THE IMPACT OF PERFORMANCE APPRAISAL APPROACHES: PERFORMANCE-BASED AND SENIORITY AS BASES FOR JOB PROMOTION (CASE STUDY: EMPLOYEE OF LPP TVRI PADANG)

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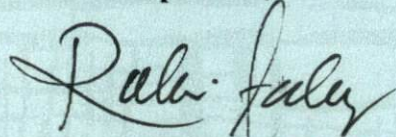
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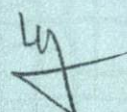Padang, January 27th , 2011

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THE IMPACT OF PERFORMANCE APPRAISAL APPROACHES: PERFORMANCE-BASED AND SENIORITY AS BASES FOR JOB PROMOTION
(Case Study: employee of LPP TVRI Padang)

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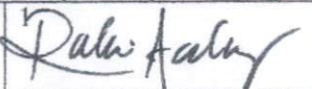*Pembiming : Dr. Rahmi Fahmi, SE, MBA*
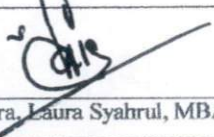
ABSTRACT

This research investigates the impact of performance appraisal approaches: performance-based and seniority as bases for job promotion. The objectives of this research were to determine how performance appraisal approaches: performance-based and seniority influences job promotion, and determine which basis that is suitable applied in the LPP TVRI Padang and determine the perception of employee on current job promotion bases. Based on literature, performance-based and seniority are usually use for job promotion bases. The total of 65 respondents in LPP TVRI Padang was surveyed in this research. The finding has some interesting results. The finding indicates that Performance-based and seniority have a significant relationship with job promotion. Based on the survey, it's show that Seniority was best applied in LPP TVRI Padang. The employees was more satisfied than performance-based. But overall some employees choose seniority and some others choose performance-based. It is not significantly different.

Keyword: Job Promotion, Performance Appraisal, Performance-based, Seniority.
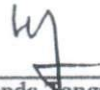
Skripsi ini telah dipertahankan di depan sidang penguji dan dinyatakan lulus pada tanggal 17 Januari 2010.

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CHAPTER I

INTRODUCTION

1.1 Background of the Study

Economics activities greatly affect a company's circumstance, which emerge competitions. Companies are required to improve the quality and quantity of its products and keep the company's presence is always acknowledged and demanded by the public. To achieve these objectives a company must realize the importance of HR as one of the factor in achieving the goals. In working place, there are several ways to provide workers more challenges, and companies should focus on their employee's career to motivate them in order to improve the quality and quantity, because nowadays many people or employee look back on their career. Researcher believes strongly that the number one reason businesses struggle or fail is due to ineffective management. Ineffective management is caused by various reasons, like: dealing with a poor leadership style, poor communication, low employee motivator, inefficient resources allocation, etc. In the previous study and practical, employers and workers feel the one evidence of career success is motivate the employee by giving a promotion.

Staff and employees are an organization's valuable asset, it is important to help them become as productive as possible. This is supported by many surveys that conducted by several authors and stated in some Human Resource Management books. HR management book by *Dessler* stated that most working people look forward to promotion, which usually means more pay, responsibility, and often job satisfaction (*Dessler*, 2003). A Human Resource article, *Promotion*

Policy: Writing and Decision Making Kit stated that promotion is a good practice and has been shown to be a powerful motivator.

Promotion traditionally refers to advancements to positions of increased responsibility. For employers, promotion can provide opportunities to reward exceptional performance, and to fill open positions with tested and loyal employees. And for employees, promotion as an appointment to a position requiring higher qualifications such as greater skill or longer experience and involving a higher level of responsibility, a higher rate of pay, and a title change. But the promotion is not always in a positive experience either employer or employee (*Dessler*, 2003).

Promotion is established by several bases. In an employee promotion system, it is important to get it right. *Jeff Wuorio* (2003) argued that "promoting the wrong employee is like quitting smoking: It's easy to do, a million times. Promoting the right person at the right time takes more diligence". Because placing the right person in the right position will improve the organizational performance. In making promotion decision, organizational management should consider with the effective approaches used for promotion.

One of the effective approaches for promotion is performance appraisal approaches. Performance appraisal can be used for evaluating, examining and assess employee's actions or performance, and the result of that performance appraisal can be used to identifying weaknesses and strengths as well as opportunities for improvement and skills development and as basis for employee promotion system. Performance appraisal should not just be about telling someone how he or she has done. They also provide an ideal opportunity for the

supervisor and employee to discuss and link the letter's performance career interests, rewarding and developmental and it requires for promotability recommendation (*Dessler*, 2003).

In performance appraisal, there are some bases that used in promotion system. Organizations adopt different bases of promotion depending upon their nature, size, management etc. Generally they may combine two or more bases of promotion. The two formal bases usually used are performance-based (merit) and seniority (*Steers*, 2006). In *performance-based* promotion, employee or supervisor are assessed from their job performance, because they are doing an excellent job in their current position by collecting the employee performance appraisal, included attendance, merit, work records and etc. And from performance appraisal the employees will know the areas where they are under-performing as well as the categories where they excel.

Another approach in promoting employee is *seniority*. Seniority means as a how long the employee work in one institution, how they contribute for both in their position and institution as a whole. Promotions that are based on seniority are rewarded to the employee for his long devoting career in the company (*Sauer,* 1993). The prevailing attitude is that someone who is loyal should be rewarded by being moved into a management role, so they can make more money and be given an incentive to stay on. The biggest advantage of the seniority is that all workers are guaranteed to be paid enough salary to support themselves. *Joseph* (2005) argued that seniority is oldest and most widely used for promotion, because seniority prevents favoritism and arbitrary action that there is no room for discretion or prejudice. So, each of these performance appraisal approach

(performance- based and seniority) have its pros and cons. And this research will be conducted at employee of TVRI Padang.

TVRI is a broadcasting and television institution that owned by the government. TVRI intend to carry image of the nation up through broadcasting of any events and phenomenon that have international scale to promote the advancement of social life and to become social adhesive.

Recent years, TVRI faced some problems such as: lack in marketing system and promotion, inadequate equipments, unattractive and low quality program, etc. But, the main problem is most of the employees are not qualified in term of skill, quality and ability. It stated in one of the media in Padang (Padang Express, September 2010), West Sumatra.

Another problem or challenge that faced by TVRI is the development of television institutions, it increases rapidly. Many private television institutions or broadcasting institutions grow up year by year. It created a high competition in television institution environment. Every institution tries to give their best to serve viewers, likewise TVRI, to increase their quality and to build their image up. They also tried to give good service to the people and create a good bulletins, programs, or announcement.

So, TVRI needs good employees to embody that goal to be come true. TVRI encouraged some strategies to cover their problems. One of their strategies is providing qualified human resources by motivating their employees. There are several ways that have conducted by TVRI, such as: giving a workshop, training, etc. One of the ways to motivate the employee is by promoting them to higher position.

In this research, researcher just concern about job promotion system in TVRI. Researcher wants to know the TVRI's employee's perception on promotion. In Implementing of the promotion system, TVRI focuses in two bases: Performance-based and Seniority. In TVRI, some employees are promoted based on their performance, but some others from the length of their service in that organization or how long they contribute or work there. In implementation or previous practices, usually, TVRI promoted their employee by the length of their existing in organization, means that longer they contribute in that organization, bigger opportunity to be promoted. But since TVRI realized that they have to increase their performance by improving employee performance and motivation, they tried to conduct another strategy in employee promotion system. They tried to conduct performance-based promotion to get better employee will be placed to higher position, in order to motivate overall employees to give their better performance. TVRI believed that all the employees look forward to be promoted to the higher level position. It means they are dealing with higher salary or pay, high power and followed by other benefits. TVRI had a system to appraise their employee performance, it called "Sistem Penilaian DP3 (Daftar Penilaian Pelaksanaan Pekerjaan Pegawai)", this evaluates some factors such as: loyalty, job performance, responsibility, honesty, teamwork, leadership, obedience and initiative. But there still have pros and cons between performance-based and seniority as bases for job promotion. This research project will analyze the promotional system (seniority and performance-based) presently used by TVRI and to identify the feeling of the members toward their present seniority and performance-based system. So, this research will be titled "**The Impact of**

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Performance Appraisal Approaches: Performance-based and Seniority as bases for job promotion. (Case study: employee of LPP TVRI Padang)".

1.2 Research Question

Based on the background, researcher identified some problem:

1. To what extent does performance-based impact on job promotion?

2. To what extent does seniority impact on job promotion?

3. Which one is better performance-based or seniority as bases for job promotion?

1.3 Objectives of the study

The specific goal of this research is to get the data and information:

1. To investigate the impact of performance-based as a basis for job promotion

2. To investigate the impact of seniority as a basis for job promotion

3. To compare performance-based and seniority as a performance appraisal approaches used for promotion

1.4 Contributions of the study

- As a comparison to the companies which better promotion bases: performance-based or seniority

- To be a consideration for the company which promotion's basis is desired, from employee perspective

- To strengthen the theory related to performance appraisal using performance-based and seniority approaches as bases for job promotion

- To gain better understanding how performance appraisal using performance-based and seniority approaches impact on job promotion.

1.5 Writing Systematic

The thesis will be presented in certain chapters, as follows:

Chapter 1 Introduction

This chapter describes about background, problem definition, research objectives, research benefits and writing systematic.

Chapter 2 Theoretical Framework

This chapter consists of the literature overview about the effectiveness of performance appraisal tools: performance-based and seniority as bases for job promotion.

Chapter 3 Research Methods

This chapter will discuss about research methods, which is consist of variable of research, data collection method, and methodology in data collection analysis.

Chapter 4 Organizational Review

This chapter will discuss about the background of the company, vision, mission, the HR management of the company.

