

**THE INFLUENCE OF JOB PROMOTION ON JOB SATISFACTION
IN PT PUPUK SRIWIDJAJA PALEMBANG
(CASE STUDY IN HUMAN RESOURCE DIVISION)**



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MANAGEMENT

Submitted in Partial Fulfillment of the Requirements for the Degree

Bachelor of Economics

MINISTRY OF RESEARCH, TECHNOLOGY AND HIGHER EDUCATION

SRIWIJAYA UNIVERSITY

ECONOMIC FACULTY

2018

APPROVAL SHEET FOR UNDERGRADUATE THESIS EXAMINATION

THE INFLUENCE OF JOB PROMOTION ON JOB SATISFACTION

IN PT PUPUK SRIWIDJAJA PALEMBANG

(CASE STUDY IN HUMAN RESOURCE DIVISION)

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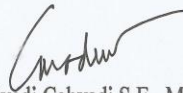
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MOTTO AND PRESENTING FOR

Motto

- When everything seems to be going against you, remember that the airplane takes off against the wind, not with it (*Henry Ford*)
- Believe in yourself, proud of who you are. Yes you need someone to complete you, but not to determine who you are.

I present this thesis for :

- My beloved parents. My father and my mother who never stop believing me. Support me from behind and always pray for me and working so hard so that I can stand proud and walk forward.
- My sweet brother and lovely sister who always make me smile and crack me up with their jokes.
- My best friends who always support me and accept me for who I am, even my silly, crazy and even my selfish part.
- My pride alma mater.

FOREWORD

Alhamduillahi Rabbil'alamin, all the greatest gratitude to Allah Swt the one and only almighty God who owns the universe and its content for the grace and gifts that has given to me. Shalawat and salam also says to our beloved prophed Muhammad Saw who led us from the jahilliyah the world of darkness to the world full of light, full of knowledge. The writer won't stop the gretest gratitude to Allah Swt for giving me the strength and chance to finish this thesis entitle The Influence of Job Promotion on Job Satisfaction in PT Pupuk Sriwidjaja Palembang (Case Study in Human Resource Division) without any serious trouble in the process. The writer realized that in the process of finishing this thesis, I made so many mistakes and so far away from perfection. For all the mistakes and the imperfection I hope for the input, suggestion and constuctive critism for the sake of perfecting this thesis. Lastly, I hope that this thesis can be helpfull for others and can be an inspiration to perfected this topic in the future.

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SPECIAL THANKS TO

In this opportunity, the writer wants to say massive thanks to all people who has given me support, motivation, guidance with all the patience to finish this thesis. With all due respect, the writer would like to say thanks to:

- Prof Dr. Anis Saggaf, M.S.C.E. as the rector of Sriwijaya University.
- Prof. Taufik, S.E., M.Si as the Dean of Economic Faculty of Sriwijaya University.
- Dr. Zakaria Wahab, M.B.A as head of Management Department of Sriwijaya University
- Welly Nailis S.E., M.M. as the secretary of Management Department of Sriwijaya University
- My thesis supervisors Dr. Hj. Zunaidah, M.Si and Drs. H. Supardi A. Bakri, M.P.A who has patiently helping me, motivate me and guide me to finish this thesis.
- Prof. Hj. Badia Perizade, M.B.A, PH.D as my proposal seminar examiner and Afriyadi Cahyadi S.E., M.M. as my comprehensive examiner who has given me lot of advices even if only a brief moment.
- Prof. Hj. Badia Perizade, M.B.A, PH.D as my academic mentor who has given me a lot of advices during the lecturing process.
- All of the lecturer of economic faculty who has given me so much knowledge and teach me not only the academic knowledge but also the life knowledge during the lecturing process.
- All of the academic staff, management department staff, library staff of economic faculty who have been helping me through my university time.
- My beloved parents. My father Yatno and my mother Zuriah who have been supporting me, believing me, praying for me unconditionally so that I can be here and pursuing what I want to be. Also my lovely younger brother Alzata Putra and my sweet younger sister Jannisa Anggira who

always make me smile in an unexpected way and motivated me to not giving up my dream.

