Competence is said to be an underlying characteristic because individual characteristics are a deep and inherent part of a person's personality that can be used to predict certain job situations. Then it is said to be related between behavior and performance because competence causes or can predict behavior and performance.

From the definition of competence above, it can be seen that the focus of competence is to utilize work knowledge and skills in order to achieve optimal performance. Thus competence is everything that is owned by a person in the form of knowledge, skills and other individual internal factors to be able to do a job. In other words, competence is the ability to carry out tasks based on the knowledge and skills possessed by each individual.

Work Discipline

Discipline is the sixth most important operative function of Human Resource Management that companies need to pay attention to, because the better the employee discipline, the better the performance will be. Without good discipline, it is difficult for a company to achieve optimal results. The following is the definition of discipline put forward by experts, among others:

1. According to AA Anwar Prabu Mangkunegara (2004:129) means that Discipline can be defined as the implementation of management to reinforce organizational guidelines.
2. According to T. Hani Handoko (2001:308) explains that Discipline is a management activity to implement organizational standards.
3. According to Abdurrahman Fathoni (2006:172), discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms.
4. According to Veithzal Rivai (2004:444) reveals that Discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms.
5. According to Gouzali Saydam (2005:284), it is explained that discipline is an attitude of one's willingness and willingness to obey and obey all the norms of the regulations that apply around him.

6. According to Ahmad Tohardi quoted from Alex S. Nitisemito (2002:393) explains that Discipline is the attitude, behavior and actions that are in accordance with the regulations of the company, both written and unwritten.

Based on the understanding of the explanation of discipline put forward by the experts above, it can be concluded that discipline is a tool used by managers so that employees are willing to obey and be aware of all applicable regulations.

3. Method

The method used in this study is quantitative with research techniques using a questionnaire. In conducting this research, there are 2 (two) variables used, namely:

Independent Variable (Independent Variable). This variable is often also called the stimulus variable, the predictor. The independent variable/X is the variable that causes changes that will explain or positively or negatively affect the dependent variable in the pattern of the relationship. The independent variables in the research are:

X1 = Work performance

X2 = Competence

X3 = Work Discipline

2. **Bound Variable (Dependent Variable)**

The dependent variable/Y is the variable that is explained or influenced by the independent variable. In this study the dependent variable:

Y = Position Promotion.

The measurement scale used in this study is using the Ordinal Scale. Ordinal scale is a scale that already has levels but the distance between levels is uncertain (Suliyanto, 2006) and the Likert scale is included in the ordinal scale category. However, the Likert scale is a method that measures a person's attitudes, opinions and perceptions by stating whether or not they are good at certain objects or events. In this study, the measurement begins with:

1. Strongly Agree answers are given a weight of 5.
2. Answer Agree is given a weight of 4.
3. Answers Disagree are given a weight of 3.
4. Answers Disagree are given a weight of 2.
5. Answers Strongly Disagree are given a weight of 1.

Population, Sampling and Sampling Method

Population

Population according to Sugiyono (2012: 90) is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were all employees and female employees who work full time ini PT. Bank Syariah Mandiri, IT Operation Group as many as 55 employees

Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2012:91). In the study conducted on samples that represent the population. The sample in this study were all employees who work full time at PT. Bank Syariah Mandiri IT Operation Group with a set sample of 54 employees, One employee who is not sampled in this case is the researcher.

Sampling Method

Sampling method is a sampling technique (Sugiyono, 2010: 62). The sampling technique in this research is Quota Sampling. Quota Sampling takes the number of samples as much as the number that has been determined by the researcher. The advantage of this method is that it is

practical because the research sample has been known beforehand (Margono, 2004:44). Sampling in this study with the criteria of employees / female employees who are used as respondents are employees and employees who work full time at PT. Bank Syariah Mandiri, IT Operations Group.

