The Effect of Position Promotion on Employee Spirit at PT Bank Negara Indonesia tbk Study Case of Tebing Tinggi Branch Office

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A R T I C L E   I N F O

ABSTRACT

Nowadays, promotion is a very powerful motivator to increase employee morale at work. Promotion of a person's position must have competence in accordance with the results of his work, PT Bank Negara Indonesia, Tbk at the Tebing Tinggi Branch has carried out promotions to its employees. As a bank that prioritizes service, it has become something that is required so that employees can work as much as possible. The hypothesis of this study is that promotion has a positive and significant effect on employee morale at PT Bank Negara Indonesia, Tbk Tebing Tinggi Branch. This study uses the theory of human resource management related to job promotion and morale. The approach in this research is a survey. This type of research is descriptive quantitative. The nature of this research is explanatory, where the variables are measured by the lickert scale. Data collection techniques with a list of questions and interviews with 36 respondents. The results of the study indicate that promotion has a positive and significant effect on employee morale at PT Bank Negara Indonesia, Tbk Tebing Tinggi Branch.

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1. INTRODUCTION

As it is known that every organization, whether engaged in business or non-business, utilizes limited resources to obtain results as planned. Managed resources are workers or employees as human, machine, material, money, and information resources (Kutieshat & Farmanesh, 2022). The worker factor as a human resource is the most important factor among other production factors in the organization because human resources plan, implement, and control every activity of the organization to achieve its goals (Waheed et al., 2020).

Efforts to manage and utilize human resources require good management. One way that can be taken by management is the application of promotion (Alzoubi & Jaaffar, 2020). Promotion is when an employee is transferred from one job to another with a greater responsibility level in a higher position hierarchy (De Miranda Castro et al., 2020). While morale is a condition that shows how employees work, the extent to which employees are passionate about carrying out their responsibilities within the company (Ebersberger & Kuckertz, 2021).

PT Bank Negara Indonesia Tbk Tebing Tinggi Branch is one of the State-Owned Enterprises that implements promotions to increase work morale. Promotions are given based on years of service and achievement of production targets given by the company to employees (Bocean et al., 2022).

An employee who is promoted must have a working period of more than 2 years, but even though the employee has not had enough work, but he has high morale, he can be promoted to a higher position (Agudelo et al., 2019).

Promotion is an effort made by PT Bank Negara Indonesia Tbk Tebing Tinggi Branch to improve the morale of its employees. However, even though the policy has been established, employees at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch do not show high work morale. This is evidenced by the existence of target funds and sales of products from PT Bank Negara Indonesia Tbk Tebing Tinggi Branch and the realization that has been achieved by PT Bank Negara Indonesia Tbk Tebing Tinggi Branch.

Promotion provides an important role for every employee, even a dream that is always expected by employees (Carpino & Avramchuk, 2017). Because the promotion means that there is trust and acknowledgment of the abilities and skills of the employee concerned to hold a higher position (Al-Harazneh & Sila, 2021).

According to Adam et al. (2020), "Position promotion is a positive development of a worker or employee because his duties are considered good by authorized officials". If there is an opportunity to be promoted for every employee based on the principles of fairness and objectivity, it will encourage employees to be more active, enthusiastic, disciplined and have greater work performance so that optimal company goals can be achieved. Meanwhile, according to Demo et al. (2020), "Promotion is defined as an increase in position, namely accepting greater power and responsibility than previous powers and responsibilities".

Every organization also always strives to increase employee productivity. For this reason, leaders need to find ways and solutions to raise employee morale (Guo & Lu, 2021). This is important, because morale reflects a deep pleasure in the work being done so that work can be completed faster and better results can be achieved (Sanz-Valle, 2018). Morale is very important for organizations because (Sriasih et al., 2019) high morale can certainly reduce absenteeism or not working because of laziness, with high morale from workers and employees, the work given or assigned to them will be completed in a shorter or faster time, with high morale, the organization benefits from a small number of damage because the more dissatisfied at work, the less enthusiastic about work, the greater the damage rate, high morale automatically makes employees feel happy to work so it is less likely that employees will move to work elsewhere, high morale can reduce the number of accidents because employees who have high morale tend to work carefully and thoroughly so that they work according to existing procedures.

