

## THE INFLUENCE OF POSITION PROMOTION, WORKING DISCIPLINE AND WORK ENVIRONMENT TO PERFORMANCE EMPLOYEES PT. MAHARUPA GATRA

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**Abstract** - The purpose of this study are: (1) To determine the effect of promotion of position on employee performance, (2) To determine the effect of work discipline on employee performance, (3) To determine the effect of the work environment on employee performance, (4) To determine the influence jointly the same promotion of position, work discipline and work environment on employee performance.

The research strategy used is descriptive quantitative approach. The method used in this study was a questionnaire (questionnaire) method. The target population in this study are employees of supervisory positions and staff at PT. Maharupa Gatra. The sampling method used in this study is Non-Probability Sampling. The research sample of 105 respondents. Data processing in this study uses the SPSS program.

The calculation results show that (1) Position promotion with cronbach alpha 0,682 has significant effect on Employee Performance (2) Work discipline with cronbach alpha 0.690 has significant effect on Employee Performance, (3) Work environment with cronbach alpha 0.728 has significant effect on Employee Performance and (4) promotion of position, work environment and work discipline significantly influence the Performance of Employees of PT. Maharupa Gatra.

**Keywords:** Job promotion, work discipline, work environment, employee performance

**Abstrak**–Tujuan penelitian ini adalah : (1) Untuk mengetahui pengaruh promosi jabatan terhadap kinerja karyawan, (2) Untuk mengetahui pengaruh disiplin kerja terhadap kinerja karyawan, (3) Untuk mengetahui pengaruh lingkungan kerja terhadap kinerja karyawan, (4) Untuk mengetahui pengaruh secara bersama-sama promosi jabatan, disiplin kerja dan lingkungan kerja terhadap kinerja karyawan.

Strategi penelitian yang digunakan adalah deskriptif dengan pendekatan kuantitatif. Metode yang digunakan dalam penelitian ini metode kuesioner (angket). Populasi sasaran dalam penelitian ini adalah karyawan jabatan *Supervisor* dan Staff di PT. Maharupa Gatra. Metode penarikan sampel yang digunakan dalam penelitian ini adalah *Non-Probability Sampling*. Sampel penelitian sebanyak 105 responden. Pengolahan data dalam penelitian ini menggunakan program SPSS.

Hasil perhitungan menunjukkan bahwa (1) Promosi jabatan dengan *cronbach alpha* 0,682 berpengaruh signifikan terhadap Kinerja Karyawan

(2) Disiplin kerja dengan *cronbach alpha* 0,690 berpengaruh signifikan terhadap Kinerja Karyawan, (3) Lingkungan kerja dengan *cronbach alpha* 0,728 berpengaruh signifikan terhadap Kinerja Karyawan dan (4) promosi jabatan, lingkungan kerja dan disiplin kerja berpengaruh signifikan terhadap Kinerja Karyawan PT. Maharupa Gatra

**Kata kunci : Promosi jabatan, disiplin kerja, lingkungan kerja, kinerja karyawan.**

## I. PRELIMINARY

Competition in the business world is getting tougher. Therefore, every company must be able to manage and manage all its resources properly so that the company can survive and thrive. One of the resources owned by the company is human resources. Human resources are the central figures in organizations and companies. In order for organizational activities to run well, companies must have employees who have high knowledge and skills.

PT. Maharupa Gatra does not impose promotion for employees. This problem causes employees not to work optimally and to less contribute to the company. The following is a recapitulation of the employee data table as of November 30, 2019.

Table 1.1. Employee Data of PT. Maharupa Gatra

No.	Position	Name	Date of entry	Working Period (30 Nov 19)
1	Manager HR	Winthon	01 March 2006	13 years old
2	Supervisor Hrd	Virkie	01 July 2012	7 years
3	Finance Manager	Men	01 August 2009	10 years
4	Supervisor Finance	Susan	01 March 2011	8 years
5	IT Supervisor	Andry	01 September 2010	9 years
6	Warehouse Supervisor	Grace	01 July 2008	11 years old
7	Admin Manager	Kurniadi	01 August 2010	9 years
8	Supervisor Admin	Tini	01 April 2012	7 years
9	Accounting Supervisor	Corry	01 December 2008	11 years old
10	Sales Supervisor	Cipno	01 February 2007	12 years old

Source: PT. Maharupa Gatra, compiled (2019)