- Mr. Syamsul Bahri as a staff in Human Resource Department of PT Pupuk Sriwidjaya Palembang who has been helping me during my internship time and my research time.
- My best friends Desi Rismalasari, Fitriani, Aidil Nara Persada, M.Abrar Palelongi, Denny Nabawi, Lucky Kumala, Lusi Noverita, Reskika Dewi, and Afifah Nurfajri Usman, who have been accepting me for who I am. Who have been accepting my silly, weird, crazy and even selfish part and also support me and helping me during the lecturing process and researching process

ABSTRACT

THE INFLUENCE OF JOB PROMOTION ON JOB SATISFACTION IN PT PUPUK SRIWIDJAJA PALEMBANG (CASE STUDY IN HUMAN RESOURCE DIVISION)

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The purpose of this research is to learn and understand the effect of job promotion on job satisfaction in PT Pupuk Sriwidjaja Palembang. The object of this research is employee in Human Resource Division of PT Pupuk Sriwidjaja Palembang with 45 employees as sample. The sampling method used in this research is sensus method. The method used for collecting data is by questionnaire. The data collected are tested by validity test, reliability test, simple linear regression analysis, correlation coefficient (r) and determination coefficient (R^2) and t test by using SPSS version 22. The result of this research shows that job promotion has positive and significant effect to job satisfaction in PT Pupuk Sriwidjaja Palembang.

Keywords : Job Promotion, Job Satisfaction

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CHAPTER I

INTRODUCTION

1.1 Background

In order to achieve the company's goal, the problems that management has to face are not only about raw material, equipment, production machine, capital and work environment but also about the employee (human resource) that manages the other production factors (Rivai, et al., 2014:4). This is because the achievement of company's goal through management who is the one that controls the organization/company is done by coordinating job activities through someone else (Robbins and Coulter, 2009:8). It means the achievement of company's goal has to be balanced to properly manage human resource, so that the company will have the competent, knowledgeable and loyal human resource that can be maximally empowered in order to achieve the company's goal. If human resources were not properly managed, the human resources will be a burden to management and company itself and then causing bigger problem to the other production factors such as equipment, production machine, capital and work environment (Moses, 2012:63). In order to manage the human resources, company has to do a series of activities that called human resource management.

This human resource management is in charge of managing the human resource in a company. In addition to increasing competence and knowledge of the employee, human resource management also has duty to increase the effectivity, efficiency, productivity and company's business, suppressing

employees turnover, absenteeism rate, and complain from other company, and also increasing the job satisfaction rate and service quality (Rivai et al., 2014:12).

By looking at the objectives of human resource management, it can be seen that as one of the resources that support the way a company, employees (human resources) is considered an asset that should be treated fairly and given the rights so that job satisfaction can be achieved. According to Rivai (2004) this job satisfaction is an evaluation that describes a person's feelings of pleasure / displeasure, satisfaction / dissatisfaction in work (a cited in Putri, 2015:3).

This job satisfaction can't be said as a unified concept, but instead an employee will be satisfied with one aspect of his job but not satisfied with the other aspects of his job (Eshafani et al., 2013:3). Porter and Lawler (1968) divide this work satisfaction into internal satisfaction and external satisfaction. Internal satisfaction consists of various factors that interact directly with job satisfaction such as independence, job rotation, employment opportunities, personal development, creativity and so on (as cited in Eshafani et al., 2013:4). While external job satisfaction consists of factors that are not directly related to job satisfaction, such as work environment, employee relations, high salary and promotion opportunities (Rivai et al., 2014:623)

According to Dessler (2003:277), most of the people who work want a promotion that usually means higher compensation, responsibility and

sometimes job satisfaction. Job promotion occurs when an employee is transferred from one job to another in higher payments, responsibilities and or levels and is awarded as a reward for his past efforts and accomplishments (Rivai et al., 2014:115). In addition to appreciating the achievements of these employees, Naveed, et al. (2011) stated that promotion is one of the important factors to improve employee job satisfaction (as cited in Putri, 2015:2). Career enhancement / development is also an organizational way of attracting and retaining highly talented people (Robbins and Coulter, 2009:362)

According to the explanation above can be concluded that the job promotion (career improvement) is one factor that is very important in determining the level of job satisfaction of an employee. This is also confirmed by the results of research conducted by Perizade et al. (2013) which states that promotion positions have a positive and significant impact on employee job satisfaction. In addition, research conducted by Minarsih (2009), Setiawan and Sriyathi (2013), Fajri et al. (2015) stated the same thing that job promotion positively positively significant to employee job satisfaction.