Morale is a deep pleasure in the work done even though morale is not necessarily caused by the work climate. If the company is able to increase employee morale, the work will be done faster and in the end more profits will be obtained (Grencikova et al, 2020).

From the description above, it can be seen that the issue of increasing employee morale from an organizational group is very complex, so it can be understood that the meaning of morale is an essential matter in the activities of an organization, both government and private organizations.

2.   RESEARCH METHOD

The research approach used in this research is a survey. This type of research is descriptive quantitative. The nature of this research is explanatory, namely: research conducted to determine the value of independent variables, either one or more variables (independent) without making comparisons or connecting with other variables (Zhou, 2022). This research is a case study that describes the nature, circumstances and the actual problem of an object being studied (Buil et al., 2016). In this case the writing is done to obtain a true picture of the effect of promotion on employee morale at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch Office.

Population and Sample

The population in this study were employees of PT Bank Negara Indonesia Tbk Tebing Tinggi Branch. The total population in this study amounted to 60 people who were taken from employees of PT Bank Negara Indonesia Tbk Tebing Tinggi Branch. The sample in this study used simple random sampling, which is a random sampling technique by determining the target studied in the population. This method is done because the members of the population in this study are considered homogeneous.

3.   RESULTS AND DISCUSSIONS
Result

Before the research instrument is distributed to the respondents, validity and reliability tests are first carried out to assess the feasibility of the research instrument used. Validity and reliability testing was carried out on 36 respondents outside the sample, namely employees of PT Bank Negara Indonesia Tbk Tebing Tinggi Branch with the help of SPSS 17 on a computer. The total of all the questions are 14 items consisting of 6 questions for the variable (x) promotion and 8 questions for the variable (y) morale.

Table 1. *Item-Total Statistics*

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1	64.0400	43.873	.429	.824
Q2	62.8800	47.027	.431	.821
Q3	63.6800	48.310	.155	.844
Q4	62.8800	47.860	.492	.819
Q5	62.8400	48.890	.421	.823
Q6	62.8800	47.527	.536	.818
Q7	63.0400	47.707	.574	.817
Q8	63.3600	46.740	.510	.817
Q9	63.1600	45.140	.731	.807
Q10	63.3600	47.407	.437	.821
Q11	64.0800	45.160	.305	.836
Q12	63.3200	45.977	.621	.812
Q13	63.7200	44.210	.393	.827
Q14	63.1600	47.390	.616	.816
Q15	62.8800	47.277	.569	.816
Q16	63.3200	47.560	.498	.819
Q17	63.8800	45.277	.490	.817

Source: SPSS Processing Results, (2021)

A good instrument must have a high level of validity and a high level of reliability. An instrument is said to be valid if the research instrument can be used to measure what should be measured. While an instrument is said to be reliable if the research instrument, when used several times to measure the same object, will produce the same data.

Testing whether or not an item of a statement contained in the questionnaire is valid is done by comparing rcount with r_{table}. The criteria for testing the validity are as follows:
1) If r_{count} is positive and $r_{count} > r_{table}$, then the statement item is declared valid.
2) If r_{count} is negative and $r_{count} < r_{table}$, then the statement item is declared invalid.
3) The value of r_{count} can be seen in the Item-Total Statistics table in the Corrected Item-Total Correction column.

Corrected Item-Total Correlation is a correlation between item scores and total item scores that can be used to test the validity of the instrument. To find out the validity of the question items must be compared with the r_{table}.

To see the validity, the column that is seen is the Corrcted Item-Total Correlation. If the value exceeds 0.396 then the instruments in the study are declared valid.