In the aspect of work discipline, the company pays less attention to the level of discipline of its employees. This can be shown from the high level of tardiness among employees. The following is a table of employee tardiness from Quarter 1 2018 to quarter III 2019:

Table 1.2. Employee Delays in Quarter 1 2018 - Quarter III 2019

Month	total Working days (JHK)	Number of Employees (JKa)	Number of Delays (days) (JKe)	Percentage $\left( \frac{JKe}{JHK \times JKa} \times 100 \right)$
Quarter I	64	120	85	1.10
Quarter II	65	120	87	1.11
Quarter III	66	120	90	1.13

Quarter IV	64	120	93	1.21
Quarter I	65	120	79	1.01
Quarter II	65	120	88	1.12
Quarter III	65	120	93	1.19

Source: PT. Maharupa Gatra, compiled (2019)

From the data above, it can be seen that the number of employee tardiness in 2017 from Quarter 1 to Quarter IV has increased, then decreased at the beginning of the first quarter of 2018 and again increased until the third quarter of 2018. It can be concluded that PT. Maharupa Gatra has problems in work discipline and if this problem is ignored it will have a negative impact on the performance or productivity of the employees themselves..

Based on the descriptions and problems above, it is necessary to conduct research on the effect of promotion, work discipline and work environment on the performance of employees of PT. Maharupa Gatra.

### 1.1. Formulation of the problem

Based on these problems, a research question was formulated as follows:

1. Does promotion affect employee performance?
2. Does work discipline affect employee performance?
3. Does the work environment affect employee performance?
4. Do promotion, work discipline and work environment jointly affect employee performance?

### 1.2. Research purposes

Based on the background and problem formulations, this research was conducted with the aim of:

1. To determine the effect of promotion on employee performance.
2. To determine the effect of work discipline on employee performance.
3. To determine the effect of the work environment on employee performance.
4. To know the effect of joint promotion, work discipline and
5. work environment on employee performance.

## II. LITERATURE REVIEW

### 2.1. Job promotion

According to Hasibuan (2013), "Promotion means a move that enlarges authority and responsibility to a higher level within an organization which is followed by greater obligations, rights, status and income". According to Manullang (2010), "Promotion means promotion, which is receiving greater power and responsibility than previous powers and responsibilities."

### 2.2. Work Discipline

MeAccording to Hasibuan (2015: 87), discipline is the key to the success of a company in achieving its goals. Discipline is an important function in an organization because the better the employee's discipline, the higher work performance they can achieve. Conversely, without discipline, it is difficult for corporate organizations to achieve optimal results. Discipline must be applied in a company because it will have an impact on employee performance, thus affecting the success and success of the company

### 2.3. Work environment

The work environment is everything that is around the employee and can affect the task assigned to him, for example by means of an air conditioner (AC), adequate lighting and so on. (Nitisemito in Nuraini, 2013: 67)

#### **2.4. Employee performance**

Performance is a work performance or work result (output) both in quality and quantity achieved by an employee in carrying out his job duties in accordance with the responsibilities assigned to him. (Mangkunegara, 2014: 78)

#### **2.5. Relationship Between Research Variables**

Reciprocal relationship is a relationship that exists at one time for a variable that causes other variables, and at other times the opposite occurs. So at one time variable X affects variable Y, and at another time variable Y affects variable X.

##### **2.5.1. Effect of Job Promotion on Employee Performance**

According to Wukir (2013: 47), leadership is the art of motivating and influencing a group of people to act to achieve common goals. In addition, according to previous research by Winda Yulyarta Simanjuntak (2015: 64) with the research title "The Effect of Job Promotion on Employee Performance at PT. Riau Media Grafika or Tribun Pekanbaru stated that the implementation of promotion that had been carried out by the Pekanbaru Tribun management in general was appropriate and right on target. However, there is a component of promotion that is inaccurate, namely the aspect of loyalty, where this component gets the lowest score compared to other components. The performance of Tribun Pekanbaru employees in general is at a high level in the sense that Tribun Pekanbaru employee performance is good and in accordance with company expectations. However, as usual, there are components that are not yet at a high level, namely the dimensions of the work, where this component is at a low level score compared to the other components. Job promotion has a positive and significant effect on employee performance at PT. Riau Media Grafika / Tribun Pekanbaru. This can be seen from the analysis of the data obtained and it is known that  $t_{count} 12,242 > t_{table} 2,003$  and  $Sig\ 0,000 < 0,05$ . From the results of the data analysis above, the hypothesis which states that there is a positive and significant effect of job promotion on employee performance can be accepted. Job promotion has a positive and significant effect on employee performance at PT. Riau Media Grafika / Tribun Pekanbaru. This can be seen from the analysis of the data obtained and it is known, namely  $t_{count} 12,242 > t_{table} 2,003$  and  $Sig\ 0,000 < 0,05$ . From the results of the data analysis above, the hypothesis which states that there is a positive and significant effect of job promotion on employee performance can be accepted. Job promotion has a positive and significant effect on employee performance at PT. Riau Media Grafika / Tribun Pekanbaru. This can be seen from the analysis of the data obtained and it is known, namely  $t_{count} 12,242 > t_{table} 2,003$  and  $Sig\ 0,000 < 0,05$ . From the results of the data analysis above, the hypothesis which states that there is a positive and significant effect of job promotion on employee performance can be accepted.

