

The Effect of Supervision, Career Development, and Position Promotion on Employee Performance at PT. Saka Partner Sejati Medan

Syafriadi

STIE Indonesia – Medan

Email : syafriadi@gmail.com

ARTICLE INFO

Article history:
Received: 01/06/2021
Revised: 07/06/2021
Accepted: 15/06/2021

Keywords:
Supervision, Career
Development, Promotion and
Employee Performance

ABSTRACT

Research with the title "The Effect of Supervision, Career Development, and Promotion of Position on Employee Performance at PT. Saka Mitra Sejati Medan" This study aims to explain the influence of the variables of Supervision, Career Development, and Position Promotion simultaneously and partially on Employee Performance at PT. Saka Mitra Sejati Medan. The research method used is a quantitative model, using a questionnaire as a data collection tool which is distributed to all units/sections of PT. Saka Mitra Sejati Medan, totaling 67 employees. Analysis of the data in this study using multiple linear regression analysis assisted by a computer program SPSS for Windows. The results of the simultaneous test resulted in the F test yielding a calculated F value of 21,458 with a significant level of 0.00. Because F count 21,458 > F table 2.75 and the significant probability is much smaller than 0.05, i.e. $0.00 < 0.05$, the regression model for the variables of supervision, career development, and promotion can be said that together they have a positive effect. significant to the performance of employees of PT. Saka Mitra Sejati Medan. The results of the test of the control variable t count 3.616 > t table 1.669 with a significant $0.000 < 0.05$, meaning that partially the supervision variable has a positive and significant effect on the performance of employees of PT. Saka Mitra Sejati Medan. The results of the career development variable test value t count 1.675 > t table 1.669 with a significant $0.000 > 0.050$, meaning that partially career development variables have a positive and significant effect on the performance of employees of PT. Saka Mitra Sejati Medan. The results of the job promotion variable test value tcount 2,335 > ttable 1,669 with a significant $0.000 < 0.050$, meaning that partially the job promotion variable has a positive and significant effect on the performance of PT. Saka Mitra Sejati Medan. The number of Adjusted R Square is 0.482, which means that 48.2% of the dependent variable is the performance of PT. Saka Mitra Sejati Medan is explained by independent variables consisting of supervision, career development, and promotion, and the remaining 51.8% is explained by other variables outside of the variables used. So most of the dependent variables are explained by the independent variables used in the model.

Copyright © 2021 Jurnal Mantik.
All rights reserved.

1. Introduction

Human Resources are simply a group of people or individuals who work in a company or government agency called personnel or employees, employees and others. Then human resources in a broad sense, namely as the main asset of the organization that must be managed properly, so Human Resource Management (HRM) which is more strategic in nature for the organization in achieving the goals that have been set.

Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Performance can be known and measured if an individual or group of employees already has criteria or benchmark success standards that have been set in

the measurement, then the performance of a person or organizational performance may not be known if there is no benchmark for success (Moeheriono, 2012:95).

Supervision or controlling is one of the management functions that ensures the activities carried out by employees are in accordance with the expected results, the organization is expected to control its activities by focusing on customers and their needs, the organization and its core competencies and commitment to service quality, both to internal and external customers.

From a career point of view, an organization should not be seen as a place to hire someone, but should be seen as a place that facilitates one's career. With such a view, one's career does not depend on the will of the organization, but instead depends on the wishes of the employees. This meaning does not mean that the organization does not get what it wants, but that the organization will get two things at once, namely talent that is adjusted to its interests and the organization will get employees with high performance.

Career planning and career development will provide benefits to individuals and organizations. Through career development programs, the company will improve employee performance and productivity, reduce labor turnover, and increase promotion opportunities for employees. For employees themselves, career planning can encourage their readiness to use existing career opportunities.

Human resource development can be done in various ways, one of which is through promotion. With the promotion target, employees will feel valued, cared for, needed and recognized for their work abilities by their superiors so that they will produce high output. Promotions are carried out to optimize the organization's human resources, in addition, promotions aim to regenerate human resources within the organization for the survival of the organization. Performance appraisal of employees is the main benchmark in HR development. The existence of a promotion in the company basically aims to motivate employees to improve work performance. Employees who get promotions must meet predetermined criteria so as to facilitate the promotion of these employees.