Table 2. Instrument Validity Test

No	Corrected Item-Total Correlation (r_{hitung})	$r_{table\ n=25,\alpha\ 5\%}$	Description
1	.429	0.396	Valid
2	.431	0.396	Valid
3	.492	0.396	Valid
4	.421	0.396	Valid
5	.536	0.396	Valid
6	.574	0.396	Valid
7	.510	0.396	Valid
8	.731	0.396	Valid
9	.437	0.396	Valid
10	.621	0.396	Valid
11	.616	0.396	Valid
12	.569	0.396	Valid
13	.498	0.396	Valid
14	.490	0.396	Valid

Source: Processing with SPSS, 17.00, 2021

Table 2 above shows that all questions are declared valid because the value of $r_{count} < r_{table}$ (0.396).

Table 3. Instrument Reliability

No	Cronbach's Alpha if Item Deleted	Kuncoro 2003	Description
1	.824	0.80	Reliabel
2	.821	0.80	Reliabel
3	.844	0.80	Reliabel
4	.819	0.80	Reliabel
5	.823	0.80	Reliabel
6	.818	0.80	Reliabel
7	.817	0.80	Reliabel
8	.817	0.80	Reliabel
9	.807	0.80	Reliabel
10	.821	0.80	Reliabel
11	.836	0.80	Reliabel
12	.812	0.80	Reliabel
13	.827	0.80	Reliabel
14	.816	0.80	Reliabel
15	.816	0.80	Reliabel
16	.819	0.80	Reliabel
17	.817	0.80	Reliabel

Source: Processing with SPSS 17, 2021

According to Kuncoro, 2003 a variable is said to be reliable if it gives Cronbach's Alpha value > 0.80. Based on the data above, all of the statements above are said to be reliable because they provide a Cronbach's Alpha value greater than 0.80.

a. Descriptive Analysis

The instrument used in this study was a questionnaire with a total of 14 questions, 6 questions for the promotion variable (x) and 8 questions for the morale variable (y). The questionnaire distributed to the respondents contained questions regarding promotion (x) and morale (y).

The research respondents were all employees of PT Bank Negara Indonesia Tbk Tebing Tinggi Branch having its address at Jalan Dr. Sutomo Tebing Tinggi, which has 36 employees. The following

can be seen the characteristics of the respondents obtained from the questionnaires that have been distributed to 36 respondents.

1). Characteristics of Respondents Based on Age

Table 4. Characteristics of Respondents Based on Age

No	Age	Total	Percentage
1.	24 - 28 y.o	5 people	13.9 %
2.	29 – 32 y.o	10 people	27.8 %
3.	33 – 36 y.o	8 people	22.2 %
4.	37 – 40 y.o	6 people	16.7 %
5.	41 – 44 y.o	3 people	8.3 %
6.	45 – 48 y.o	2 people	5.6 %
7.	49 – 52 y.o	2 people	5.6 %
	Total	36 people	100 %

Source: Research Results, (2021) Processed

Based on Table 4, it can be seen that employees aged 29 to 32 years have the most dominant number, namely 10 people with a percentage of 27.8% while employees aged 45 to 48 years and 49 to 52 years have the least amount, namely 2 people with a percentage of 5.6%. This is because at the age of 29 to 32 years, employees have high productivity and can increase high morale.

2). Characteristics of Respondents by Gender

Table 5. Characteristics of Respondents by Gender

Gender	Total	Percentage
Woman	19 people	52.8 %
Man	17 people	47.2 %
Jumlah	36 people	100 %

Source: Research Results, (2021) Processed

Based on Table 5, it can be seen that employees who have a female gender work more at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch, which amounts to 19 people with a percentage of 52.8% while employees who have a male gender are 17 people with a percentage of 47.2%. This means that male employees are almost equal to the number of female employees. This shows that gender differences are not an obstacle for companies to market their products.