However, job promotion is not always an enjoyable experience for the employee or for the company, the injustice, the haphazard promotion process, and the lack of transparency of the process makes the promotion lose its effectiveness and ultimately leads to dissatisfaction for both parties (employee and company) (Dessler, 2003:277). Although not causing the employee's dissatisfaction, research conducted by M. Benz and BS Frey in

Robbins & Judge (2013) states that the promotion factors positions only slightly affect job satisfaction, the more significant in affecting the level of employee job satisfaction is the work itself. Research conducted by Aprilandi (2015) revealed if the compensation factor affect more of employee satisfaction than job promotion factor.

Based on the explanation above, the author is interested in further research on the impact of job promotion on employee job satisfaction. The author chose PT Pupuk Sriwidjaja Palembang as the object of this research.

PT Pupuk Sriwidjaja is a company established as a pioneer manufacturer of urea fertilizer in Indonesia on December 24, 1959 in Palembang, South Sumatra. Pusri started business operations with the main objective to implement and support government policies and programs in the field of economy and national development, especially in the fertilizer and other chemical industries. In addition to being a national fertilizer producer, PT Pusri also carries out the task of conducting trading business, providing services and other business related to fertilizer industry. That way, PT Pupuk Sriwidajaja Palembang should keep and develop its employees well so that the company's duties can be run and the company's goals can be achieved well.

In PT. Pupuk Sriwidjaja Palembang, the employees was given chances to paticipate in human resource development program to expand their career such as:

1. In-house training at training and education PT. Pupuk Sriwidjaja Palembang, as well domestic or overseas outplant training.
2. Education scholarship (Master degree/courses/sertification) domestic or overseas.
3. Tiered leadership training.
4. Transfer knowledge.
5. Participating in new project and also engineering project.

Furthermore, there are human resource management devices that based on competence available in PT. Pupuk Sriwidjaja Palembang, such as competence dictionary, job competence requirements, competence based training, also competence measurement devices that own by PT. Pupuk Sriwidjaja Palembang such as digital competency assessment center. With so many kind of devices, employee competence assessment will be more objective, and development of human resource in a company will be directed based on career interest and competence.

Employees career development start when employees enter the company as management trainee. Their competence will be rated through assessment competence activity, to knowing intelectual potential, leadership, and soft competence that needed to reach the expected performance.

The assessment result will be combined with performance management through performance appraisal. Performance appraisal based on objective appraisal upon agreement between supervisor and employee in reaching the every semester target, and also added with behavioral evaluation

(integrity, reliability to face the pressure, motivation and mastery of technical expertise and so on) by supervisor, personal, co-worker and customer (assessment 360°).

The combination of employee performance appraisal result will be an objective basis to employee career development, where the employee who has high competence and achievement will be facilitated in order to become leader candidates with competitive career ladder and remuneration. Meanwhile the employee that have potential to be developed will be treated as future talent and will be included to various human resource development program.

The career ladder in PT. Pupuk Sriwidjaja Palembang that can be reached by its employee are:

1. Staff
2. Echelon V : Team Leader
3. Echelon IV : Supervisor
4. Echelon III : Superintendent
5. Echelon II : Manager
6. Echelon I : General Manager

Table 1.1 Total employee based on organization/Position Level

Position	2014	2015	2016
Echelon I	19	21	24
Echelon II	103	102	96
Echelon III	350	217	210
Echelon IV	226	616	583
Echelon V	625	583	535
Staff	1085	990	917
Total	2435	2529	2365

Source : Annual report of PT.Pusri Palembang

This career ladder starts when employees enter PT. Pupuk Sriwidjaja Palembang until the employees retired.