##### **2.5.2. The Effect of Work Discipline on Employee Performance**

According to Sinungan, Muchdarsyah (2014: 135) discipline is the psychological attitude of a person or group of people who always want to follow / obey all the rules / decisions that have been set. Discipline can be developed through training, among others, by respecting time, effort and cost. In addition, according to previous research by Prastika Meilany (2015) with the research title The Effect of Work Discipline on Employee Performance, PT Indah Logistik states that discipline makes employees serious in carrying out the work given. This is closely related to the influence of employee performance, if work discipline can be implemented, their morale will be better. Discipline has the ability and motivates which employees still need to be improved or improved. Because the abilities and motivation of employees are closely related to the work given by the company. It can

be concluded that there is a significant influence between work discipline on employee performance.

### 2.5.3. The Influence of Work Environment with Employee Performance

MenAccording to Sedarmayanti (2013: 23) the work environment is a place where there are a number of groups in which there are several supporting facilities to achieve company goals according to the company's vision and mission. In addition, according to previous research by Ni Made Rena Prillian (2014) with the title Effect of Work Environment on Employee Performance, it is stated that the influence of the work environment has a positive relationship and influence on employee performance. This can be seen from the correlation analysis between work environment and employee performance, the correlation coefficient is 0.804, which means that there is a strong positive relationship between work environment and employee performance. While the influence of the work environment is measured as the percentage variation obtained by the results of 64.6%,