Method of Collecting Data

There are 2 (two) ways to collect the data that will be needed to conduct the analysis in this research, which are as follows:

Primary Data Collection

Primary data collection in this study was carried out using the Questionnaire Technique, which is a data collection technique carried out by giving a set of questions or written statements to the respondents to be answered. Questionnaires are an efficient data collection technique when the researcher knows with certainty the variables to be measured and knows what to expect from the respondents. The scale used in this study is a Likert scale. According to Imam Ghozali (2005), the Likert scale is a scale that contains 5 (five) levels of answer preference.

Secondary Data Collection

Secondary data is obtained from data provided by the company such as organizational structure and company history. In addition, the respondent's profile will also be taken based on the following criteria:

- a. Respondents by Gender.
- b. Respondents by Age.
- c. Respondents based on Length of Work.
- d. Respondents based on Education Level.
- e. Respondents based on Salary

4. Result and Discussion

After getting research data based on filling out the questionnaire, the research data can be presented as follows:

Hypothesis test

Multicollinearity Test

The results of the Multicollinearity Test for Work Achievement Variables, Competence Variables and Work Discipline Variables for Position Promotion can be seen in Table 1 following.

Table 1. Multicollinearity Test Results

Independent Variable	Mark		Information
	Tolerance	VIF	
Work Performance (X1)	0.773	1.293	Multicollinearity does not occur
Competence (X2)	0.611	1,635	Multicollinearity does not occur
Work Discipline (X3)	0.739	1.354	Multicollinearity does not occur

Dependent Variable: Promotion (Y)

Based on Table 1. above, the results of the Multicollinearity Test are as follows:

1. The Tolerance Value of Work Performance Variable (X1) is 0.773, Competence Variable (X2) is 0.611 and Work Discipline Variable (X3) is 0.739 which is greater than 0.10.
2. The VIF value of the Work Performance Variable (X1) is 1.293, the Competency Variable (X2) is 1.635 and the Work Discipline Variable (X3) is 1.354 which is smaller than 10.00.

So it can be concluded that there is no multicollinearity.

Autocorrelation Assumption Test

The results of the Autocorrelation Assumption Test for Job Performance Variables, Competence Variables and Work Discipline Variables on Position Promotion can be seen in Table 2 below.

Table 2. Autocorrelation Assumption Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.923a	.852	.778	3.629	3.185

a. Predictors (Constant), Job Performance, Competence, Work Discipline

b. Dependent Variable: Promotion

Based on Table 2. above, the results of the Autocorrelation Assumption Test are known to have a DW value of 3.185, then this value is compared with a significant table value of 5%, the number of samples $N = 54$ and the number of independent variables 3 ($K = 3$) = then the value of $du = 1.6800$ is obtained. The DW value is 3.185, greater than the upper limit (du) of 1.6800, so it can be concluded that there is no autocorrelation.

Multiple Regression Analysis

Based on the results of the analysis using the SPSS program, the regression results obtained from the Effect of Work Performance, Competence and Work Discipline on Position Promotion at PT. Bank Syariah Mandiri is as shown in Table 3 Below.

Table 3. Regression Analysis Results
Work Achievement, Work Competency and Discipline on Position Promotion

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	29,573		
	Work performance	2.407	2.191	.381	2.134	.017
	Competence	2,480	2.439	.219	2,092	.002
	Work Discipline	2.237	2.258	.874	1,785	.003

a. Dependent Variable: Promotion

From the results of the regression analysis above, it can be made a multiple regression equation as follows:

$$Y = 29,573 + 2,407 X_1 + 2,480 X_2 + 2,237 X_3$$

The regression equation has the following meaning:

1. Employee Achievement regression coefficient (b_1) has a positive value of 2,407, this shows that Work Performance has a positive effect on Job Promotion.
2. The regression coefficient of Competence (b_2) is positive at 2.480, this shows that Competence has a very positive effect on Position Promotion.
3. The regression coefficient of Work Discipline (b_3) is positive at 2.237, this shows that Work Discipline has a very positive effect on Job Promotion.

T-Test

T-Test Results the Influence of Work Performance, Competence and Work Discipline on Position Promotion at PT. Mandiri Syariah Bankcan be seen in Table 4 below.