The object of this research was conducted at PT. Saka Mitra Sejati Medan which is a company engaged in tourism, namely by providing lodging services for people who need temporary housing.

2. literature review

2.1 Theoretical Foundation

a. Performance

1) Understanding Performance

Employee performance needs an assessment with a view to providing employees with a good opportunity for their career plans in terms of strengths and weaknesses, so that companies can determine salaries, provide promotions, and can see employee behavior.

Performance appraisal is known as "performance rating" or "performance appraisal". According to Munandar (2012: 287), performance appraisal is the process of assessing the personality traits, work behavior, and work results of a person's workforce or employees (workers and managers), which are considered to support their performance, which are used as consideration for making decisions about actions in the field of employment.

The definition of performance according to Moeheriono (2012: 95) is "Performance or performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through strategic planning of an organization.

Based on some of the opinions above, the authors conclude that performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization and employee assessments must be carried out appropriately and pay attention to various employee performance factors, because through performance appraisals can determine how well employees have carried out their duties.

2) Purpose of Performance Appraisal

In Mangkunegara (2010:10), specifically, the objectives of performance appraisal are as follows:

- a) Increase mutual understanding between employees regarding performance requirements.
- b) Record and acknowledge the work of an employee
- c) Provide opportunities for employees to discuss their wishes and aspirations
- d) Define or reformulate future goals

- e) Checking the implementation and development plans as needed.
- 3) Factors Affecting Employee Performance
High-yielding jobs should be achieved by employees. Mangkunegara (2010: 67) states that the measures that need to be considered in performance appraisal include:
 - a) Quality of work
 - b) Working Quantity
 - c) Responsibility
 - d) Initiative
 - e) Cooperation
 - f) Obedience
- 4) Employee Performance Indicator
According to the research of I Wayan and Ayu (2015: 2990) the indicators of the performance variables are as follows:
 - a) Quality, where the final results achieved are in accordance with company regulations. This indicator is measured from the respondent's perception of an employee who works according to company procedures.
 - b) Quantity, a number of work units in accordance with the target. This indicator can be measured from respondents' perceptions of an employee whose work results are in line with company targets.
 - c) Punctuality, completion of tasks in a timely manner. This indicator is measured from the respondent's perception of an employee who is punctual in carrying out his duties.
 - d) Effectiveness, is the result of work in accordance with the given objectives. This indicator is measured from the respondent's perception of an employee who works in accordance with company goals.

b. Supervision

- 1) Definition of Supervision
The word "supervision" comes from the word "awas" which means "guarding". The term supervision is known in management science with administrative science, namely as one element in management activities.
According to Sondang P. Siagian (2015: 125) Supervision is a process of observing all organizational activities in order to better ensure that the work being carried out is in accordance with a predetermined plan.
According to Moekizat in satriadi (2015: 289) supervision is something that is done, meaning the results of the work, assessing the results of the work, and if necessary taking corrective actions so that the work is according to plan.
Based on some of the opinions above, the authors conclude that supervision is a process to ensure that all activities carried out must be in accordance with what has been planned in a management.
- 2) Factors Affecting Supervision
 - a) To stimulate employees to be more passionate about work, have high discipline and increase work productivity.
 - b) To ensure the stability of staffing by realizing promotions to employees on the right basis and at the right time as well as honest assessments.
 - c) Provide opportunities for employees to develop better creativity and innovation for optimal company benefits.
- 3) Position Promotion Indicator
Position Promotion Indicators According to Bambang Wahyudi (2012:173) as follows:
 - a) Honesty
 - b) Loyalty
 - c) Education Level
 - d) Work Experience
 - e) Initiative

2.2 Conceptual Framework

Conceptual framework is a description and visualization of the relationship or relationship between concepts or variables to be observed or measured through research to be conducted (Notoatmodjo, 2012:70).