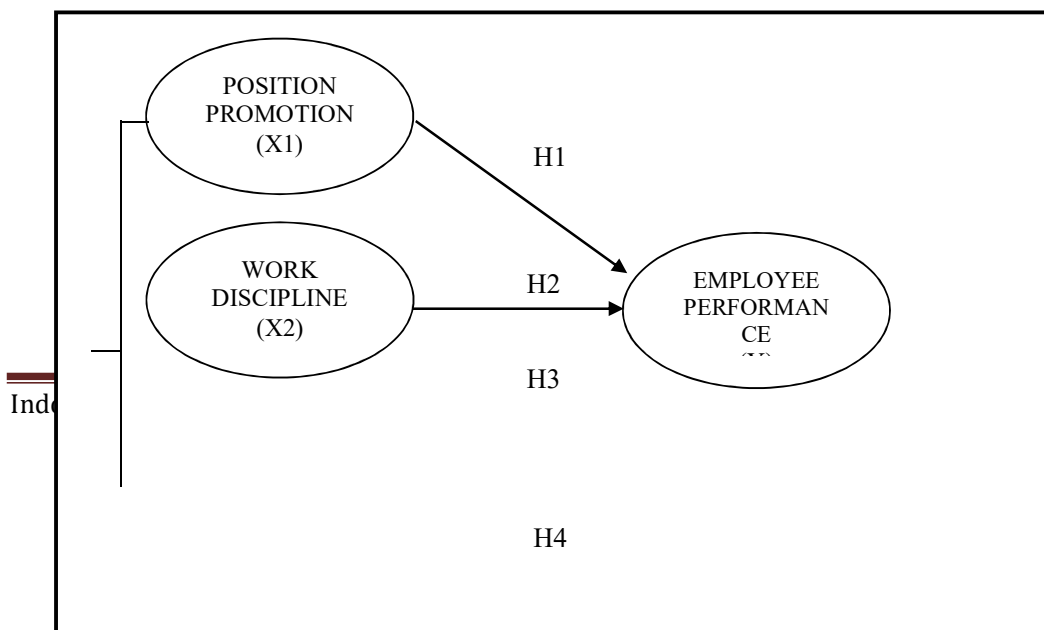
## 2.6. Hypothesis Development

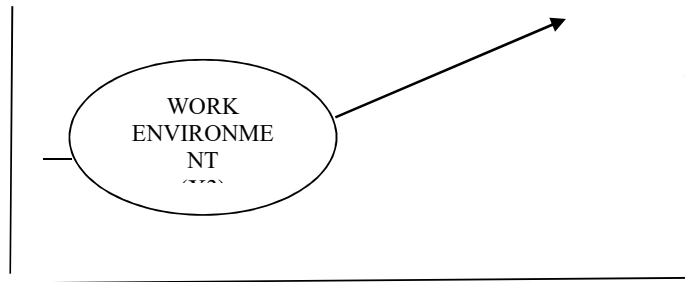
The hypothesis that can be arranged in this study is as follows:

- H1 : Job promotion affects the performance of employees at PT. Maharupa Gatra.
- H2 : Work discipline affects the performance of employees at PT. Maharupa Gatra.
- H3 : The work environment affects the performance of employees at PT. Maharupa Gatra.
- H4 : Promotion of position, work discipline and work environment collectively same effect on employee performance at PT. Maharupa Gatra.

## 2.7. Research Conceptual Framework

The conceptual framework is the relationship between theories or concepts that support research that is used as a guide in systematically compiling researchers. Then the conceptual framework pengender promotion, work discipline, work environment on the performance of employees of PT. Maharupa Gatra can be seen as follows:





**Figure 2.1** Research Conceptual Framework

Based on the picture described above, the effect of promotion (X1), discipline (X2), work environment (X3) can be established on employee performance (Y).

### **III. RESEARCH METHOD**

#### **3.1. Research Strategy**

The research strategy used in this research is descriptive research with a quantitative approach with the aim to describe systematically and in accordance with the facts to be investigated by collecting data, processing and analyzing data in hypothesis testing. Quantitative data is calculated based on the value or score given by respondents to the answers to the questions in the questionnaire. The data source in the research to be studied is primary data. Primary data is data obtained directly from the source or place where the research was conducted directly (Sekaran & Bougie, 2017: 117)

#### **3.2. Population and Sample Research**

Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiyono, 2017: 37). The target population in this study were employees of supervisor and staff positions at PT. Maharupa Gatra which is located on Jl. Danau Sunter Selatan Blk. O-3 No. 46, North Jakarta, totaling 105 people

#### **3.3. Data and Data Collection Methods**

##### **3.3.1. Research data**

The type of data needed in this research is quantitative data. Quantitative data in this study is data that comes directly from respondents with the type of scale used is the Likert scale. According to Sugiyono (2017: 93), the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena that have been determined by researchers.

#### **3.4. Data Analysis Methods**

In order for the data collected to be useful, it must be processed and analyzed first, so that it can be used as a basis for decision making. The purpose of the data analysis method is to interpret and draw conclusions from a number of collected data. Data processing in this study using the SPSS program. In this study, using quantitative analysis methods, namely: data analysis methods used to calculate certain formulas obtained in a testing process first. Analysis using the help of the SPSS for Windows 24.00 application.

##### **3.4.1. Data Quality Test**



A good questionnaire research instrument must meet the requirements, namely valid and reliable. To fulfill the validity and reliability of the questionnaire, it is necessary to test the questionnaire by using the validity test and the reliability test.

a. Validity test

A measuring instrument is said to be valid, if the tool measures what the instrument must measure. According to Arikunto in Taniredja and Mustafidah (2015: 42), validity is a measure that shows the level of validity or validity of an instrument. An instrument is said to be valid if it is able to measure what is desired. An instrument is said to be valid if it can reveal data from the variables under study appropriately.

The test technique used is the correlation technique through the Product Moment correlation coefficient. The Likert score of each question item that was tested for validity was correlated with the Likert score of the whole item. If the correlation coefficient is positive then the item is declared valid, whereas if it is negative then the item is invalid and will be removed from the questionnaire or replaced with a statement of improvement. With the test criteria if  $r_{count} > r_{critical}$  with  $\alpha = 0.30$ , the measuring instrument is declared valid, and vice versa if the critical  $r_{count} < r_{critical}$ , the measuring instrument is invalid. (Sugiyono, 2017: 179). The formula used to test the validity of this instrument is the Pearson Product Moment correlation, which is formulated as follows:

$$r = \frac{n \sum X Y - (\sum X)(\sum Y)}{\sqrt{\{n \sum X^2 - (\sum X)^2\} \{n \sum Y^2 - (\sum Y)^2\}}}$$