Table 4. Test Results Work Achievement, Work Competency And Discipline On Position Promotion

Model	T	Sig.
1 (Constant)	4.449	.001
Work performance	2.134	.017
Competence	2,092	.002
Work Discipline	1,785	.003

The explanation of the results of the t-test above is as follows:

1. The tcount value for Work Achievement is 2,134 while the t table with sig. = 0.05 and df = n-k which is. 54-2 = 52, then the ttable (one tail) is 1,673, the tcount is greater than the ttable value, this indicates and states that there is a significant effect of Job Performance Variables on Job Promotion.
2. Competence tcount value is 2.092 while for ttable with sig. = 0.05 and df = n-k which is 54-2 = 52, then the ttable (one tail) is 1,673, the tcount value is greater than the ttable value, this indicates and states that there is a significant effect of Competence on Position Promotion.
3. The tcount value for Work Discipline is 1.785 while the t table with sig. = 0.05 and df = n-k that is 54-2 = 52, then the ttable (one tail) is 1,673, the tcount is greater than the ttable value, this indicates and states that there is a significant effect of Work Discipline on Job Promotion.

F Uji test

F Test Results the Effect of Work Performance, Competence and Work Discipline on Position Promotion at PT. Bank Syariah Mandiri can be seen the results in Table 5. as follows.

Table 5. F Test Results Work Achievement, Work Competency and Discipline on Position Promotion ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	455,396	3	151,799	7.324	.007a
	Residual	79.004	6	13.167		
	Total	534,400	9			

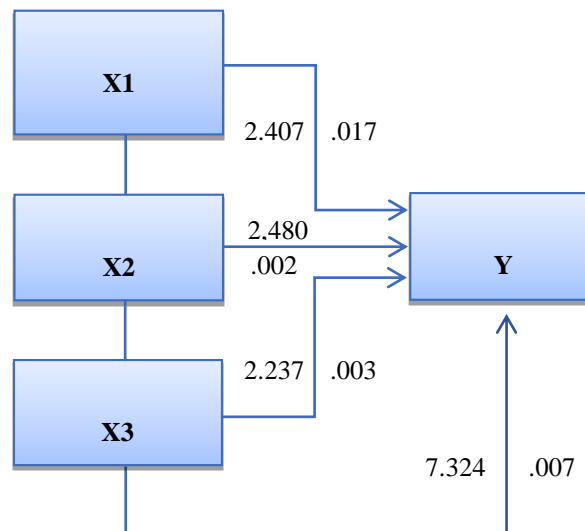
a. Predictors: (Constant), Job Performance, Competence, Work Discipline

b. Dependent Variable: Employee Performance

Fcount is 7,324, while Ftable with df = 54-2-1 = 51 is obtained at 2,790. Fcount value is greater than Ftable, so the regression model for Work Achievement, Competence and Work Discipline is declared Fit or Good.

Research Discussion

Research on the Effect of Job Performance, Competence and Work Discipline on Promotion at PT. Bank Syariah Mandiri IT Operations Group, the discussion can be made as follows:



- 1. The Effect of Job Performance on Position Promotion.** Based on the results of the analysis above, it shows that work performance has a positive effect of 2.407 and significant based on the value of $t_{count} > t_{table}$ ($2.407 > 1.673$) with a sig value. 0.017 ($p < 0.05$) on Promotion. The results obtained in this study are in accordance with the researcher's hypothesis which states that job performance has a positive and significant effect on promotion at PT. Bank Syariah Mandiri IT Operations Group.
With the results of the above analysis, it is expected that PT. Bank Syariah Mandiri IT Operations Group should be able to make decisions about whether or not it is appropriate for employees and employees to be promoted, PT. Bank Syariah Mandiri IT Operations Group can assess employees and employees transparently and look at some of the existing records to help assess these employees and employees.
- 2. The Influence of Competence on Position Promotion.**
Based on the results of the analysis shows that Competence has a positive effect of 2.480 and positive based on the value of $t_{count} > t_{table}$ ($2.480 > 1.673$) with a sig value. 0.002 ($p < 0.05$) on Promotion. The results obtained in this study are in accordance with the researcher's hypothesis which states that competence has a positive and significant effect on position promotion at PT. Bank Syariah Mandiri.
With the results of the above analysis, it is expected that PT. Bank Syariah Mandiri IT Operations Group is able to properly accommodate Position Promotion in an agency/company because for employees and employees a promotion is something that is highly expected, so that it will trigger competition between employees and employees with one another. Promotion can usually be done by following the selection or assessment stages organized by the Human Resources Development (HRD) section. Employee competence factor is very much needed in promotion decisions. Employee competence is very important to be used as a benchmark for improving performance and developing employees in the future.
- 3. The Influence of Work Discipline on Position Promotion.**
Based on the results of the analysis showed that work discipline had a positive effect of 2.237 and significant based on the value of $t_{count} > t_{table}$ ($2.237 > 1.673$) with a sig. 0.003 ($p < 0.05$) on Promotion. The results obtained in this study are in accordance with the