Chapter 5 Result and Analysis

This chapter will show the result and analysis of the research from the SPSS data analysis.

Chapter 6 Closing

This chapter consists of conclusion from the analysis, and also advice to the company as one of many references in order to improve the organization itself.

CHAPTER II

LITERATURE REVIEW

2.1   The Concept of Promotion

Basically, promotion is the upward reassignment of an individual in an organization's hierarchy, accompanied by increased responsibilities, enhanced status, and usually with increases income, though not always so (*Saiyadain*, 2003). This is a part of disposition program that implemented by the company or an organization in other to replace or to fill a position is needed (right man in the right place). Employee promotion is held when organization meets the expansion or because there are positions need to be filled. Sometimes promotion held as a reward for an achievement of employee to motivate them more productive.

(*Lazear*, 1998) stated promotion can be used to reward past employee efforts, promote investments in specific human capital and lower job turnover. It is usually symbolized with a change of job and title. It can be attached with an increase in pay, power, and responsibility. Or; it can also include an increase in freedom or independence, or a decrease in danger or discomfort. It may mean less inconvenience in terms of hours or location for some employees.

Promotion has important part for all employees even this is a desire purpose for them. This is related to what they are going to have after they are promoted. Promotion may be an employee's reward for good performance i.e. positive appraisal. (*Bogardus,* 2009) stated that promotion occur when employees are moved into new positions with different duties and greater responsibilities or when they develop a level of experience and skill enabling them to assume added

responsibilities in their current position. Typically, a promotion is accompanied by a change in title and salary level. Before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience. When determining how much of an increase to provide for a promotion, several factors are considered. These include how long the employee has been in the current position, how recently a performance increase was awarded, etc

A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. *Billikopf* (2006) argued that "a *promotion* is a move up the organizational ladder". Job promotions sometimes just happen because a slot unexpectedly opens up and management will move a lower-ranking employee up to fill it. But more often, employees who are the most qualified and prepared are the ones who will be considered for job promotion. Another concept of promotion proposed by *Gibbons* (1997), said that promotions assign workers to jobs better suiting their abilities and quickly move up talented workers. More talented workers are usually more productive higher up in organizational hierarchies.

According to the *Praire's* view A&M university, (1998) employee promotion is appointment to a position requiring higher qualifications such as greater skill or longer experience and involving a higher level of responsibility, a higher rate of pay, and a title change is considered a promotion and will be classified as such in all personnel documents. Promotions will be made without regard to the race, color, sex, religion, age, ethnic origin, or disability of the

employee. Another opinion about promotion system comes from *Hasibuan* (2006), argued that employee promotion is a movement or replacement by increasing authority and responsibility of employee to higher position within organization where the right, status and income increase at the same time. It means if someone got the promotion, he or she would have more responsibly and authority because they are in higher position. Moreover, they would earn more status, income such as salary and other allowances. Then, this argument supported by *Flipo* (2000), he stated that a promotion involves a change from one job to another job that is better in terms status and responsibility, normally the change of higher job is accompanied by increasing pay but not always.

Promotion can also result in a higher level title and higher level job responsibilities. Decision making authority tends to rise as well. These are examples of promotions: HR Assistant to Hr Generalist; HR Generalist to HR Manager; HR Manager to HR Director; HR Director to HR Vice President. It is handing over the higher-level post to employee from inside and this upward movement. In other words, it is the progression of an employee to superior job in terms of superior responsibility, greater skill more status, greater pay rate/ higher salary, and reassignment of higher level job.

Promotion can mean that you will be relocated. A Promotion involves the movement to a position in a class with a higher pay maximum. A promotion may be either competitive, (i.e. the employee must compete with others either within or outside the agency for the job) or noncompetitive, (i.e. there is no requirement to compete with others). Promotion decisions also involve search of competence to execute the new job and satisfaction of the manager's expectations. Ineffective

promotion decisions can increase inefficiency to the company. Promoting a wrong person can demand managers' attention and subtract from their overall managing time. It can dissatisfy managers from their expectations and decrease the company's total production. *Wuorio* (2001) stated "Promoting the wrong employee is like quitting smoking: It's easy to do, a million times". Promoting the right person at the right time takes more diligence.

So, generally a job promotion should contain some of the following; more pay, better benefits, more responsibility in managing people, more responsibility in work related, more say about how things are done, possibilities for training and studies, and improvement in workplace. It intended to fill the positions are needed, to reward the employee's achievement or good performance, or to recognition for the length of service, how long they contribute in an organization. Job promotion only gives to regular employee or regular staff (permanent).

2.1.1 The Basis of Promotion

In a job promotion, actually there are several basis are needed to be considered in making job promotion decision. Organizations adopt different bases of promotion depending upon their nature, size, management etc. Generally they may combine two or more bases of promotion. The well-established bases of promotion are seniority and performance-based. A professional human resources management book by *Bogardus* (2009) supports this argument which cited performance-based and seniority generally used as bases for promotion.

Performance-based promotion refers to skill, talent, merit, competence, and capability. It based on how well individual employees perform against the company's process for measuring performance. Seniority denotes to relative

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duration of service in the same post and in the same company. The reason is there is a positive connection between service, talent, and the knowledge obtained by the employees. It is based on convention that the first should be given the best opportunity in all rights. It supported by *Dessler* (2003) stated that promotion should be based on seniority and competence. Competence is involved in performance-based. McFerson (2008) also argued that performance and seniority should be bases for promotion. *Flippo* (1961) recommended the two fundamental bases on which a decision can be made concerning promotion are performance-based and seniority. Performance-based determined by job performance, talent and work evaluation. And seniority determined the length of service.

Some organizations conduct performance-based on job promotion decision, and some others seniority based promotion. These two bases have its advantages and disadvantages. If seniority is considered as the basis, the promotion is made as a matter of course and every employee will know his place in the promotion list. Thus in the case of seniority-based promotion, the beginner will have no incentive to improve their performance, because he/she knows there is no chance of his/her promotion until all those senior leave the organization or are promoted. In the other hand, if performance is considered to be the criterion for future promotion, it encourage employee to improve their performance, but the performance-based criterion ignores the value of experience.

The use of seniority based for promotion over values experience and the length of service. *Monappa* (2001) in *Personnel Mangement* book explained that seniority system put a premium on length of service and job experience: those who were first "in" should have first choice. In more formal term, seniority is

more described as the principle that an employee's relative length of service in an enterprise is a factor in determining his employment right and job opportunities in that enterprise. *Bathia* (2005) in *Strategic Management* added promotion based on seniority is a reward for loyalty and length of service is an approximate measure of experience.

But some organizational combined the two bases promotion, performance-based and seniority as bases for job promotion. *Leonard* and *Hilgert* (2004) agree that promotion should be based on seniority combined performance-based, and this type of provision is included in many organization.

2.1.2   The Purposes of Promotion

The primary purpose of promotion is to fill a post through the selection of the most suitable person for the position or grade that is vacant. Employees often feel satisfied with these promotions and stimulated to perform better in the new job. They are motivated to increase their knowledge or skill and to gear for higher levels of productivity. With better jobs, employees may decline any opportunities at other companies. Hence, promotions can increase employees' loyalty to the company and reduce turnover at lower levels (*Kleiner*, 2001).

Lazear and *Rossen* (1981) argued that Promotion aims as prizes for past efforts, not future potential. The best performer (highest scorer) is promoted to a better paid job. In addition to motivating workers promoted to the higher level, the prospect of future promotion is a prize to motivate those left behind at the lower levels. Another view by *Hasibuan* (2006) said that company held the promotion with some purposes, such as: Giving recognition, position and recompense higher than before to employees that have higher quality, to generate the personal

satisfaction or pride, higher position and higher wage, for employee motivating, higher discipline and to build up productivity, create an opportunity for the employee to develop their creativity and innovation become better, enlarging or expand the insight and the work experience for the employee and motivate other employees to be more productive with the expectation that they are going to be the next.

2.1.3 Promotion Types

There are several types of promotion which cited from *Human Resource Management* by *Randawa* (2007). Promotion may be following types:

1. Horizontal Promotion

   This type of promotion includes an increase in responsibilities, pay and a change in designation. However, the employee doesn't shift the job classification. For example, a production worker shifted to HR department to develop new skill. Another example can be that enrich the job and provide training to enhance the opportunity for assuming more responsibility.

2. Vertical Promotion

   In this type of promotion, an employee is moved to higher level in the hierarchy. This involves increase in pay, status, and responsibilities.

3. Dry promotion

   This type of promotion involves increase in responsibilities and status without any increase in pay. *Reddy* (2004), in *Personnel Management* also stated that there three types of promotion: Horizontal promotion, Vertical promotion, and Dry promotion. In addition, he also argued that

others promotion types may be *formal* and *informal.* In informal promotion the person who should be promoted usually await the occurrence of a vacancy as well as the bases upon which decision are made vary from vacancy to vacancy from time to time. Moreover, under this system managers would request certain individuals whom they like or with whom they have had previous work-experience. To be sign to be promoted. A formal system aims at using the objective evaluation of the responsibilities of a position as well as an appraisal of the individual's capabilities in term of potential performance.

2.1.4   Promotion Indikators

In the Promotion system, according to Billikopf (1997), performance-based and seniority can be bases for promotion. Performance-based can be measured by quantity, quality, efficiency, work hard, professionalism, ability of work, thinking skill, accuracy, knowledge and creativity. And seniority can be measured by length of service.

- Quantity

  The number of units produced, processed, or sold is a good objective indicator of performance. Be careful of placing too much emphasis on quality, lest quality suffer.