3). Characteristics of Respondents Based on Working Period

Table 6. Characteristics of Respondents Based on Working Period

No	Working Period	Total	Percentage
1	2 – 5 y.o	17 people	47.2%
2	6 – 8 y.o	9 people	25 %
3	9 – 11 y.o	6 people	16.7 %
4	12 – 14 y.o	2 people	5.6 %
5	15 – 17 y.o	1 people	2.8 %
6	18 – 20 y.o	1 people	2.8 %
	Total	36 people	100 %

Source: Research Results, (2021) Processed

Based on Table 6, it can be seen that employees who have a working period of 2 to 5 years have the most dominant number, which is 17 people with a percentage of 47.2% while employees who have a service period of 15 to 17 years and 18 to 20 respectively. 1 person each. This shows that more than half of the employees at PT Bank Negara Indonesia Tbk, Tebing Tinggi Branch have a working period of less than or equal to 5 years for that experience and knowledge are needed to be able to achieve the goals of the company.

4). Tabulation of Respondents' Answers About Promotion and Work Spirit

Table 7. Respondents' Answers About Variable X (Position Promotion)

No	Assessment criteria										Respondent	
	SS	%	S	%	N	%	TS	%	STS	%	%	Respondent
1.	5	13.9	25	69.4	1	2.8	5	13.9	-	-	100	36 People
2.	16	44.4	17	47.3	3	8.3	-	0	-	-	100	36 People

3.	18	50	18	50	-	0	-	0	-	-	100	36 People
4.	8	22.2	23	63.9	3	8.3	1	2.8	1	2.8	100	36 People
5.	12	33.3	17	47.3	7	19.4	-	0	-	-	100	36 People
6.	10	27.8	19	52.8	6	16.7	1	2.8	-	-	100	36 People

Source: Research Results, (2021) processed

Based on Table 7 shows that:
a) Of the 36 respondents the majority answered agree that seniority is not an absolute requirement in promotion. Because the length of work does not affect employees to be promoted to higher positions.
b) Of the 36 respondents the majority answered strongly agree and agree that promotions are based on employee competence at work. Because the most important thing in the promotion process is the ability of employees to achieve production targets that have been set by the company.
c) Of the 36 respondents the majority answered strongly agree and agree that service is a condition for promotion. Because the higher the dedication of an employee, the more production targets that have been achieved
d) Of the 36 respondents, the majority answered agree that the promotion system implemented creates healthy competition among employees because with this promotion every employee will always try to achieve the production targets set by the company.
e) Of the 36 respondents the majority answered agreed that promotions motivate employees to be more advanced in developing talent because the company sets production targets for employees so as to motivate employees to be able to develop talents in an effort to achieve production targets.
f) Of the 36 respondents the majority answered agree that experience is a requirement in promotion because employees who have sufficient experience will be able to produce more production targets set by the company.

Table 8. Respondents' Answers About Variable Y (Work Spirit)

No	Assessment criteria										Respondent	
	SS	%	S	%	N	%	TS	%	STS	%	%	Respondent
1.	6	16.7	26	72.2	4	11.1	-	-	-	0	100	36 people
2.	9	25	16	44.4	8	22.2	2	5.6	1	2.8	100	36 people
3.	7	19.4	20	55.6	8	22.2	1	2.8	-	0	100	36 people
4.	8	22.2	16	44.4	10	27.8	2	5.6	-	0	100	36 people
5.	4	11.1	20	55.6	9	25	3	8.3	-	0	100	36 people
6.	12	33.3	13	36.1	7	19.4	3	8.3	1	2.8	100	36 people
7.	7	19.4	16	44.4	2	5.6	9	25	2	5.6	100	36 people
8.	1	2.8	4	11.1	20	55.6	9	25	2	5.6	100	36 people

Source: Research Results, (2021) processed

Based on Table 8 shows that:
a) Of the 36 respondents the majority answered agree that employee productivity reflects employee morale because it can be seen from high production so it can be concluded that employee morale is increasing.
b) Of the 36 respondents the majority answered agree that the company is very concerned about employee productivity because the high and low achievement of production targets produced by employees affects the promotion process.
c) Of the 36 respondents the majority answered agree that employees try to attend every day because company regulations stipulate that employees must be present every day to find out reports on production results that have been achieved by employees.
d) Of the 36 respondents the majority answered agree that employees feel comfortable working at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch because the company appreciates every effort made by employees for the achievement of company goals.