researcher's hypothesis which states that Work Discipline has a positive and significant effect on Position Promotion at PT. Bank Syariah Mandiri.

With the results of the above analysis, it is expected that PT. Bank Syariah Mandiri IT Operations Group can see further that Work Discipline and Work Supervision have a positive and significant impact on promotions at PT. Bank Syariah Mandiri IT Operations Group, therefore to improve work discipline and the results of significant work supervision on job promotions requires the expertise of a qualified and reliable leader to place employees and female employees in a position and class/rank at PT. Bank Syariah Mandiri IT Operations Group and Leaders must further improve the work discipline of employees and employees and provide sanctions for employees and employees who are not disciplined, so that qualified employees and female employees get promotions to positions and groups/ranks at PT. Bank Syariah Mandiri IT Operations Group.

5. Conclusions

Based on the results of research and discussion, some conclusions can be drawn as follows:

1. There is a positive and significant effect of Job Performance on Job Promotion at PT. Mandiri Syariah Bank. This is indicated by the value of $t_{count} > t_{table}$ ($2,407 > 1,673$) with sig. 0.017 ($p < 0.05$).
2. There is a positive and significant effect of Competence on the Promotion of PT. Bank Syariah Mandiri as indicated by the value of $t_{count} > t_{table}$ ($2,480 > 1,673$) with a value of sig. 0.002 ($p < 0.05$).
3. There is a positive and significant influence of Work Discipline on the Promotion of PT. Bank Syariah Mandiri as indicated by the value of $t_{count} > t_{table}$ ($2,237 > 1,673$) with a value of sig. 0.003 ($p < 0.05$).
4. There is a positive and significant effect of Work Achievement, Competence and Work Discipline simultaneously on the Promotion of PT. Bank Syariah Mandiri as indicated by F_{count} of 7,324 which is greater than F_{table} of 2,790 and a significance value of $0.007 < 0.05$. The value of the coefficient of determination (R^2) of 7,324 indicates that job promotion is influenced by work performance, competence and work discipline by 73.24% while the remaining 26.76% is influenced by other factors not included in this study.

Based on the description of the discussion and conclusions above, the researcher can express several suggestions, including the following:

1. The process of evaluating the work performance of employees should be carried out openly, the purpose and use of which are explicitly stated so that participating employees/employees can support the process of implementing the assessment.
2. The thing that needs to be improved in competence is so that employees / female employees can understand every job given by the leadership, so that it can encourage the promotion of positions given by the company to the employee / female employee, while what needs to be considered by the company is to provide opportunities for promotion to employees who have loyalty. against the company.
3. Based on the results of the study, it is known that work discipline is a variable that also affects promotions, although respondents gave the lowest assessment of statements regarding employee discipline who use time effectively in completing tasks and responsibilities given by superiors. This means that the employees of the IT Operations Group of PT. Bank Syariah Mandiri still uses time that is not very effective in completing the tasks and responsibilities assigned to it. Leaders should pay more attention to employees so that they can use their time in carrying out their work more effectively and productively in carrying out their assigned duties and responsibilities.

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