- a. The influence of supervision has an effect on employee performance
- b. The theory which states that there is a relationship between supervision and performance according to Pandoyo (2017: 109) is an effort to improve employee performance in order to get good work results and the achievement of organizational goals requires good supervision. Supervision is basically an activity of a leader who strives for the work of his subordinates to be carried out according to the plan or desired results.
- c. The influence of career development affects employee performance According to Sondang P. Siagian (2011: 98) "Career development is an employee who wants to work in the organization where he works for a long time until retirement age".
- d. The effect of promotion has an effect on employee performance
- e. According to Bambang Wahyudi (2012:166) "Promotion is a change in position/position or job from a lower level to a higher level, usually followed by an increase in one's responsibilities, rights, and social status".
- f. The influence of supervision, career development and promotion simultaneously on employee performance
According to Mathis and Jackson (2011) performance is what employees do so that there are things that affect the organization's employees, including the quantity of output, output period, attendance at work, and physical activity.
According to Mulyadi (2017: 770), several factors that influence supervision are:
 - 1) Changes that always occur both from outside and from within the organization.
 - 2) The complexity of the organization requires formal supervision because of the decentralization of power.
 - 3) Errors or deviations made by members of the organization require supervision.From the expert opinion above, the author argues that the factors that influence supervision are from within and outside the organization.

a. Monitoring Indicator

According to Robbins And Coulter in Satriadi (2016: 290) consists of four indicators, namely:

- 1) Setting standards (Standards)
- 2) Measurement (Measurement)
- 3) Comparing (Compare)
- 4) Take action (Action)

2.3 Career Development

a. Definition of Career Development

Career development is an activity to carry out career planning in order to improve personal careers in the future so that their lives will be better.

According to Mangkunegara (2012: 77) "Career development is personal improvement that is sought by someone to achieve personal career plans".

According to Sondang P. Siagian (2011: 98) "Career development is an employee who wants to work in the organization where he works for a long time until retirement age".

According to Veithzal Rivai (2011:316) "Career development" is the process of improving individual work abilities that are achieved in order to achieve the desired career.

Based on some of the definitions above, the authors conclude that career development isa condition in developing the potential of employees to occupy higher positions in order to realize career plans in the future.

b. Career Development Goals

According to Shaputra & Hendriani (2015:78) the goals of career development are:

- 1) To develop employees so that they can be promoted.
- 2) To reveal the potential of employees.
- 3) To encourage growth.
- 4) To reduce hoarding.
- 5) To satisfy the needs of employees.
- 6) To improve career.

c. Career Development Indicator

According to Siagian (2015:207), various indicators that need to be considered in career development are as follows:

- 1) Fair treatment in career
- 2) Concern for immediate superiors
- 3) Information about various promotional opportunities
- 4) There is interest to be promoted
- 5) Satisfaction level

2.4 Position Promotion

a. Definition of Position Promotion

Position Promotion provides an important role for every employee and even becomes a dream and goal that is always expected. A clear picture of the meaning of promotion, the author can put forward some opinions from experts including the following:

Syafri Mangkuprawira (2013:168) "Position promotion is the process of reassigning an employee to a higher job position". Furthermore, according to Bambang Wahyudi (2012:166) "Promotion is a change in position/position or job from a lower level to a higher level, usually followed by an increase in one's responsibilities, rights, and social status".

Based on the opinions of the experts above, the authors conclude that a promotion is a transfer of position/position or work/assignment of an employee from a lower level to a higher level.

b. Job Promotion Purpose

The objectives of promotion according to Veithzal Rifai (2014:212) include:

To provide greater recognition, position, and service rewards to employees with high work performance. cooperative. Supervision, career development and promotion have a relationship with employee performance. Based on this description, the following research framework is made:

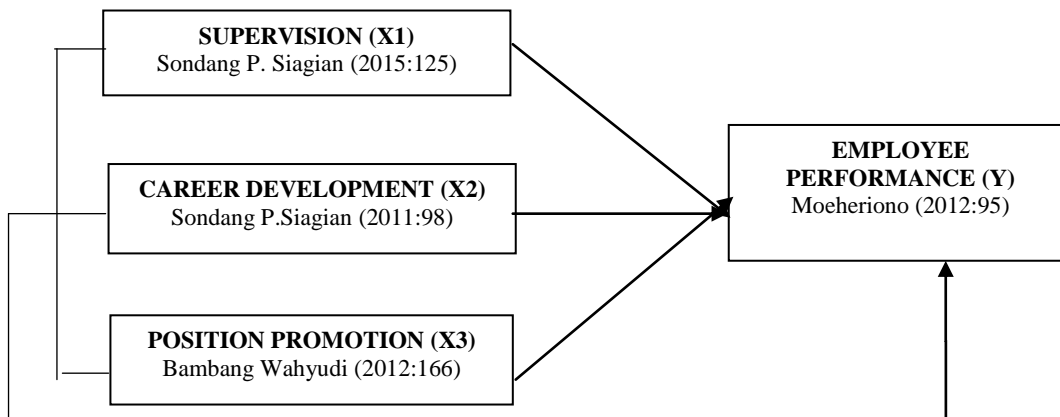


Fig 1 Conceptual Framework

Source : Diolah penulis 2020

2.5 Hypothesis

The hypothesis is a temporary answer to the research problem formulation, where the research problem formulation has been stated in the form of questions. Tjiptono, (2011: 70).

From the understanding of the hypothesis, the authors formulate the hypothesis in this study, namely:

- a. Supervision partially has a positive and significant effect on employee performance at PT. Saka Mitra Sejati Medan.
- b. Career development partially has a positive and significant effect on employee performance at PT. Saka Mitra Sejati Medan.
- c. Promotion partially positive and significant effect on employee performance at PT. Saka Mitra Sejati Medan.
- d. Supervision, career development, and promotion simultaneously have a positive and significant effect on employee performance together at PT. Saka Mitra Sejati Medan.



3. Research Methods

3.1 Research Approach

The approach used in this study is a quantitative approach based on statistical and empirical data.

3.2 Research Location

Research Locations at PT. Saka Mitra Sejati Medan is located at Jl. Black Crow No.14

3.3 Population and Sample

a. Population

This research is a census study with a saturated sample that uses the entire population as a sample of 67 respondents.

b. Sample

This research is a census study with a saturated sample that uses the entire population as a sample of 67 respondents.

3.4 Research Variables & Operational Definition

a. Research Variables

This study uses 3 (three) independent variables, namely: Supervision, (X1), Career Development, (X2), and Promotion (X3), and the dependent **variable is Performance (Y)**.

b. Operational Definition

A variable is something in the form of anything that is determined by the researcher to be studied, what will be studied by the researcher.

4. Research Results and Discussion

4.1 Research Results

a. A Brief History of Saka Hotel

Saka Hotel was established in the city of Medan on September 3, 2012 and began operating on November 08, 2012. Saka Hotel Medan is one of the three-star hotels in Medan with the full address at Jl.Gagak Hitam No. 14 Sei Sekambing B Village, Medan Sunggal District, Medan, North Sumatra. Tel. 061-8468468/8469393. Fax: 061-8464242, email: info@saka.com. Saka Hotel has 108 rooms consisting of three types of rooms, namely Superior Room with a price of Rp. 630.000.- Deluxe Room at a price of Rp. 720,000.- and Grand Deluxe Room at a price of Rp. 900,000.-.

b. Vision and Mission

The Vision and Mission of **Saka Hotel Medan are as follows:**

1) Vision

The family and business

2) Mission

- a) Making Saka Hotel a destination for families visiting Medan at affordable prices
- b) Making Saka Hotel a destination for entrepreneurs to have a market function in Medan
- c) Giving Saka Hotel visitors satisfaction with the best service.

c. Data Quality Test

Before analyzing the data using the SPSS program, the data quality test and classical assumption test were first carried out.

1) Validity test

The value of the validity of each question or statement item can be seen in the Corrected Item-Total Correlation value of each question or statement item.

Based on the table of recapitulation of the Validity Test for each of the questions above, it can be seen that the calculated r for each variable is above 0.3. This shows that the data is valid and worth testing.

2) Reliability test

Reliability test is a test conducted to determine whether the results of the answers to the questionnaire by the respondents are really stable in measuring a symptom or event. A reliable instrument is an instrument that is used several times to measure the same object, will produce the



same data. The decision-making criteria in the reliability test is the Cronbach's Alpha value for each variable > 0.6.