- Quality

  The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator. In a promotion system, quality can be determined

by the capability of employee in using the equipment, minimizing error rate in working process

- Efficiency

Efficient is ability to produce a desired effect, product, etc. with a minimum of effort, time, expense, or waste; quality or fact of being efficient. Efficiency refers to the use of resources so as to maximize the production of goods and services

- Work hard

The employee performance can be measured by how the employees do their job. When employees work hard for their job, they deserve to be considered to get a promotion.

- Professionalism

Every employee that can do their job professional means they make positive point in performance appraisal, and it can be a consideration to promotion

- Ability of work

Abilities are general human capacities related to the performance of tasks

- Thinking skill

This skill usually uses imagination freely. It combines ideas or information in new ways. Makes connections between seemingly unrelated ideas, and reshapes goals in ways that reveal new possibilities. Employees can adapt and apply new knowledge and

skills to both familiar and changing situations. Is it able to use ways of learning, such as note taking and organizing information.

- Knowledge

Knowledge is defined as expertise, and skills acquired by a person through experience or education; the theoretical or practical understanding of a subject; what is known in a particular field or in total; facts and information; or awareness or familiarity gained by experience of a fact or situation.

- Creativity

It can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees should keep track of creative work examples and attempt to quantify them. Employee that doing her/his job without instruction can be involved in creativity.

- Length of service

Length of service means that employees are promoted by seniority system. In seniority, they get promote when they more senior than other, how long you have distributed in that organization.

2.2 Performance Appraisal System

The main objectives of an appraisal system are usually to review employees' performance and potential. There may also be a link with a reward review and promotion (*Dessler*, 2003) and (*Tallo*, 2007). *Dessler* stated that performance appraisal should not just be about telling someone how or she has done. They also provide an ideal opportunity for the supervisor and employee to

discuss and link the letter's performance to job promotion. Appraisals can benefit both employers and employees by improving job performance, by making it easier to identify strengths and weaknesses and by determining suitability for development. In designing a scheme it is necessary to decide who should be appraised; who does the appraising; how often appraisals take place and whether employees should see their appraisal reports. Employers are not required by law to introduce appraisal schemes.

Generally, an employee performance appraisal is a process—often combining both written and oral element, whereby management evaluates and provides feedback on employee job performance, including steps to improve or redirect activities as needed. *Tallo* (2007) in *Business organization and Management* book stated that performance appraisal is one such method that allows for that optimization of labor. In a broad sense, it is a formal structure that allows for the continued measuring and evaluation of individual behavior and performance.

Documenting performance provides a basis for pay increases and job promotion. Appraisals are also important to help staff members improve their performance and as an avenue by which they can be rewarded or recognized for a job well done. Given that the results of a performance appraisal are often used to support a promotion, termination, salary increase, or job change. Performance appraisal, helps to identify the hidden talents and potential of the individuals. Identifying these potential talents can help in preparing the individuals for higher responsibilities and positions in the future. Appraisals regularly record an assessment of an employee's performance, potential and development needs.

The appraisal is an opportunity to take an overall view of work content, loads and volume, to look back on what has been achieved during the reporting period and agrees objectives for the next. The main objectives of an appraisal system are usually to review performance, potential and identify training and career planning needs. In addition the appraisal system may be used to determine whether employees should receive an element of financial reward for their performance (*Palmer*, 1998).

In many organizations, performance appraisals only occur when management is building a case to terminate someone. It's no wonder that the result is a mutual dread of the performance evaluation session—something to be avoided, if at all possible.

Imran (2008) said that Performance Appraisal is very important for every kind of organization. It is a justification of an individual employee. He argued that performance Appraisal is defined as structured formal interaction between a subordinate and supervisor, where the work performance of the subordinate is to be taken into consideration, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development. According to *Dessler* (2003) in HRM, ninth edition, Performance Appraisals should not just be about telling someone how he or she has done. They also provide an ideal opportunity for the supervisor and employee to discuss and link the letter's performance, career interest, and developmental needs into a coherent career plan.

Richard (2002) stated that a good performance appraisal system can greatly benefit an organization. It helps direct employee behavior toward organizational goals by letting employees know what is expected of them, and it

yields information for making employment decisions, such as those regarding pay raises, promotions, and discharges.

Literature study by *Anderson* (2002) explained that organizations generally use performance appraisal for two broad purposes. First performance appraisals are used in administrative decisions such as promotions, salary allocations, and assignments. And second, performance appraisals are used as a tool for employee development processes such as offering feedback, critiquing performance, and setting goals for improvement.

Performance appraisals are helpful because they can help determine if training, promotions, demotions, layoffs and/or termination decisions are necessary (*Grote,* 2002). Employee performance appraisal outcomes—positive or negative—not only establish the foundation for employee/employer relationships, they also can determine whether an employee receives an equal opportunity to grow and/or excel in an organization (Encyclopedia for Business, 2007). Employee performance appraisals will always be controversial because they encompass many opposing views. *Foley* (2008) stated that employee performance appraisals contain positive aspects; however, because every situation has two sides performance appraisals will always appear to be slanted. Depending on the issues at stake, some of the conflicts contained in employee performance appraisals can be negated and/or litigated to achieve a satisfactory outcome for a corporation and/or individual. Regardless of the situation, it is imperative for individuals and/or corporations to maintain track records that document occurrences that are substandard, unfair and/or punishable by law.

Conducting employee performance appraisal evaluations are a task that few fire officers are prepared for, before and after their promotion. In additional findings of *Edward* (2005), organizations generally used the performance appraisal system for two basic: to measure performance to make salary adjustment or increasing through promotion and to develop employees for the benefit of the organization. *Hayes* (2006) noted that Grading of performance appraisal does have an influence on merit increase, promotion, or/and continued employment.

2.2.1   General Methods of Performance Appraisal

A common approach to assessing performance is to use a numerical or scalar rating system whereby managers are asked to score an individual against a number of objectives/attributes. In some companies, employees receive assessments from their manager, peers, subordinates, and customers, while also performing a self assessment. This is known as a *360-degree appraisal* and forms good communication patterns. 360 degree feedback in the performance appraisal process refers to feedback on an employee's performance being provided by the manager, different people or departments an employee interacts with (peer evaluation), external customers, and the employee herself.

The most popular methods used in the performance appraisal process include the following, it supported by a landmark study, *Locher & Teel* (1977) found that the three most common appraisal methods in general use are rating scales (56%), essay methods (25%) and results- oriented or MBO methods (13%).

- Rating Scale

    The rating scale method offers a high degree of structure for appraisals. Each employee trait or characteristic is rated on a bipolar scale that usually has several points ranging from "poor" to "excellent" (or some similar arrangement).

- Essay Methods

    In the essay method approach, the appraiser prepares a written statement about the employee being appraised. The statement usually concentrates on describing specific strengths and weaknesses in job performance. It also suggests courses of action to remedy the identified problem areas. The statement may be written and edited by the appraiser alone, or it be composed in collaboration with the appraise.

- Management by objectives

    Management by objective is a process of defining objectives within an organization, so that management and employee agree to the objectives and understand what they are in organization. The essence of MBO is participative goal setting, choosing course of actions and decision making. An important part of the MBO is the measurement and the comparison of the employee's actual performance with the standards set. Ideally, when employees themselves have been involved with the goal setting and choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities.

2.2.2 The Purposes of Performance Appraisal

The purpose of the performance appraisal system is set by those in the organization who establish the performance appraisal system itself. Generally, the aims of a performance appraisal are to:

- Give employees feedback on performance

- Identify employee training needs

- Document criteria used to allocate organizational rewards

- Form a basis for personnel decisions: salary increases, promotions, disciplinary actions, bonuses, etc.

- Provide the opportunity for organizational diagnosis and development

- Facilitate communication between employee and administration

- Validate selection techniques and human resource policies to meet federal Equal Employment Opportunity requirements.

- To improve performance through counseling, coaching and development.

Wiese and buckley (1998) argued that the performance appraisal process allows an organization to measure and evaluate an individual employee's behavior and accomplishments over a specific period of time. *Yong* (1996) defines performance appraisal as "an evaluation and grading exercise undertaken by an organization on all its employees either periodically or annually, on the outcomes of performance based on the job content, job requirement and personal behavior in the position".

2.3   Performance-based Promotion

The performance-based promotion is important. Performance-based promotion concern about Elimination of promotion practices that reward performance, effort, or behavior, etc for achieving the goals. It can be a very strong incentive for the employee to work harder for the success of the company. *Benton* stated in *air force officer's guide* (2005) that performance-based is a potential promotion system. And it supported by *Warner* (2005) in Human Resource Management in China stated that performance-based promotion practices were found to have positive effects on the perceived quality of career progress environment. Some employees do not perform well because they are simply not qualified enough or because they are not motivated enough. So performance as well should be taken into consideration as well. Performance is a commonly used on promotion decision. It most commonly refers to whether a person performs their job well. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success. Among the most commonly accepted theories of job performance comes from the work of *Campbell* et al (1990) and *Benton* (2005).

Basically in using performance for basis of promotion some factors that will be considered are: skill and ability, Efficiency, and Behavior (*Trehan*, 2009) and (*Randhawa*, 2007). In an organization where promotion is given on the basis of performance, production results can vary greatly towards positive. In such an organization a challenging environment will take place and will promote appraisal for the good work. Such an organization will promote hardworking

people who will strive to work better than others, the employees might look at this organization as their own by following the principle "The better you give the better you get".

2.3.1 Performance Indicators

There are several indicators to measure performance as bases for promotion:

- **Efficiency**

    Efficient is ability to produce a desired effect, product, etc. with a minimum of effort, time, expense, or waste; quality or fact of being efficient. Efficiency refers to the use of resources so as to maximize the production of goods and services (*Sullivan, Arthur* and *Sheffrin*, 2003) and *Hyman* (2007) said that:

    "Efficiency is a normative criterion for evaluating the effects of resources used on the well-being of individuals. The efficiency criterion is satisfied when resources are used over any given period of time in such a way as to make it impossible to increase the well-being of any one person without reducing the well-being of any other person." Efficiency can be measured by how fast work is performed and how accurate the job done.