Information:

- r = Correlation coefficient
- n = Number of samples (respondents)
- X = Item score obtained by subjects from all items
- Y = Total item score obtained from all items

Thus based on the results of  $r$  compared to the value of  $r$  table with degrees of freedom ( $df = n-2$ ). If the value of  $r_{hitung} > r_{kritis}$  (0.30) with a significance level of 5%, that means the statement is said to be valid or accurate. Test the validity of the questionnaire in this study using the help of the Statistical Product and Service Solution (SPSS) program. This is done for efficiency and the level of significance in determining whether or not the questions that are also informed in the program are valid. (Sugiyono, 2017: 126)

b. Reliability Test

The measuring device is said to be reliable if the tool in measuring a symptom at different times always shows the same results. According to Sudjana in Taniredja and Mustafidah (2015: 43), the reliability of the assessment tool is the accuracy or acuity of the tool in assessing what it is judged on. This means that whenever the assessment tool will used will give relatively the same results. For reliability testing, the Alpha Cronbach technique was used. A questionnaire is said to be reliable or reliable if someone's answer to a question is consistent or stable over time. A construct or variable is said to be reliable if it gives a Cronbach Alpha value  $> 0.60$  (Ghazali, 2015: 42).

The reliability test in this study the writer used the Alpha Cronboch method which the author quoted from Rochaety (2015: 54). With the following formula:

$$R = \alpha = R = \frac{N}{N-1} \left( \frac{S^2(1 - \sum S_i)^2}{S^2} \right)$$

Information :

- a = Reliability Coefficient *Alpha Cronboch*  
S<sup>2</sup> = Overall score variance  
S<sub>i</sub><sup>2</sup> = Variance of each item

Thus based on the results of Alpha Cronboch compared with the critical r value with degrees of freedom (n-2). If the Cronboch Alpha value > r<sub>kritis</sub> (0.60), it is declared reliable.

### 3.5.2. Statistical Data Analysis Tools

#### 1. Analysis of the coefficient of determination

The coefficient of determination (R<sup>2</sup>) in essence, it measures how far the model's ability to explain the variation in the dependent variable. The coefficient of determination is between zero and one. Small value (R<sup>2</sup>) means that the ability of the independent variables to explain the dependent variable is very limited, a value close to one means that the independent variables provide almost all the information needed to predict the dependent variables. In order to measure the amount of influence of the independent variable on the dependent variable Partial.

#### 2. Multiple Determination Coefficient Analysis

Multiple determination coefficient analysis is used to determine the effect between leadership, work discipline and work environment on employee performance simultaneously.

## IV. RESULTS AND DISCUSSION

### 4.1. Description of Research Object

PT. Maharupa Gatra is a company engaged in the sale of sports and music equipment since 1970. PT. Maharupa Gatra has become one of the most comprehensive sports companies and music store chains in Indonesia, opening its first store on Jl. Mangga Besar Raya 30-years ago. PT. Maharupa Gatra currently has nearly 180 stores in major cities throughout Indonesia. One of the key strengths of this company is selling sporting equipment and musical instruments with world-renowned brands. Brands such as Kettler, Arena, Gibson and Sonar are products that are considered in each of their product categories. For the past years, MG Sports and Music has built brands by sponsoring various music and sports events, as well as supporting national events, sports and international musical figures.

### 4.1. Respondent Description

Respondents of this study were employees of PT. Maharupa Gatra. Respondent descriptions consist of gender, age and position. Below are data related to the characteristics of the 105 employees who work at PT. Maharupa Gatra. The descriptions of respondents can be explained in the tables below.

#### 4.1.1. Respondent description based on gender

The descriptions of the respondents below are based on gender employees who work at PT. Maharupa Gatra are as follows:



Table 4.1. Respondents' Description by Gender

Gender	total	Percent
Male	62 people	59%
Women	43 people	41%
Total	105 people	100%

Source: Data processed (2020)

Based on table 4.2.1.1, it can be seen that of the 105 respondents studied based on the gender of the employee PT. Maharupa Gatra, most of them are male employees with a total of 62 people with a percentage of 59% while employees with female gender are 43 people with a percentage of 41%

#### 4.1.2. Respondent description by age

The descriptions of the respondents below are based on age employees who work at PT. Maharupa Gatra are as follows:

Table 4.2. Respondents' Description by Age

Age	total	Percent
<30 years	33 people	31%
30-40 years	51 people	49%
40-50 years	21 people	20%
Total	105 people	100%

Source: Data processed (2020)

Based on table 4.2.2.1, it can be seen from the 105 respondents who were studied based on the characteristics of age, employees PT. Maharupa Gatra was dominated by employees aged 30-40 years as many as 51 people with a percentage of 49%, while the lowest respondents were 40-50 years old as many as 21 people with a percentage of 20%.