e) Of the 36 respondents the majority answered agree that employees feel comfortable in carrying out their work because employees market products to consumers in an unlimited scope (society).
f) Of the 36 respondents the majority answered strongly agree and agree that listening to employee demands affects employee morale at work because with the fulfillment of demands, employees will be more enthusiastic about working to achieve company goals.
g) Of the 36 respondents the majority answered agree that not listening to employee demands affects employee morale because if employee demands are not met, employee morale will decrease and company goals will not be achieved.
h) Of the 36 respondents the majority answered neutrally that the company always listens to employee demands because employee demands are influenced by company policies.

b. Classic assumption test
1). Data Normality Test
        Normality test aims to test whether the regression model is normally distributed. The normality test is carried out by graphical analysis seen from the points that spread around the diagonal line and follow the direction of the diagonal line.
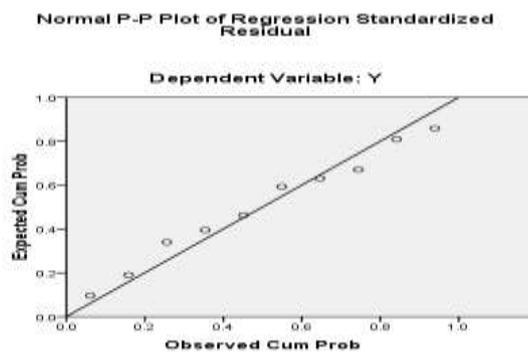

Figure 1. Normality test
Source: Data processing with SPSS 17

        Figure 1 shows the points that follow the data along the diagonal line, this means that the data is normally distributed.

2). Heteroscedasticity Test
        Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation. To see whether heteroscedasticity occurs or not, it can be seen in the following scatterplot graph.
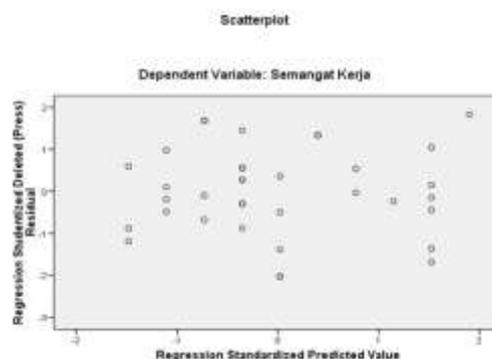

Figure 2. Scatterplot Diagram
Source: Data processing with SPSS 17

From the scatterplot diagram presented, it can be seen that the points spread randomly and do not form a certain clear pattern and are spread both above and below zero on the y-axis. This means that there is no heteroscedasticity in the regression model so that the regression model is feasible to use to predict employee morale based on input from the independent variable, namely promotion.

Discussion

Simple linear regression analysis is intended to determine the linear relationship between several independent and dependent variables. In this study, linear regression analysis was performed using the enter method. The author uses the help of SPSS 15.00 software in obtaining the output of the coefficient section above so that a simple linear regression model can be set as follows:

$$Y = a + bX$$

Where:

Y   = Leadership Style
a   = Constant
b   = Simple Regression Coefficient
X   = Employee Performance

Before the value of a (constant), the value of b is entered into the equation first, hypothesis testing consists of determinant analysis and t test.

a. Determinan (R^2)

Based on the data obtained and processed with the help of SPSS, here are the results of data processing that the author did

Tabel 9. Determinan Model Summary

| Model | R | | R Square | Adjusted R Square | Std. Error of the Estimate |
	R Square Change	F Change	df1		df2
1	.469(a)	.220	.197		3.519

a.Predictors. (Constant), Job Promotion
b.Dependent Variabel, Job Spirit
Source: Data processing with SPSS 17