- **Timeliness**

    How fast work is performed is another performance indicator that should be used with caution. In field service, the average customer's downtime is a good indicator of timeliness. In manufacturing, it might be the number of units produced per hour.

- **Accuracy**

Accuracy is the degree of veracity while precision is the degree of reproducibility. How accurate an employee can do their job, it can measure the efficiency of work.

- **Skill and ability**

A skill is the learned capacity to carry out pre-determined results with the minimum outlay of time, energy, or both. Abilities are general human capacities related to the performance of tasks (*Desimone* et al., 2002). Skill and ability should be requirement of promotion. *Beal* (1969) argued that skill and abilities is one of important requirement in measuring performance-based promotion.

- **Team Work**

Team work is performed by a team. An employee that can work as a team work can be promoted to the higher position. The successful promotion is a result of team work.

- **Creativity**

It can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees should keep track of creative work examples and attempt to quantify them. Employee that doing her/his job without instruction can be a involved in creativity. (*Mullin* and *Cummins,* 2008)

- **Integrity/honesty**

    It means can be trusted. It recognizes when faced with making a decision or acting in ways that may break with commonly held personal or societal values. Understand the impact of violating these beliefs and codes in respect to an organization, self, or others. And it chooses an ethical course of action.

- **Functional skill**

    Manages time - Selects important, goal-related activities and ranks them in order of importance. Allocates time to activities and understands, prepares, and follows schedules.

    Manages money - Uses or prepares budgets, including making cost and revenue forecasts. Keeps detailed records to track budget performance and makes appropriate adjustments.

    Manages material and facility resources - Acquires, stores, and distributes plies, parts, equipment, space, or final products in order to make the best use of them.

    Manages human resources - Assesses people's knowledge, skills, abilities, and potential. It identifies present and future workload and makes effective matches between individual talents and workload. Monitors performance and provides feedback.

    Understands systems - Knows how social, organizational, and technological systems work and operates effectively within them. Makes suggestions to modify systems to improve products or services, and develops new or alternative systems maintenance and quality control.

Uses technology - Judges which set of procedures, tools, or machines will produce the desired results. It understands the overall intent and the proper procedures for setting up and operating machines, including computers and their programming systems. Prevents, identifies, or solves problems in machines, computers, and other technology.

- **Behavior**

  Attitudes are generally positive or negative views of a person, place, thing, or event—this is often referred to as the attitude object.

- **Morale**

  Is an intangible term used for the capacity of people to maintain belief in an institution or a goal, or even in oneself and others.

- **Initiative**

  When someone begins something energetically and follows it with the same enthusiasm, the power or determination of the individual is a called initiative. Initiative is the drive of a person. The initial step or the starting move is termed initiative. So, when employees take an initiative in their job, ex: doing something without command, it can be a consideration to get a promotion.

2.3.2 Advantages and Disadvantage of Performance-based Promotion

2.3.2.1 Advantage

Performance-based makes better deployment of resources at the high level. Promotion based on performance work as a golden handcuff concerning employee concerning employee turnover. Capable employees are motivated to do their best and add to the organizational effectiveness.

According to *Randhawa* (2007), performance-based promotion has following advantages:

(1) It encourages, recognizes, and rewards extra knowledge, competence, and efficiency of employees.

(2) It motivates the competent person to work hard.

(3) It helps to retain the capable persons.

(4) It increases the productive

(5) It increase the efficiency and profitability of the organization

(6) It encourages employees to keep on learning, adding knowledge and skills, enhances their personal growth also.

(7) It results in maximum utilization of employees.

2.3.2.2 Disadvantage

A lot of people have doubt about the management integrity in evaluate the performance. Measurement of performance is extremely complicated. According to *Randhawa* (2007), performance-based promotion has following disadvantages:

(1) Accurate measurement of performance-based is highly difficult

(2) Scope for subjectivity and favoritism

(3) Trade unions distrust management's integrity in judging performance.

(4) Loyal senior persons are not rewarded

(5) Feeling of discontent among

2.4   Seniority-based Promotion

Seniority is an employee's *length of service* in a position. Promotions that are based on seniority are rewarded to the employee for his long devoting career in the company (*Sauer*, 1993). This promotion delivers a massage to the employee. In a straight seniority system—where the only factor in allocating jobs is length of service—a worker would enter the organization at the lowest possible level and advance to higher positions as vacancies occur. All prospective farm supervisors and managers would work their way up through the ranks.

Billicopf (2006) argued that in a seniority system, length of service is the chief criteria for moving up the ladder. However, this way might make the employee lazy, carless, and reduces his work because he previously knew that he will have the promotion just for his or her long history in the company. *Gibson* (1982) stated while this method of promotion may select a person with a great deal of experience, it may also promote an individual who has just been marking time. It supported by a research of *Erdman* (2000) in *Survey of the Seniority Based Promotional System of the Green Bay Fire Department.* The result showed that the majority of the members supported the seniority system because they feel seniority based promotional system provides camaraderie with its member, improving overall morale and performance of the department. They also feel that seniority means experience, thus providing the most experience, thus providing the most experienced personnel for promotion. The member of green bay fire department viewed the fairness of the system as the number one positive feature, on factor pointed out pertaining to fairness is that this system cuts down on the competitiveness and backstabbing present in many other promotional systems,

another feature identified is that having a seniority based promotional system allows employees to gain valuable experience prior to being promoted to their next position, then it maintains a high state of morale in the department because without competitiveness and aggressiveness that are present in many other types of promotional system, the atmosphere is friendly and calm. Much can be said for experience, but a seniority system tends to discourage the young and often discourage establishes a non-productive attitude.

Seniority alone does not adequately forecast a person's capabilities nor does it determine those best qualified for promotion. According to *Engle* (1995), "seniority system is not fair. Something like a broken watch that is only correct twice a day, they only promote the best candidate once in a while."

According to *Erdmann* (2000), seniority based promotion system do the members do as positive. Having a seniority based promotional system allows employees to gain valuable experience prior to being promoted to the next position. Employees have to serve the standard period of time in the department before being promoted and this provides the time for this people to gain this experiences. Then, seniority based promotional system maintains a high state of morale in the department. Without the competitiveness and aggressiveness that are present in many other types of promotional system. The atmosphere is friendly and calm, providing camaraderie and overall high morale in the department. But based on the *McCampbell's* (1999) stated seniority based promotion adversely affecting the company's efficiency, unfair and retard the company's performance.

Dobson (1988) stated that seniority was attractive to employers in the old works as a measure of experience, which in turn formed the basis of competence

and efficiency. Experience was important because it brought knowledge of how to deal with infrequent events, as well as a familiarity with day-to-day office routines. There was no trade-off between seniority and efficiency; seniority was efficiency. This argument was only valid provided the seniority unit was the department and the measure of seniority adopted was departmental service. Experience in other departments was not transferable. While a system of works seniority might have produced social justice, it would not have led to the efficiency which the employer was seeking. Promotion in the old works was therefore by departmental seniority. *Dobson* noted that in evaluating seniority promotion systems is the extent to which the system results in the promotion of workers who are efficient because they are experienced, or alternatively the converse, with workers being promoted on the basis of seniority which is not matched by efficiency or ability (Dobson, 1988). However, in most cases, seniority and productivity increases along with experience. The longer the employees have worked, the more they will be able to work efficiently. So it is more likely that that older employees will outperform new one. But length of time the workers have spent in the company is not enough.

2.4.1 Indicators of Seniority

Many personnel procedures and practices are geared to length of service or longevity on the job (*Billicopf*, 2006). And it is major consideration in doing a job promotion. Promotion based on seniority is a reward for loyalty and an approximate measure of experience.

1. **Length of service**

The longevity of an employee in an organization can measured that they are senior.

2.4.2 Advantages and Disadvantages of Seniority as basis for Promotion

2.4.2.1 Advantages

It is comparatively simple to measure the service and review the seniority. There would be full support from each and everyone as there is no scope in nepotism, prejudices and judgments. It builds a sense of certainty of getting promotion to every employee. Senior employees get a sense of contentment, since these employees are esteemed and their effectiveness cannot be disputed. It diminishes the possibility for complaints and disagreements.

2.4.2.2 Disadvantages

It presumes that the employees learn more fairly with the length of service. In point of fact, employees learn up to certain age and learning skill is retreating over a phase of time. It kills the inquisitiveness to build up, since everyone will be promoted with or with no development. It demotivates the young and more capable employees, which might give rise to higher turnover of young employees. Judging the seniority can as well be complicated in carrying out as tribulation like job seniority, company seniority, earlier experience, etc, pose diverse consideration. Efficiency of organization is expected to be reduced.