#### 4.1.3. Respondent description based on position

Descriptions of respondents below are based on position employees who work at PT. Maharupa Gatra are as follows:

Table 4.3. Description of Respondents by Position

Position	total	Percent
Supervisor	9 people	9%
Staff	96 people	91%
Total	105 people	100%

Source: Data processed (2020)

Based on table 4.2.3.1, it shows that the employees' positions are working at PT. Maharupa Gatra is dominated by employees who have staff positions as many as 96 people with a percentage of 91%, while the remaining positions as supervisors are 9 people with a percentage of 9%.

#### 4.2. Results of Testing Research Instruments

The results of research instrument testing can be carried out through various tests, one of which is through the validity test, and later will be continued in the reliability test (if all statement items) are declared valid as a whole.

#### 4.2.1. Validity test

The validity test in the study used SPSS software. The validity test is to find out each statement item on the variable is said to be valid or not, if all statements are valid, then all statements can be tested further and can be analyzed further, here is the description of the validity test for the Job Promotion variable (X1):

**Table 4.4.** Validity of the instrument for the Job Promotion variable (X1)

Statement to-	rhitung	critical	Decision
1	0.618	0.30	Valid
2	0.732	0.30	Valid
3	0.715	0.30	Valid
4	0.631	0.30	Valid
5	0.596	0.30	Valid
6	0.430	0.30	Valid

Source: Data processed (2020)

Critical gains listed in Chapter 3 were 0.30. The results of the SPSS calculations are summarized in table 4.4, obtaining the rcount for the variable Job Promotion (X1), all of these statements get rcount, which is in the range 0.430 - 0.732, meaning that the rcount value in the job promotion variable is greater than the critical 0.30, so that all statements are declared valid and can be tested further. Furthermore, the validity test for the work discipline variable (X2) in this study is in the following table:

**Table 4.5.** Validity of the instrument for the Work Discipline variable (X2)

Statement to-	rhitung	critical	Decision
1	0.783	0.30	Valid
2	0.755	0.30	Valid
3	0.590	0.30	Valid
4	0.595	0.30	Valid
5	0.621	0.30	Valid

Source: Data processed (2020)

Critical gains listed in Chapter 3 were 0.30. The results of the SPSS calculations are summarized in table 4.5, obtaining rcount for the Work Discipline variable (X2), the overall statement obtains rcount, namely the range 0.590 - 0.783, meaning that the value of rcount on the work discipline variable is greater than the critical 0.30 valid and can be tested further.

The validity test for the work environment variable (X3) in this study is in the following table:

**Table 4.6.** Validity of the instrument for the Work Environment variable (X3)

Statement to-	rhitung	critical	Decision
1	0.534	0.30	Valid
2	0.553	0.30	Valid
3	0.536	0.30	Valid

4	0.609	0.30	Valid
5	0.613	0.30	Valid
6	0.554	0.30	Valid
7	0.752	0.30	Valid
8	0.596	0.30	Valid

Source: Data processed (2020)

Critical gains listed in Chapter 3 were 0.30. The results of the SPSS calculations are summarized in table 4.6, obtaining rcount for the Work Environment variable (X3), the overall statement obtains rcount, namely the range 0.534 - 0.752, meaning that the value of rcount in the work environment variable is greater than critical 0.30, so that all statements are stated. valid and can be tested further.

The validity test for the employee performance variable (Y) in this study is in the following table:

**Table 4.7.** The validity of the instrument for the Employee Performance variable

(Y)

Statement to-	rhitung	critical	Decision
1	0.562	0.30	Valid
2	0.618	0.30	Valid
3	0.530	0.30	Valid
4	0.620	0.30	Valid
5	0.454	0.30	Valid
6	0.593	0.30	Valid
7	0.484	0.30	Valid
8	0.490	0.30	Valid
9	0.438	0.30	Valid
10	0.346	0.30	Valid

Source: Data processed (2020)

Critical gains listed in Chapter 3 were 0.30. The results of the SPSS calculations are summarized in table 4.7, obtaining the rcount for the Employee Performance variable (Y), the overall statement obtains rcount, namely the range of 0.346 - 0.620, meaning that the value of r count on the employee performance variable is greater than critical 0.30, so that all statements are stated. valid and can be tested further.