Description:
a) The R value of 0.469 means that the relationship between job promotion and morale is 46.9%. This means that the relationship between the dependent variable and the independent variable is quite close because the R value ranges from 0 to 1. If the value is getting closer to 1, it shows a fairly close relationship.
b) R Square of 0.220 means that promotion affects employee morale at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch by 22% and the remaining 78% can be explained by other factors not included in this study.

b. Individually Significant Test (t Test)

Individually Significant Test (t test) is a partial test to prove whether the independent variable partially has a significant effect or not on the dependent variable with the following hypothesis:
H_0 : b = 0 means that partially there is no effect of promotion on employee morale at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch.
H_1 : b ≠ 0 means that partially there is an effect of promotion on employee morale at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch.
By decision criteria:
H_0 accepted if $t_{count} < t_{table}$ pada α = 5%
H_1 accepted if $t_{count} > t_{table}$ pada α = 5 %

Tabel 10. t-Test

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**	**B**	**Std. Error**
1 (Constant)	12.448	5.607		2.220	.033
Job Promotion	.691	.224	.469	3.093	.004

a Dependent Variable: Spirit at work

Source: SPSS Processing Results, (2021)

Based on Table 10 above, the following conclusions can be drawn:

1) The coefficient table is obtained from the t-count value of the independent variable, namely promotion = 3.093, while the t_{table} is at a significant level (α = 0.05) for the two-party test with degrees of freedom (dk) 36 − 2 = 34, so t_{table} = 2.042.

   From the evaluation results, the value of $t_{count} > t_{table}$ or 3.093 > 2.042 means that H_0 is rejected and H_1 is accepted, which means that it is significant. So, promotions affect employee morale at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch Office.

2) The constant value is 12,448. it means that even though the independent variable or promotion is worth 0, the employee morale at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch remains at 12,448.

3) Based on the results of the t_{test} above, the regression equation formula is as follows:

   Y = a + bX

   Y = 12.448 + 0.691X

   This means that if the promotion is applied the better by one unit, the morale of the employees at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch will increase by 0.691 or 69.1%.

   Based on the regression model obtained, it can be concluded that every increase of 1 unit of promotion will increase morale by 0.691 units. The + (positive) sign on the job promotion variable shows a unidirectional relationship, meaning that if the job promotion has increased, morale will also increase, and vice versa (the hypothesis is accepted).

   From the table above, it is known that the variable of promotion has a positive and significant effect on work morale. This can be seen from the significant value of 0.001 < 0.05 and the value of $t_{count} > t_{table}$, meaning that promotion has an effect on employee morale at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch.

The data collection techniques used are:

1. Questionnaire is a collection of data by providing or distributing a list of questions to respondents.
2. Interviews are conducting direct questions and answers with employees to obtain information on various matters relating to promotion policies and work morale.
3. Documentation study, namely studying or reviewing documents or data in the company related to the title of this research.

4. CONCLUSION

In this study, the authors can draw conclusions that describe the effect of promotion on employee morale at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch as follows: the process of promotion is strongly influenced by the service (merit) of employees in achieving the production targets set by the company. This is evidenced by the answers of respondents who chose strongly agree and agree by 91.7% and the remaining 8.3% is influenced by the length of an employee working, position promotion has a positive and significant effect on employee morale at PT Bank Negara Indonesia Tbk, Tebing Tinggi Branch by 22% and the remaining 78% is influenced by other variables not examined in this study, based on the results of the t-test above, the regression equation formula is as follows: Y = a + bX, Y = 12,448 + 0.691X. This means that if the promotion is applied the better by one unit, the morale of the employees at PT Bank Negara Indonesia Tbk Tebing Tinggi Branch

will increase by 0.691 or 69.1%, work spirit is a condition that is closely related to the mental condition of employees. Employee morale has two dimensions, namely low morale and high morale. Morale can change according to influencing factors and efforts to foster morale. Factors that need to be considered in fostering morale is one of them with a promotion, promotion and morale are two variables that cannot be separated. Promotions can provide hope for employees to get something better from their jobs. In addition, promotions are able to attract employee morale to be able to work even harder.

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