2.5   Theoretical Model of the Research
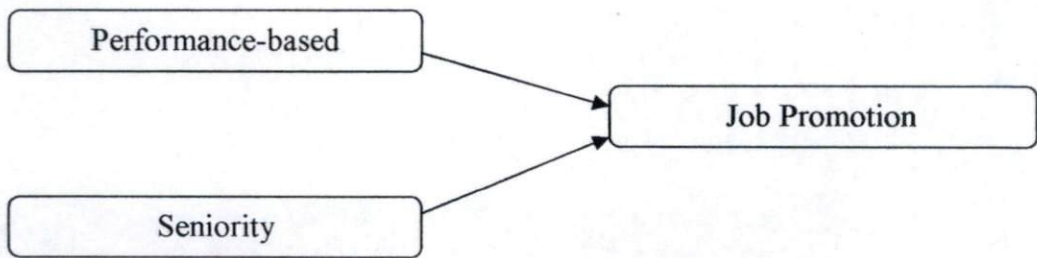
Independent Variables   **Dependent Variable**

2.6   Empirical Research

Erdmann (2000), in *Promotional System,* study at Green Bay Fire Department founded that there is a significant impact between seniority and job promotion system. Erdmann's research shown seniority is a primary criterion for job promotion. 195 questionnaires were distributed and 187 were returned. Another similar research is investigated by *McCampbell*, et al (1999). They did a research to shown the effectiveness of seniority-based promotion. The research proven that there is significant impact of seniority on promotion where a total of 100 questionnaires consisting of 12 questions were distributed. Similarly, research conducted by *Umar* and *Surin* (1999), it investigated the effectiveness of seniority-based promotion. The research argued that there is significant impact of seniority on job promotion. The research by *Billicopf* (2006) argued that in a seniority approach, length of service is the main criterion for moving up the ladder.

Whereas *Ban* (2008) conduct a research about the effectiveness of performance-based as bases for promotion. This research argued that performance-based has significant impact on job promotion. It also showed in the

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research of *Campbell* et al (1990) and *Benton* (2005), where they argued that performance-based are appropriate approach to be considered in job promotion.

Hypotheses

Ha1: Performance-based has significant impact on job promotion

Ha2: Seniority has significant impact on job promotion.

CHAPTER III

REEARCH METHODS

3.1   Research Design

This research will be in the form of a Hypotheses Testing and according to
Sekaran (2000), Hypotheses Testing is studies usually explain the nature of
certain relationships, or establish the differences among groups or the
independence of two or more factors in a situation. s

3.2   Populations and Samples

Sekaran (2003) conceptualized population as entire group of people,
events, or things of interest that the researcher wishes to investigate. The
population is employee of TVRI Padang. Because TVRI is a government
institution, most of the employees are civil servant and in TVRI Padang,
employees are divided into 4 categories:

1. First Level
2. Second Level
3. Third Level
4. Fourth Level

TVRI only gives promotion to employee in third and fourth line. And the
numbers of employee in third and fourth line are 65 employees. So, the population
of this research is the employee of TVRI Padang in the third line and fourth line.
And researcher takes all 65 employees as samples of this research.

Convenience sampling design of the research is used to obtain information
from specific target groups and conveniently available. *Sekaran* (2003) says that

"The sampling here–purposive sampling is confined to specific types of people who can provide the desired information, either because they are the only ones who have it, or conform to some criteria set by the researcher. In this research, the samples are 65 respondents TVRI's employees. The amounts of TVRI's employee are 112 in Padang branch office. But in this research, the population is only for TVRI's employee in the level III and IV. The numbers of employee in the level III are 61 and in the level IV are 4, so, the total is 65 employees. *Sekaran* (2003) refers convenience sampling as the collection of information from members of the population who are conveniently available to provide it.

3.3   Data Collection Methods

Data can be collected in a variety of ways, and from different sources. This data can be collected from the process of survey and Questionnaires. The methods are described at the following sections:

3.3.1   Preliminary Survey

Preliminary survey was done by direct observing the daily organization processes. It is done to get an overview about the bases of promotion system that used by TVRI and whether it is success in applying and satisfied the employees or not.

3.3.2   Open-Ended Question

The questions put in the questionnaire. The question use to compare the respondents answer that they fill in questionnaire or that they write in the answer sheet of the question. The questions spread to employees of LPP TVRI Padang to get deepest information about the overview that used by the company and

confirmations of employees' perception about performance-based promotion and seniority-based promotion.

3.3.3 Questionnaires

The questionnaires distributed to TVRI employees were utilized to measure how effective performance appraisal using performance-based and seniority tools on job promotion. The utilization of questionnaires in the data collection is to test and analyze the impact of independent variables include employee performance and seniority on job promotion. And testing which tool is better in making job promotion decision. The questionnaire adopted from *Jensen* and *Onne* (2001) for promotion questionnaire, *Martin, Yancey* and *Whiddon* (1998) for performance questionnaire, and *Erdmann* (2000) for seniority questionnaire.

3.4   Conceptualization and Operasionalization of variables

3.4.1 Dependent Variable

Dependent variable is the variable that influenced by the other variable (independent variable). In this research, researcher uses Job Promotion as dependent variable.

3.4.2 Independent Variables

Independent variable is the variable that influences the dependent variable in either a positive or negative way. Researcher uses performance-based and Seniority are independent variables in this research.

Table 3.1: The Conceptual and Operational Definitions of the Research Variables

Concept	Sub Concept	Definition	Dimensions	Indicators
Job Promotion		A promotion is a move up the organizational ladder; it is considered by seniority and performance-based as job promotion decision. (Billikopf, 1997)	Performance-based	• Quantity • Quality • Efficiency • Work hard • Professionalism • Ability of work • Thinking skill • Accuracy • Knowledge • Creativity
			Seniority	• Length of service
Performance Appraisal	Performance-based	Promotions based on performance advance workers who are best qualified for the position. Performance-based promotions focus around worker qualifications and performance. Performance-based promotes excellence means have skills and abilities, efficiency and (Billikopf, 1997).	• Efficiency	• Timeliness • Accuracy
			• Skill and Ability	• Team work • Creativity • Integrity and honesty • Functional skill (manage time, money, material, facilities and human resources, Understand system and uses technology)
			• Behavior	• Morale • Initiative
	Seniority-based	Seniority is an employee's length of service in a position. Promotion based on seniority stress greater job security and protection from arbitrary treatment. Seniority tends to reward loyalty. (Billikopf, 1997) Seniority means experience, it promotes good will and camaraderie within the ranks and also there is less backstabbing for personal gain. (Erdmann, 2000)	• Length of service	• how long employee has been in organization (year) • Experience

Source: Billikopf (1997), Carol T. Fitz Gibbon (1990), Larry R. Erdman (2000)

3.5 Data Analysis

Analysis method that is used in this research is regression. This method is a statistical analysis tools to test the impact of performance appraisal approaches: performance-based and seniority as bases for job promotion.

Then, the data and information gathered from the data collection activities to explore the bases of job promotion that used by LPP TVRI Padang and how the performance-based and seniority impact on job promotion in LPP TVRI Padang.

The analyzing method that is used in this research is in the form of quantitative (questioner). In quantitative method a total of 39 questionnaires will distribute to employees of TVRI. The purpose of the questionnaire was to determine employees' perception of whether the promotional structure in their respective firms was seniority and performance-based.

Validity test and reliability test is also used in this research. **Validity test** is tested by comparing r_{count} and r_{table}. Validity test is the accuracy or precision of an instrument in measuring what you want to measured. A questionnaire is valid if the statement in the questionnaire able to express something that will be measured by the questionnaire. **Reliability test** is the consistency of a set of measurements or of a measuring instrument.

Rating scales of this research are questionnaire's questions based on **Likert's Scales** where they are designed to examine how strong the subjects agree or disagree with the statements on a 5-point scale (*Sekaran*, 2003). And for the purposes of quantitative analysis of this study, the researchers will give an alternative answer to the respondent by using a scale of 1 to 5. The anchors are:

No	Scale	Score
1.	Strongly Agree (SA)	5
2.	Agree (A)	4
3.	Neutral (N)	3
4.	Disagree (D)	2
5.	Strongly Disagree (SD)	1

3.5.1   Multiple Regression Analysis

The formulation of the research's regression is:

$$Y = a + b_1 X_1 + b_2 X_2$$

In which:

Y = Job Promotion (Dependent Variable)

a = Constant

b = Regression Coefficient

X_1= Performance based (Independent Variable)

X_2 = Seniority (Independent Variable)

The effect of independent variables to dependent variable will occur if the significant of $p \leq 0.05$. If the coefficients (b) for independent variables are significant, means that it has effect to dependent variable.

CHAPTER IV

COMPANY PROFILE

4.1 Vision, Missions, and Motto LPP TVRI Padang

a. Vision

Being TV stations rooted in the culture nation.

b. Misions:

- Being communication media for the national concern based on unity

- Giving trusted information, educating and provide high quality entertainment for society

- Establish mutually beneficial cooperation with business partners

- Establish a healthy work environment and professional for employees and partners.

c. Motto:

Weaving Unity and Togetherness

4.2 The History of LPP TVRI Padang

In 1961, the Indonesian government decided to include establishing a national TV station as part of the preparations for the 1962 Asian Games to be held in Jakarta. Later that year, the Television Preparation Committee was formed. In October, President Sukarno ordered the building of a studio in Senayan, Jakarta and two television towers. TVRI broadcast its first test transmission, of the Indonesian Independence Day celebrations from the Merdeka Palace transmission on 17 August 1962. TVRI went on the air with a broadcast of the 1962 Asian Games opening ceremony on 24 August. Two years later, the first

regional broadcasting station opened in Yogyakarta, Central Java and was followed with station in Medan, Surabaya, Ujung Pandang (Makasar), Manado, Denpasar, Padang, dan Balik Papan.

In 1974, TVRI became part of the Information Ministry, with the status of a directorate. Its role was to inform the public about government policies. In 1989, TVRI lost its monopoly when the government's sixth Five-Year Plan allowed private TV stations to begin broadcasting. The first of these stations to begin broadcasting nationwide was TPI, owned by President Suharto's daughter Siti Hardiyanti Rukmana. It used TVRI's facilities and staff for free while starting up.

After the start of the reform era, TVRI's status was changed again and it became responsible firstly to the Ministry of Finance and was then turned into a limited company under the authority of the State Ministry for State-Owned Enterprises and the Ministry of Finance.