Based on the table, it is known that the Cronbach's Alpha value for each variable is > 0.6. This shows that each of these variables is reliable and deserves to be tested.

d. Data Analysis Techniques

1) Normality Test

Normality test with graphs can be done with SPSS program with Normal Probability Plot graph analysis.

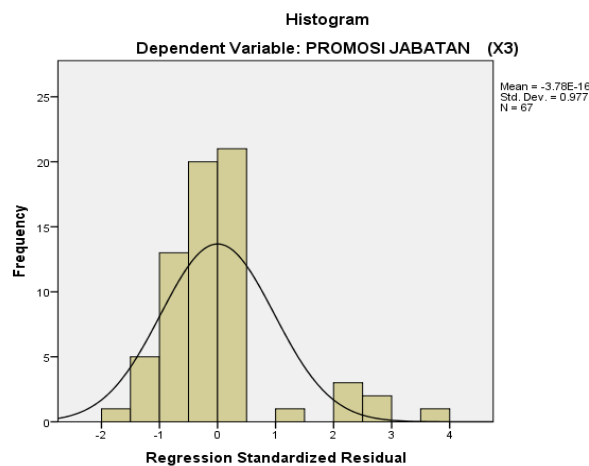


Fig 2 Normal Probability Plot

Processing source of spss version 20. 00, Year 2020

Based on Figure 2, the results of the normality test of the data show that the data is normally distributed, where the histogram above has a curved line that looks like a bell.

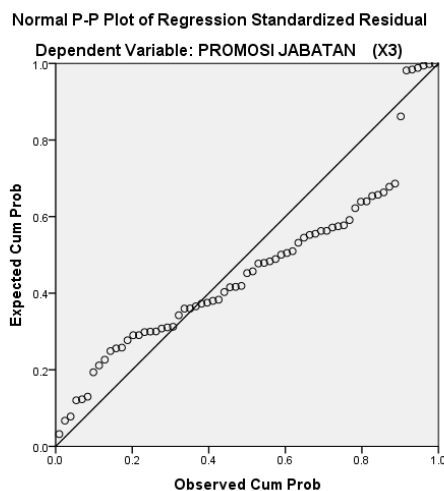


Fig 3 PP Plot Normality Test

Based on Figure 3, it can be seen above that the distribution of the points on Supervision (X1), Career Development (X2), and Position Promotion (X3), while for the Y variable, namely: Performance spreads around the diagonal line which can be concluded that the data presented can be said to be normal.

2) Multicollinearity Test

From the regression calculation, the VIF and Tolerance values will be obtained as follows:



Table 1
Multicollinearity Test Results

| Variabel | VIF | Tanda | Nilai Tolerance | Keterangan |
|--------------------------------------|-------|-------|-----------------|-----------------------------|
| Supervision (X ₁) | 5.207 | < | 10 | Tidak ada multikolinearitas |
| Career Development (X ₂) | 3.192 | < | 10 | Tidak ada multikolinearitas |
| Position Promotion (X ₃) | 5.587 | < | 10 | Tidak ada multikolinearitas |

Source: Processed Data 2020

From the table on the recapitulation of the results of the Multicollinearity Test above, it can be said that there is no multicollinearity in promotions and co-workers. This is because the results of the multicollinearity test have met the VIF assumption, where the VIF value < tolerance value.

3) Heteroscedasticity Test

The heteroscedasticity test aims to determine whether the test in the regression model has an inequality of variance from the residuals of one observation to another observation. From the results of the Spearman correlation test, the following results were obtained:

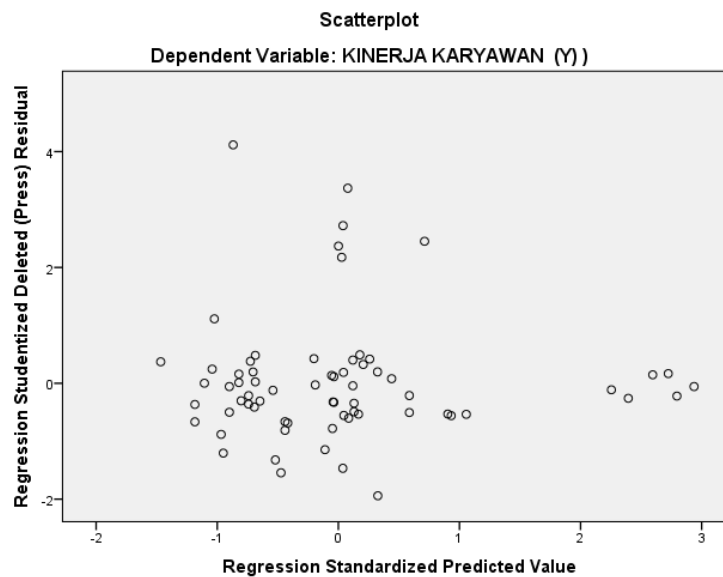


Fig 4 Heteroscedasticity Test Results

From the scatterplot image, it can be seen that the dots do not form a certain pattern, where the dots spread above and below the number 0, so the graph cannot be read clearly. These results show that there is no heteroscedasticity.

e. Hypothesis Testing

1) Partial hypothesis test (t test)

To see the effect partially or individually between X (supervision, career development, and promotion) on Y (employee performance of PT. Saka Mitra Sejati Medan), decision making uses two ways as follows:

Table 2
T-Test Results

| Model | Coefficients ^a | t | Sig. |
|-------|---------------------------|-------|------|
| 1 | (Constant) | 3.443 | .001 |
| | SUPERVISION (X1) | 3.616 | .000 |



| Model | Coefficients ^a | |
|-------------------------|---------------------------|------|
| | t | Sig. |
| CAREER DEVELOPMENT (X2) | 1.675 | .000 |
| POSITION PROMOTION (X3) | 2.335 | .000 |

a. Dependent Variable: KINERJA KARYAWAN (Y)

Processing source of spss version 20. 00, Year 2020

The test uses the following steps:

- 1) Test the effect of supervision on the performance of employees of PT. Saka Mitra Sejati Medan.
The table shows that the supervision value of t arithmetic is 3.616 > t table 1.669 with a significant 0.000 < 0.05, meaning that partially the supervision variable has a positive and significant effect on the performance of employees of PT. Saka Mitra Sejati Medan.
- 2) Test the influence of career development on the performance of employees of PT. Saka Mitra Sejati Medan.
The table shows that career development t arithmetic value is 1.675 > t table 1.669 with a significant 0.000 < 0.050, meaning that partially career development variables have a positive and significant effect on the performance of employees of PT. Saka Mitra Sejati Medan.
- 3) Test the effect of promotion on the performance of employees of PT. Saka Mitra Sejati Medan.
The table shows that the t-count value promotion is 2.335 > t-table 1.669 with a significant 0.000 < 0.050, meaning that partially the promotion variable has a positive and significant effect on the performance of PT. Saka Mitra Sejati Medan.

f. Simultaneous hypothesis testing (F test)

To see the effect simultaneously or jointly on the variables of supervision, career development, and promotion on the performance of employees of PT. Saka Mitra Sejati Medan, decision making uses two ways as follows:

Table 3
F Test Results

| Model | ANOVA ^a | | | | |
|--------------|--------------------|----|-------------|--------|-------------------|
| | Sum of Squares | df | Mean Square | F | Sig. |
| 1 Regression | 3024.635 | 3 | 1008.212 | 21.458 | .000 ^b |
| Residual | 2960.082 | 63 | 46.985 | | |
| Total | 5984.716 | 66 | | | |

a. Dependent Variable: KINERJA KARYAWAN (Y)

b. Predictors: (Constant), PROMOSI JABATAN (X3), PENGEMBANGAN KARIR (X2), PENGAWASAN (X1)

Processing source of spss version 20. 00, Year 2020

The table above shows that the F test produces an Fcount value of 21,458 with a significant level of 0.00. Because Fcount 21,458 > Ftable 2.75 and the significant probability is much smaller than 0.05, i.e. 0.00 < 0.05, the regression model for the variables of supervision, career development, and promotion can be said that together they have a significant positive effect on employee performance of PT. Saka Mitra Sejati Medan.