As mentioned earlier, this research was conducted to find out the influence of job promotion on job satisfaction of employees of PT Pupuk Sriwidjaja Palembang.

To compare job promotion and job satisfaction, we have to know the percentage of job promotion rate of all employee in PT. Pupuk Sriwidjaja Palembang.

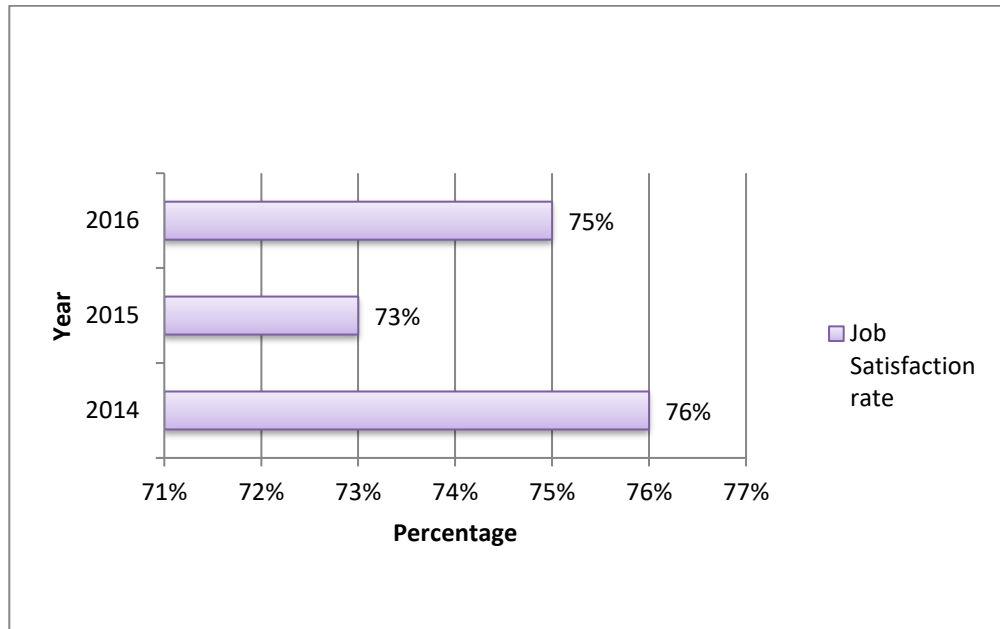
$$\text{Percentage of Job Promotion 2014} = \frac{717}{2435} \times 100 = 29,45\%$$

$$\text{Percentage of Job Promotion 2015} = \frac{854}{2529} \times 100 = 33,78\%$$

$$\text{Percentage of Job Promotion 2016} = \frac{851}{2365} \times 100 = 35,98\%$$

Meanwhile, the job satisfaction rate in PT Pupuk Sriwidjaja Palembang was known from the documentation of PT Pupuk Sriwidjaja Palembang. PT Pupuk Sriwidjaja Palembang conduct the survey once a year to all of its employee to know the job satisfaction percentage each year. The survey given to the employee was consist of statements related to some factors that affecting the job satisfaction such as administration policy about human resource, job welfare, work environment facility, relationship with co-workers, top management performance, career advancement, responsibility, self development, recognition, achievement, and work itself. And then the employee will give feedback based on the survey, and then the result of te survey will be calculated into a percentage number based on each factor, next

the percentage of each factors will be summed and averaged. So the result of job satisfaction in PT Pupuk Sriwidjaja Palembang for period 2014-2016 are:

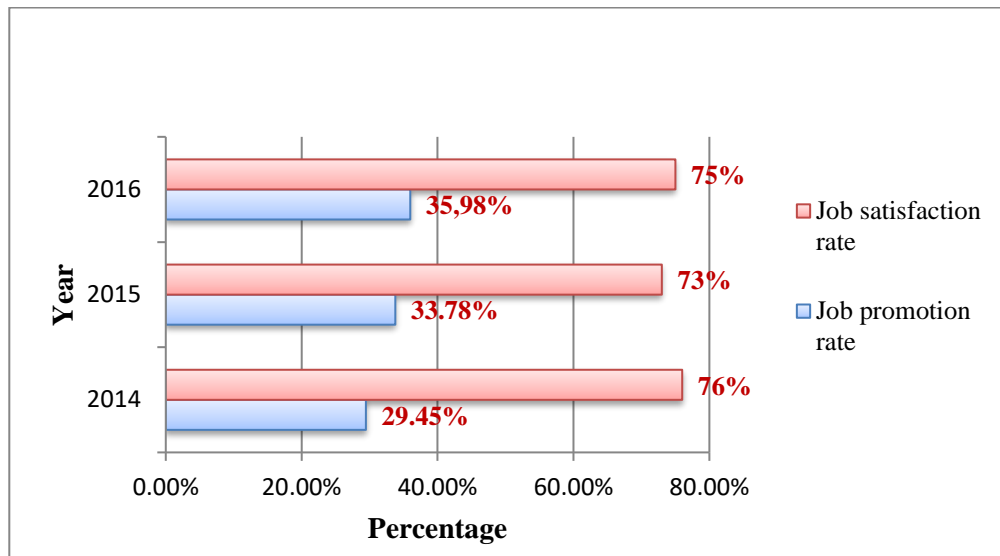


Graphic 1.1 Job Satisfaction Rate in PT Pupuk Sriwidjaja Palembang

Source : Documentation of PT. Pupuk Sriwidjaja Palembang

According to PT Pupuk Sriwidjaja Palembang, the rate of job satisfaction is high when the percentage of job satisfaction is higher than 70% ($>70\%$), so the job satisfaction rate in PT Pupuk Sriwidjaja Palembang is already high.

After knowing the job promotion and job satisfaction rate based on its percentage, the comparison between job promotion and job satisfaction in PT. Pupuk Sriwidjaja Palembang can be done.



Graphic 1.2 Comparison Between Job Promotion and Job Satisfaction of Employee in PT. Pupuk Sriwidjaja Palembang

Source : Documentation of PT. Pupuk Sriwidjaja Palembang

According to graph 1.1 above, it can be seen even though the level of job promotion in PT. Pupuk Sriwidjaja Palembang keep increasing each year, but the level of job satisfaction is not so. Job promotion is affecting job satisfaction, but what happen in PT.Pupuk Sriwidjaja 2014 is not indicating so. In 2014 the level of job promotion is the lowest while the level of job satisfaction is the highest. That's happening because job promotion is not the only factors that affecting job satisfaction of the employee. It is indicating that job promotion is not the absolute goal of every employee. Job promotion is indeed a good thing and some of employee's goal is to be on top of career, but not all of employee think that to be on top of career is the absolute cause of their job satisfaction. It was mentioned earlier that there are a lot of factors that affecting job satisfaction such as work itself, recognition, achievement, payment and other factors.

Based on research gap and phenomenon that occurred in PT. Pupuk Sriwidjaja Palembang above, the writer is interested to do a research with title **“The Influence of Job Promotion on Job Satisfaction in PT Pupuk Sriwidjaja Palembang (Case Study in Human Resource Division)”**

1.2 Problem

The problem of this research is “does job promotion influence the job satisfaction of employee in PT. Pupuk Sriwidjaja Palembang?”

1.3 Objective

The objective of this research is “to know whether job promotion influence the job satisfaction of employee in PT. Pupuk Sriwidjaja Palembang”.

1.4 Benefit

The benefits that writer hope will occur because this research are:

1.4.1 Theoretical

This research is expected to increase the knowledge of college student in general and especially economic student about job promotion as one of determinants of employee job satisfaction. This research also expected to be reference for further researchers who want to research on job promotion and employee job satisfaction.

1.4.2 Practical

This research expected to be a contribution of thought and become input to PT.Pupuk Sriwidjaja Palembang about job promotion and job satisfaction of its employee.

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