4.2.1 TVRI Today

TVRI has 22 regional stations and more than 6,800 employees, of which 2,000 are based in Jakarta. It broadcasts information and educational as well as entertainment programming from 4.30am until between 1.30 am and 2.00 am.

4.2.2 TVRI Station Padang (Sumbar)

LPP TVRI (Lembaga Penyiaran Publik Televisi Republik Indonesia) of West Sumatra was founded on April 19, 1998 in Padang is one of the Regional Television owned by the Indonesia government, located in Jalan By Pass Km.16,Koto Panjang, Padang. LPP TVRI Padang (Sumbar) 92% relay the program of the National TVRI, and the rest LPP TVRI Padang (Sumbar)

created the special program of West Sumatra which aired from 3.00 pm to 7.30 pm with program of Ranah Minang News, etc.

4.3 Human Resource Management Review in LPP TVRI Padang

LPP TVRI Padang has several Human Resource activities in HR department. LPP TVRI Padang has been trying to concern about their employee welfare in other to motivate them for achieving the goal and to be more productive. Because they realize that employee is value asset in organization, such as: LPP TVRI Padang has a program where the employee salary increase annually, and Human Resource Department helped them to maintain the salary of new member of civil servant that just have 80% of salary become 100%. It is kind a warrant and evidence of HR department of LPP TVRI Padang care about their employee. Moreover, other programs given by HR department of LPP TVRI Padang such as: training program, providing Multimedia training centre, incentives housing facilities and job promotion.

In a current job promotion system, LPP TVRI Padang makes it in two bases as consideration in making decision of job promotion: Seniority and performance-based. In seniority, employees are promoted based on their length of existing in that organization or how long they working there. But in performance-based system, they have a system to appraise their employee performance to be considered in job promotion decision. It called DP3 (Daftar Penilaian Pelaksanaan Pekerjaan Pegawai Negeri Sipil). The elements that be considered in this system are:

1. Loyalty	5. Honesty
2. Job performance	6. Working team
3. Responsibility	7. Initiative
4. Devotion	8. Leadership

In LPP TVRI Padang, because most of them are civil servant, they divided into some levels that have been determined by government: Level I, Level II, Level III and Level IV. And this job promotion system only gives to the employees that have been in the level III and IV. And as note, in LPP TVRI Padang, there are 3 staffing system:

1. Civil Servant (regular and functional) included reporter and cameraman

2. Contract

3. Free lance

Job Promotion held annually in LPP TVRI Padang, Head of Station (the highest position) in LPP TVRI Padang only suggests the candidate who going to be promoted to the CEO in the TVRI centre in Jakarta. The job promotion decision in LPP TVRI Padang is decided from LPP TVRI centre in Jakarta.

CHAPTER V

ANALYSIS AND RESULTS

5.1   Data Analysis

This chapter will discuss analysis of data and research results related with the impact of performance appraisal approaches: performance-based and seniority as bases for job promotion (case study: employee of LPP TVRI Padang). To know the answer, researcher distributed questionnaires to 65 respondents who were employees of LPP TVRI Padang. But the questionnaire is returned only by 62 questionnaires. So the data processing is only done to 62 questionnaires.

In details, this chapter will explain about the review of respondent descriptive, analysis and the impact of relationship between variables and testing, hypotheses and discussion.

5.1.1   Validity Test and Reliability Test

Validity test is tested by comparing r_{count} and r_{table}. Validity test is the accuracy or precision of an instrument in measuring what you want to measured. By correlating each score with a total score which is amount of each item *(corrected item total correlation)* and its value can be seen on the results of processing using SPSS 15 on the table of *item-total statistic* in the column of *corrected item-total*. A questionnaire is valid if the statement in the questionnaire able to express something that will be measured by the questionnaire. Validity Testing done to all respondents who carried out after the questionnaire distributed. Sugiyono and Wibowo (2004) explained that valid instrument is a measuring tool used   to measure what is to   be   measured,   the   tools   of   instrument are

valid if r count is greater than r critical (0,30). On the validity of the test results table shows that all the questions are valid, for r greater than r count table (0.30). The summary results of validity and reliability can be seen at the following table 5.1.

5.1.1.1 Validity Test

In a first analysis, the validity test conducted on 30 respondents. This validity test consists of 21 questions, there are 11 questions for job promotion, 8 questions for performance-based and two for seniority. It can be seen in table 5.1 below:

Table 5.1
Result of Validity Test

No	Questionnaires/ Indicators	R table	R count	Note
	Promotion			
1	The quantity exceeds the average	0.361	0.563	Valid
2	The quality is better compared with other employees	0.361	0.611	Valid
3	The efficiency exceeds the existing official standards	0.361	0.466	Valid
4	The employee are working harder	0.361	0.564	Valid
5	The employee have a high professional standard	0.361	0.640	Valid
6	Ability in doing main job is good	0.361	0.737	Valid
7	Thinking ability is good	0.361	0.676	Valid
8	The accuracy in performing job is good	0.361	0.607	Valid
9	Knowledge of employee related to its main job is good	0.361	0.624	Valid
10	Creativity of employee in carrying out its main job is good	0.361	0.633	Valid
11	A promotional system based totally upon seniority with qualification is fair promotional approach	0.361	0.670	Valid
	Performance-based			
1	The employee able to work on time	0.361	0.715	Valid
2	The amployee able to work with the accurate result	0.361	0.664	Valid

No	Questionnaires/ Indicators	R table	R count	Note
3	The employee able to work in a team	0.361	0.683	Valid
4	The employee try to find another alternative in doing their job	0.361	0.674	Valid
5	The employee is honest in working	0.361	0.715	Valid
6	The employees perform task well (such as: storing data and using technilogy in working)	0.361	0.740	Valid
7	The employee have high morale	0.361	0.432	Valid
8	Having initiative in working	0.361	0.509	Valid
	Seniority			
1	Promotion by seniority ensures that the most qualified personnel will be promoted	0.361	0.474	Valid
2	A promotional system based totally upon seniority with qualification is fair job promotional approach	0.361	0.474	Valid

Source: Processed data

From the validity testing with SPSS, the r. count value for each question greater than r. table value (0,361). So, it means that all the 21 questions are valid. The question that has highest validity value in promotion is question no.6 which is ability to perform the main job. This statement has a correlation coefficient of 0.737. While the question that has lowest validity value in promotion is in the question no 4, it is about standard efficiency. This statement has a correlation coefficient of 0.466.

For the performance-based instruments, the question that has highest validity value is question no.6 about how they doing the task. This statement has a correlation coefficient of 0.740. While the question that has lowest validity value for question no.7 about morale. This statement has a correlation coefficient of 0.432.

And for seniority instrument has 2 questions about seniority-based promotion have qualified candidates and seniority-based promotion is fair, both have correlation coefficient each 0,474.

5.1.1.2 Reliability Test

Reliability test of 3 variables that have been tested are job promotion, performance-based, and seniority can be seen in table 5.2 below:

Tabel 5.2
Rsult of Reliability Test

Variables	Cronbach's Alpha	Total of Questionnaires
Promotion	0.892	11
Performance-based	0.877	8
Seniority	0.642	2

Source: Processed Data

From the result of table 5.2, it shows that the value of alpha cronbach for job promotion is 0.892, the value of alpha cronbach for performance-based is 0.877, and for seniority is 0.642. Based on these data, it means that variables of the study had an alpha cronbach value greater than 0.6. So, all questions are highly reliable statement.

5.1.2 Descriptive Analysis

The purpose of descriptive analysis is to describe the characteristic of the respondents in this study such as gender, age, education, position, length of service in LPP TVRI Padang. It is also a description of the impact performance-based and seniority on job promotion in LPP TVRI Padang that obtained from the questionnaire that were distributed 65 questionnaires with 95.38% return rate (62 questionnaires), the remaining of 4.62% (3 questionnaires) of questionnaires not returned.

5.1.2.1 Description of Research Sample

In the following discussion will interpret the data and the answers that given by respondent in respondent characteristic. In this research, there were 65

questionnaire distributed to 65 respondent. For more detail, the following table will describe the respondent characteristics:

1. **Respondent Characteristics based on gender**

Tabel 5.3
Respondent Characteristics based on gender

Gendre	Frequency	Percentage
Male	36	58.1
Female	26	41.9
Total	62	100

Source: Processed data

From the result in table 5.3, it found that from 65 respondents the majorities are males. The number of male in this research is 36 with percentage level of 58.1%. And 26 other respondents are female with percentage level of 41.9%. In other words, the male workers are more than female workers in LPP TVRI Padang.

2. **Respondent Characteristics based on Age**

Table 5.4
Respondent Characteristics based on Age

Age	Frequency	Persentage
< 20 years old	5	8.06
20 – 29 years old	10	16.13
30 – 39 years old	30	48.39
40 – 49 years old	8	12.90
> 50 years old	4	6.45
Total	62	100

Source: Processed Data

From the table above, it shows that the majority of employee in LPP TVRI Padang in aged among 30-39 years old, that is 30 respondents (48.4%), and then in aged 20-29 years old are 10 respondents (16.13%), aged 40-49 years old are 8 respondents (12.90%), aged over 50 years old are 5 respondents (8.06%), and in aged less than 20 years old are only 4 respondents (6.45%).

3. Respondent Characteristics based on education level

Table 5.5
Respondent Characteristics based on education

Group of Education	Frequency	Percentage
Junior High School	2	3.23
Senior High School	27	43.55
Diploma	19	30.65
Bachelor	10	16.13
Master	2	3.23
Doctoral	1	1.61
Others	1	1.61
Total	62	100

Source: Processed data

From the result of processed data in table 5.5, from 62 respondents, there are 27 respondents are in senior high school as their education background (43.55%). Then, 19 respondents are diploma (30.65%), 10 respondents are bachelor (16.13%), then 2 respondents in junior haigh school degree (3.23%), and 1 respondent for each doctoral and others (1.61%).