g. Coefficient of Determination

From the test results using SPSS 20.0, it can be seen the value of the coefficient of determination as follows:

Table 4
Determination Test Results

| Model | R | Model Summary ^b | | |
|-------|-------------------|----------------------------|-----------------|------------------------------|
| | | R Square | Adjusted Square | R Std. Error of the Estimate |
| 1 | .711 ^a | .505 | .482 | 6.855 |

a. Predictors: (Constant), Position Promotion (X3), Career Development (X2), Supervision (X1)

b. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

Processing source of spss version 20. 00, Year 2020



The number of Adjusted R Square is 0.482, which means that 48.2% of the dependent variable is the performance of PT. Saka Mitra Sejati Medan is explained by independent variables consisting of supervision, career development, and promotion, and the remaining 51.8% is explained by other variables outside of the variables used. So most of the dependent variables are explained by the independent variables used in the model.

5. Conclusions

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

- a. The results of the partial supervision variable test results of the supervision variable have a positive and significant effect on the performance of PT. Saka Mitra Sejati Medan.
- b. The results of the career development variable test partially career development variables have a positive and significant effect on the performance of employees of PT. Saka Mitra Sejati Medan.
- c. The results of the partial promotion of job promotion variables have a positive and significant effect on the performance of employees of PT. Saka Mitra Sejati Medan.
- d. The results of the test simultaneously produce the variables of supervision, career development, and promotion, it can be said that together they have a significant positive effect on the performance of employees of PT. Saka Mitra Sejati Medan.

6. Reference

- [1] Arifin Abdul Rachman (2011), Government Administration in Development, CV. Haji Mas Agung. Jakarta
- [2] Bambang Wahyudi (2012), Human Resource Management. Difficult, Bandung
- [3] Heidjrachman and Suad Husnan (2016), Personnel Management. Yogyakarta: BPFE-Yogyakarta.
- [4] Kartini cartonono (2012), Human Resource Management, 3rd Edition, 1st Printing. Yogyakarta: STIE YKPN
- [5] Kuncoro (2013), Research Methods for Business and Economics, 4th edition. Publisher PT Erlangga, Jakarta
- [6] Leonard D. White (2010), Event Marketing: Hiw to successfully promote Event, festival , conventions, and expositions , New York : John wiley & Sons, Inc
- [7] Mulyadi (2017), Accounting System. Fourth Printing. Jakarta : Salemba Empat
- [8] Marwansyah (2010), Human resource management. Alfabeta:Bandung
- [9] Mangkunegara (2012), Human Resource Management Company.PT. Rosdakarya Youth. Bandung
- [10] Moehersono (2012), "Competency-Based Performance Measurement". Jakarta: Raja Grafindo Persada.
- [11] Maltis and Jackson (2012), Human Resource Management. Salemba Four: Jakarta.
- [12] Munandar (2012), Developing Talent and Creativity of School Children. PT. Gramedia Widiasarana Indonesia. Jakarta
- [13] Marihot Tua Efendi Hariandja (2012), Human Resources. Grasindo: Jakarta
- [14] Sondang P. Siagian (2015), Human Resource Management. Edition One. Seventeenth Printing. Earth Literature. Jakarta
- [15] Siswanto (2015), Performance Management. Jakarta: PT. King Grafindo Persada.
- [16] Syafri Mangkuprawira (2013), Human Resource Management, Seventh Edition, Rosdakarya Youth, Bandung.
- [17] Sutrisno (2010), Human Resource Management. Jakarta : Prenadamedia Group.
- [18] Sugiyono (2012), Qualitative Quantitative Research Methods and R&D. 13th Printing. Alfabeta Publisher. Bandung
- [19] Sangadjidan Sopiah (2010), Research Methodology–Practical Approaches in Research, Yogyakarta, ANDI
- [20] Veithzal Rivai (2011) Organizational Culture and Corporate Performance Improvement, Jakarta. PT Bumi Aksara.
- [21] Yamin and Kurniawan (2010), Structural Equation Modeling: easier learning of questionnaire data analysis techniques with Lisrel – PLS. Jakarta: Salemba Infotek