#### 4.2.2. Reliability test

The reliability test is to complement the reliability or consistency of the respondent's answer after the statement of each variable is declared completely valid, so that it can be continued in the reliability test. The reliability test was carried out using SPSS software, namely by looking at the acquisition of Cronbach alpha, if Cronbach alpha was above 0.60, it was reliable.



**Table 4.8.** Reliability test for variable promotion, work discipline, work environment and employee performance

Variable under study	Cronbach Alpha	Provisions	Decision
Promotion (X1)	0.682	0.60	Reliable
Work discipline (X2)	0.690	0.60	Reliable
Work environment (X3)	0.728	0.60	Reliable
Employee performance (Y)	0.688	0.60	Reliable

Source: Data processed (2020)

Based on the table above, it can be seen that the job promotion variable obtained a Cronbach alpha value of 0.682. The work discipline variable obtained a Cronbach alpha value of 0.690. The work environment variable obtained a Cronbach alpha value of 0.728. The employee performance variable obtained a Cronbach alpha value of 0.688. Thus, all of these variables (job promotion, work discipline, work environment and employee performance) are reliable because all variables in this study obtained a Cronbach alpha value > of 0.60.

### 4.3. Statistical Analysis of Data

#### 4.3.1. Coefficient of Determination

The coefficient of determination is to determine the magnitude of the influence in the form of percent (%) produced by the independent variable affecting the dependent variable. The results of data processing for the coefficient of determination consist of the results of the partial and multiple determination coefficients (KD) formed by the correlation coefficient (R), as follows:

1. Partial analysis of the coefficient of determination  
(1) Variable X1 to Y

**Table 4.9.** Partial Coefficient of Determination X1 to Y

Correlations				
Control Variables			Promotion (X1)	Performance (Y)
Work Discipline (X2) & Work Environment (X3)	Promotion (X1)	Correlation	1,000	,269
		Significance (2-tailed)	.	,006
		Df	0	101
	Performance (Y)	Correlation	,269	1,000
		Significance (2-tailed)	,006	.
		Df	101	0

Source: Data processed (2020)

The table above obtains a correlation ( $r_{Y1.23}$ ) of 0.269, then  $0.269 \times 0.269 \times 100\% = 0.072$  or 7.2% with a sig value of  $0.006 < 0.05$ , meaning that the job promotion variable has a positive and significant effect on the performance of employees of PT. Maharupa Gatra that is, 7.2%, while the rest is influenced by other variables.

(2) Variable X2 against Y

**Table 4.10.** Partial Determination Coefficient X2 to Y

Correlations			Work discipline (X2)	Performance (Y)
Control Variables				
Promotion (X1) & Work Environment (X3)	Work discipline (X2)	Correlation	1,000	,359
		Significance (2-tailed)	.	,000
		Df	0	101
	Performance (Y)	Correlation	,359	1,000
		Significance (2-tailed)	,000	.
		df	101	0

Source: Data processed (2020)

The table above obtains a correlation ( $r_{Y2.13}$ ) of 0.359, then  $0.359 \times 0.359 \times 100\% = 0.128$  or 12.8% with a sig value of  $0.000 < 0.05$ , meaning that the work discipline variable has a positive and significant effect on Employee Performance of PT. Maharupa Gatra which is equal to 12.8%, while the rest is influenced by other variables.

(3) Variable X3 against Y

**Table 4.11.** Partial Determination Coefficient X3 to Y

Correlations			Work environment (X3)	Performance (Y)
Control Variables				
Promotion (X1) & Work Discipline (X2)	Work environment (X3)	Correlation	1,000	,283
		Significance (2-tailed)	.	,004
		df	0	101
	Performance (Y)	Correlation	,283	1,000
		Significance (2-tailed)	,004	.
		Df	101	0

Source: Data processed (2020)

The table above obtains a correlation ( $r_{Y3.12}$ ) of 0.283, then  $0.283 \times 0.283 \times 100\% = 0.080$  or 8% with a sig value of  $0.004 < 0.05$ , meaning that the work environment variable has a positive and significant effect on Employee Performance of PT. Maharupa Gatra namely 8%, while the rest is influenced by other variables.