4. Respondent Characteristics based on Position

Table 5.6
Respondent Characteristics based on Position

Position	Frequency	Percentage
Coord. Maintenence & IT	8	12.90
Staff of Public Relation	18	29.03
Staff of Human Resource Sub-Section	12	19.35
Staff of Accounting	4	6.45
Excecutive	3	4.84
Staff of programming	5	8.06
Editor	7	11.29
Broadcast Technician	5	8.06
Total	62	100

Source: Processed data

So, we can see on table 5.6, from 62 respondents of LPP TVRI Padang, 18 respondents are Public Relation staff (29.03%), 12 respondents are Staff of HR

Sub-Section (19.35%), 8 respondents are Coord. Maintenance & IT (12.90%), 7 respondents are editor (11.29%), then 5 respondents are broadcast technician and staff of programming (8.06%), 4 respondents is staff of accounting (6.45%) and 3 respondents for executive (4.84%).

5. Respondent Characteristics based on length of service

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Table 5.7
Respondent Characteristics based on length of service

Lenght of service	Frequency	Percentage
5 years	10	16.13
6 years	5	8.06
11 years	6	9.7
13 years	7	11.29
14 years	15	24.19
25 years	3	4.84
27 years	6	9.68
28 years	4	6.45
31 years	2	3.23
Total	62	100

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Source: Processed data

From the result of processed data in table 5.7, out of 62 respondents, 15 respondents have been working in LPP TVRI Padang for 14 years old (24.19%). Then 10 respondents have been working for 5 years (16.13%). Then 7 respondents have been working for 13 years (11.29%). Then 6 respondents have been working for 27 and 11 years (9.68%). Then 5 respondents have been working for 6 years (8.06%). Then 4 respondents have been working for 28 years (6.45%). Then 3 respondents have been working for 25years (4.84%). Then 2 respondents have been working for 31 years (3.23%).

5.1.2.2 Frequency Distribution of Respondents

5.1.2.2.1 Analysis of Promotion

Table 5.8
Frequency Distribution of Respondents

Promotion

No	Indicators	Total of Respondents					Total	Average
		VA	A	N	DA	VDA		
1	The quantity exceeds the average	15	34	13			62	4.03
2	The quality is better compared with other employees	23	25	14			62	4.15
3	The efficiency exceeds the existing official standards	18	23	21			62	3.95
4	The employee are working harder	22	23	17			62	4.08
5	The employee have a high professional standard	14	32	16			62	3.97
6	Ability in doing main job is good inti bagus	17	27	18			62	3.98
7	Thinking ability is good	14	32	16			62	3.97
8	The accuracy in performing job is good	26	22	14			62	4.19
9	Knowledge of employee related to its main job is good	25	25	11	1		62	4.19
10	Creativity of employee in carrying out its main job is good	23	26	13			62	4.16
11	A promotional system based totally upon seniority with qualification is fair promotional system	26	22	14			62	4.19
	Average						62	4.09

Source: Processed data

From the processed data in table 5.8, we got data from 62 respondents, the highest average for instruments of promotion is 4.19 with 83.8% of respondent rate, the achievement contained in the statement item numbers 8, 9, and 11. For statement number 8 is about accuracy in performing job, 26 of them (41.9%) stated strongly agreed, 22 respondents (35.5%) agreed, and 14 respondents (22.6%) expressed neutral. For the statement number 9 is about employees's knowledge related to its main job is good, 25 people (40.3%) of expressed strongly agree and agree, 11 respondents (17.7%) expressed neutral and 1 respondent (1.6%) of respondent said disagree. And for the statement number 11, 26 respondents (41.9%) stated strongly agree, 22 respondents (35.5%) agree, and 14 respondents (22.6%) expressed neutral. From that description, we can conclude that most respondents rated the accuracy in performing job (timeliness), knowledge related to the main job is good and length of service were considered quite fair as criteria to get job promotion.

The lowest average for promotion is 3.95 with the level of achievement 79%, it found in statement number 3 about official standard of work efficiency, which is 18 respondents (29%) stated strongly agree, 23 respondents (37.1%) agree and 21 respondents (33.9%) expressed neutral. It explained that although most of level of employee efficiency has exceeded the official standard, and in this organization there are still employees who working with less efficiency than the official standard.

In overall, the average of promotion frequency distribution in LPP TVRI Padang is 4.09 with the achievement level of 81.8% of respondents. It showed that most employee promotion rate in LPP TVRI Padang is very good.

5.1.2.2.2 Analysis of Performance-based

Table 5.9
Frequency Distribution of Respondents

Performance-based job promotion

No	Indicators	Total of Respondent					Total	Average
		VA	A	N	DA	VDA		
1	The employee able to work on time	18	25	19			62	3.98
2	The amployee able to work with the accurate result	10	28	24			62	3.77
3	The employee able to work in a team	23	18	21			62	4.03
4	The employee try to find another alternative in doing their job	13	16	33			62	3.68
5	The employee is honest in working	14	20	28			62	3.77
6	The employees perform task well (such as: storing data and using technilogy in working)	21	23	18			62	4.05
7	The employee have high morale	19	20	23			62	3.94
8	Having initiative in working	13	30	19			62	3.90
	Average						62	3.89

Source: Processed data

From the result of processed data in table 5.9, the highest average for performance-based instrument is the question number 6, which stated the employees perform task well (4.05) with the level of attainment of respondents (81%). The lowest average for performance-based instrument is 3.68 with the achievement level of 73.6% of respondents for question number 4 about ability to find best alternative in doing a job. For this question, 13 respondents (21%) stated very agree, 16 respondents (25.8%) stated agree and 33 respondents (53.2%) expressed neutral. It shows that there are still many

employees of LPP TVRI Padang do not try to find the best alternative in working activity.

In general the frequency distribution average of performance-based promotion at employee of LPP TVRI Padang is 3.89 with respondent achievement level in 77.8%. it shows that performance-based promotion in LPP TVRI Padang is good enough. That means better performance of employee of LPP TVRI Padang, bigger opportunity to be promoted.

5.1.2.2.3 Analysis of Senitority

Tabel 5.10
Frequency Distribution of Respondents
Seniority-based job promotion

No	Indicators	Amount of Respondents					Total	Average
		SS	S	N	TS	STS		
1	Promotion by seniority ensures that the most qualified personnel will be promoted	22	24	15	1		62	4.08
2	A promotional system based totally upon seniority with qualification is fair promotional system	23	13	25	1		62	3.94
	Average						62	4.01

Source: Processed data

From the processed data in table 5.10, it shows that from the 62 respondents, the highest average for seniority is 4.08 with respondent achievement level in 81.6% in question number 1 about promotion by seniority ensures that the most qualified personnel will be promoted. For this question, 22 respondents (35.5%) stated very agree, and 24 respondents (38.7%) stated agree, and 15 respondent (24.2%) stated neutral and 1 respondents (1.6%) stated disagree. So

we can conclude that most of employee of LPP TVRI Padang agree that promotion based on seniority is good to implemented.

While the lowest average for seniority instrument is 39.4 with respondent achievement level in 78.8% at question number 2 about seniority-based promotion is fair. For this question, 23 respondents (37.1%) respondents stated very agree, and 13 respondents (21%) respondents stated agree, and 25 respondent (20.3%) stated neutral and 1 respondents (1.6%) stated disagree.

In general, seniority instrument in LPP TVRI Padang is 4.01 with respondent achievement level in 80.2%. this shows that the most of employee want seniority as basis for poromotion. Higher level of seniority or longer an employee contribute in LPP TVRI Padang, bigger opportunity to get promotion.

5.1.2.3 Open-Ended Question Analysis

There are 3 question related to the job promotion system for open question:

1. what the positive view of the current system of promotion in this organization?

   -performance-based

   -seniority-bases

2. what the negative view of the current system of promotion in this organization?

   -performance-based

   -seniority-based

3. Please rank the following job promotion criteria according to importance, with being the most important.

☐ Written Test   _____

☐ Performance Based   _____

☐ Education   _____

☐ Seniority   _____

☐ Other (please list)

Analysis: _____   _____

1. what the positive view of the current system of promotion in this organization?

   a. performance-based

   b. seniority-bases

   Based on the results of open questions which are distributed to 65 respondents, the answers are:

   a. Positive view of Performance-based: most employee said performance-based promotion in positive view can create working environment more attractive and innovative, employee actively increase their performance for finishing their job and achieving the goal. They try to compete each other to be the best in order to get a promotion. it will motivate them in doing their job. It also create disciplin in working place and it helps to retain the capable persons, encourages employees to keep on learning, adding knowledge and skills, and enhances their personal growth also. Because they assesses from what they have done or their contribution within organization, so it will increases the productivity and the efficiency and profitability of the organization.

   b. Positive view of seniority: Most of employee said that seniority-based promotion will create a loyalty to the organization, because

they feel recognizing and appreciated by giving them job promotion. Seniority-based promotion also allows experieced candidate to be promoted.

2. what the negative view of the current system of promotion in this organization?

    a. Negative view of Performance-based: Some of employee said that Performance-based promotion lack of experience. Some others said it is not fair and create high dynamics and competence, so it will create unhealty situation in working place.

    b. Negative view of Seniority: Most of employee, 70% of them argued that seniority demotivates the young and more capable employees, which might give rise to higher turnover of young employees and skip the capable candidates.