## 2. Simultaneous coefficient of determination

The simultaneous coefficient of determination can be explained in table 4.5.1.4 below:



**Table 4.12.** Simultaneous Determination Coefficient (X1, X2 and X3 against Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 542a	, 294	, 273	2,70528
a. Predictors: (Constant), Work environment (X3), Work discipline (X2), Promotion (X1)				

Source: Data processed (2020)

Based on the results of data processing in the table above, the  $r^2$  value is 0.542, then  $0.542 \times 0.542 = 0.294$  or 29.4%, which means the variable promotion, work discipline, work environment significantly positive effect on Employee Performance of PT. Maharupa Gatra that is, 29.4%, while the rest is influenced by other variables not examined in this study.

#### 4.4. Research Findings

##### 4.4.1. The Effect of Job Promotion on Employee Performance

Based on the results of the calculations previously described, it shows that obtained sig variable promotion (X1) of 0.006, meaning that 0.006 is smaller than the provisions of 0.05. Thus, it can be concluded that partially the value of the coefficient of determination can be used to explain the magnitude of the effect of promotionsignificantly against performance of employees of PT. Maharupa Gatra.

This is in line with previous research conducted by Virgina Maulidiah Septiani (2015) that job promotion has a significant effect on employee performance at the Republic of Indonesia Supreme Audit Agency, North Sulawesi Representative Office.

##### 4.4.2. The Effect of Work Discipline on Employee Performance

Based on the calculation results, the sig variable of work discipline (X2) is 0,000, meaning that 0,000 is smaller than the provisions of 0.05. Thus, it can be concluded that partially the value of the coefficient of determination can be used to explain the magnitude of the influence of work disciplinesignificantly against performance of employees of PT. Maharupa Gatra.

This is in line with previous research conducted by Andarias Kuddy (2017) that Work Discipline has a significant effect on Employee Performance at the Papua Province Agriculture and Food Security Service.

##### 4.4.3. Effect of Work Environment on Employee Performance

Based on the calculation results, the work environment variable sig (X3) is 0.004, meaning that 0.004 is smaller than the provisions of 0.05. Thus, it can be concluded that partially the value of the coefficient of determination can be used to explain the magnitude of the influence of the work environmentto performance of employees of PT. Maharupa Gatra.

This is in line with previous research conducted by Dori Mittra Candana (2018) that the Work Environment has a significant effect on the Employee Performance of PT. Incasi Raya Muaro Sakai, Pancung Problem, Pesisir Selatan District.

#### 4.4.4. The Influence of Job Promotion, Work Discipline and Work Environment on Employee Performance

Based on the calculation results obtained a significance F of 0.000, meaning that the sig value (ANOVA) is smaller than the provisions of the real level of 0.05 or  $0.000 < 0.05$ . This proves that simultaneously the value of the coefficient of determination can be used to explain the magnitude of the effect of promotion, work discipline, work environment on the performance of employees of PT. Maharupa Gatra. Thus, employee performance can be influenced by job promotion, work discipline and work environment.

4.2.

## V. CONCLUSIONS AND SUGGESTIONS

### 5.1. Conclusion

Based on the data obtained and the results of the analysis carried out in this study, it can be concluded as follows:

1. Job promotion has a significant effect on the performance of employees of PT. Maharupa Gatra, amounting to 7.2%.
2. Work discipline has a significant effect on the performance of the employees of PT. Maharupa Gatra which amounted to 12.8%.
3. The work environment has a significant effect on the performance of the employees of PT. Maharupa Gatra that is equal to 8%.
4. Employee Performance of PT. Maharupa Gatra has a significant effect on promotion, work environment and work discipline, namely 29.4%.

### 5.2. Suggestion

Based on the conclusions that have been described, the researchers put forward the following suggestions:

1. In the variable of job promotion (X1) statement no 4 regarding the level of loyalty, namely "promotion demands high employee loyalty" gets the lowest score. We recommend that the company when it will carry out promotion activities must pay attention to aspects of employee loyalty to the company.
2. On the work discipline variable (X2) statement no 9 regarding adherence to work standards "I adhere to the established work guidelines" gets the lowest score. This should be corrected immediately by the company by taking a personal approach from company leaders to employees to remind them of the work guidelines that the company has set.
3. In the work environment variable (X3) statement No. 14 regarding the physical work environment, namely "I feel that the humidity in the workplace is very good so that it makes employees feel comfortable while working" gets the lowest score. We recommend that the company evaluate the work environment, especially related to humidity for each employee's workspace.

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