3. Please rank the following job promotion criteria according to importance, with being the most important.

    ☐ Written Test   _____
    ☐ Performance Based   _____
    ☐ Education   _____
    ☐ Seniority   _____
    ☐ Other (please list)

_____   _____

From 65 questionnaires given, 62 questionnaires returned. And from that result of the questionnaire, 27 employees (43.54%) of LPP TVRI Padang employee choose seniority in a first rank of bases for job promotion, then 24 employees (38.70%) performance-based, then 8

employees 12.90% choose written test, 3 employees (4.83%) choose other, such as: oral test and supervisor recomendation, and 0% for education.

5.1.3 Classical Test Assumption

Before conducting the multiple regression analysis, we performed classical assumption test. The aim is to gain confidence that the data and variables deserve to be analyzed with multiple regression models. Classic assumption test performed consists of normality test, multicollinearity, and autocorrelation test.

5.1.3.1 Normality Test

Sujianto (2006) explains that the normal distribution test is a test to measure whether we have a normal distribution of data that can be used in parametric statistics. Santoso (2006) says that the test for normality of data is commonly done before a statistical method applied.

Normality test conducts to see whether the independent variables and the dependent variable have a normal distribution or not. A good regression model of data distribution is normal or near to normal. Normality test can be done by looking at the graph. It also can use the Kolmogorov Smirnov test, whereby if the value > 0.05, then it can be concluded that the data variables were tested with the normal spreading.

From the results of normality test conducted on this research was obtained as followed:

Figure 4.1
Normality test
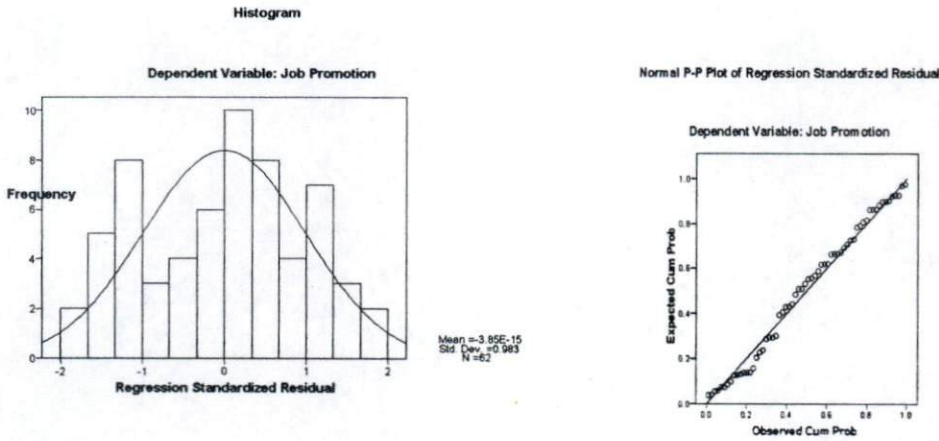
Source: Processed data

In figure 4.1, normal graph Q-Q showed the points are around the diagonal line and it followed the diagonal line. And from histogram graphic, the curve is curved perfectly.

5.1.3.2 Testing of Multicollinearity

This test aims to test whether the regression models found a correlation between independent variables. A good regression model should not have correlation between the independent variables and dependent variable, to detect the presence or absence multicollinearity, it can be seen from the VIF (Variance Inflation Factor).

Imam Ghazali (2000) suggests guidelines for a model-free regression multicollinear are:

a) VIF value under item 10

b) Having a number close to 1 Tolerance

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c) The correlation coefficient between independent variables should be weak (below 0.5).

Table 5.11
Result of Multicollinearity Test

Variable	Tolerance	VIF	Note
Performance	0.610	1.639	No Multikolinearitas
Seniority	0.610	1.639	No Multikolinearitas

Source: Processed Data

From the test results can be seen that the tolerance value close to 1 and VIF values are under item 10. It can be concluded that *there are no multicollinear problems between independent variables both Performance-based and Seniority.*

5.1.3.3 Autocorrelation test

Autocorrelation test is used to determine whether there is any deviation classification autocorrelation assumption, namely the correlation between residuals in one observation with another observation on the regression model. A prerequisite that must be fulfilled is the absence of autocorrelation in the regression model.

Testing method that often used to test is Durbin Watson (DW test) with the following provisions:

- If the value of D is between 1.65 and 2.35 then there is no autocorrelation in the regression model

- If value of D is between 1.21 and 1.65 or between 2.35 and 2.79 then there is no conclusion can be drawn.

- If value of D smaller than 1.21 or 2.79, D is greater value then there is autocorrelation in the regression model.

Autocorrelation test results are as follows:

Tabel 5.12
Durbin Watson test results with the predictors (Constant)

Model	Durbin Watson
1	1.807

Source: processed data

From the result of Dublin-Watson test obtained 1.807 that located between 1.65 and 2.35. It concluded that there is no autocorrelation in regression models.

5.1.4 Multiple Regression Analysis

Multiple regression analysis is a linear relationship between two or more independent variables with the dependent variable. This analysis was conducted to determine the direction of the relationship between independent variables with the dependent variable, whether each independent variable related to positive or negative and to predict the value of the dependent variable when the independent variable value has increased or decreased.

Testing on regression coefficient of independent variables was conducted using two-way (two tail) with 95% confidence level ($\alpha = 0.05$) with degrees of freedom (df) equal to 59 (n - k – 1 = 62 – 2 – 1)

The Results of multiple regression analysis in this discussion include the variable performance-based and seniority on job promotion is presented in table 5.13 below:

Table 5.13
Summary results of Multiple Regression Analysis

Variable	Unstandarized Coefficient (B)	Standarized Coefficient (B)	T count	Significance
Constanta	1.920			
Performance-based	0.312	0.328	2.395	0.020
Seniority	0.228	0.303	2.208	0.031
R R Square	= 0.569 = 0.324	F count Sign	=14.107 =0.000	

Dependent Variable: Job Promotion
Source: Data Processed in SPSS 15.0

From table 5.13 regression equation can be made as follows:

$$Y = a + b1X1 + b2X2$$

$$Y = 1.920 + 0.312X1 + 0.228X2$$

where :

Y = Job Promotion

X1 = Performance-based

X2 = Seniority

From the equation of multiple regressions analysis can be explained that the constant value of 1.920 indicates that if the score value of performance-based and seniority is fixed or zero then the score value for job promotion 1.920. Regression coefficient for performance-based is 0.312 indicated that if value score for seniority is fixed and each core value-based performance increase by 1 (one) unit value of job then the score will increase by 0.312. Regression coefficient has a positive value. It showed that there is positive relationship between performance and job promotion. So, if employees have good performance, he/she have greater opportunity to be promoted.

Regression coefficient for seniority is 0.228 indicate that if the score for the performance-based value fixed and each value of seniority score increase by 1 (one) unit value of job promotion then score will increase by 0.228. Regression coefficient is positive if it indicated a positive relationship between seniority with a job promotion. It means that longer in a position, greater chance to acquire job promotion.

5.1.5 Hypotheses Testing

5.1.5.1 t test

T test was conducted to examine the level of influence of each independent variable with other dependent variables. T. test conducted to see how much influence the independent variable to the dependent variable and the individual test (partial) on alpha level of 5% is a boundary error to reject the data.

5.1.5.1.1 Impact of performance-based promotion

From regression Analysis in table 5.13, obtained the value of t. count for **performance-based** is **2.395** with significance value 0.020. If we compare with t. table in the degree of freedom (df) = n – k - 1 = 62 – 2 – 1 = 59, where n = number of sample, and k = number of independent variable. T value table at the level of 95% (significance 5% or 0.05) is 2.001 where the t count > t table (2.395 > 2.001) in the significance value of 0.020 (sig < 0.05). So, Ho1 is rejected Ha1 is accepted. It means performance-based impact on job promotion significantly.

5.1.5.1.2 The Impact of Seniority on Job Promotion

Based on the result of regression analysis in table 4.13, t. count value for **seniority** is **2.208** with significance 0.031. Comparing with the value t.

table on degrees of freedom (df) = nk-1 = 62 -2 -1 = 59, where n = number of samples, and k = number of independent variables, the value t tables at the level of 95% (5% significance or 0.05) is 2.001 where t count > t tabel (2.208 > 2.001). So, the significance value 0,031 (sig < 0, 05). Ho2 is rejected and Ha2 accepted. It means seniority impact significantly on job promotion.

5.1.5.2 F.test

F test used to determine whether the independent variables significantly influence the dependent variable. Or finding out the regression model used to predict the dependent variable or not. Significant also means the relationship in a population. Criteria for significant level in this test is 5% on the basis of decision making is that if the probability is smaller than 0.05, means that all independent variables influence the dependent variable. And if probability bigger than 0.05, mean all independent variables are not significant on dependent variable.

Based on regression analysis in table 5.13, F count is 14.107 and significant level 0.0000. If it compare with F table in the degree of freedom (df) = n-k-1 = 62 -2-1 = 59, where n = number of samples, and k = number of independent variables, the value t tables at the level of 95% (5% significance or 0.05) is 3.153. Thus, f count > f table (14.107 > 3.153) and significance value is 0,000 (sig < 0.05). Based on that analysis, we can conclude that Ha2 accepted, Ho2 rejected, it means that there is a significant impact between both performance-based and seniority as bases on job promotion.

5.1.5.3 R Test and R^2 Test

Based on the result in table 5.13, we get the value of correlation of coefficient (R) for 0.569 indicates a strong relationship between independent variables (performance-*based and seniority*) and dependent variable (*job promotion*). It means there is strong relationship between job promotion with *performance-based* and *senioritas* (56.9%).

The value of cooffesien of determination R^2 used to measure model abilityto explain variation of dependent variables. The value of R^2 between 0 and 1. The small value of R^2 means that the ability of the independent variables to explain   dependent   variable   is   limited.   According to Sugiyono (2007) guidelines to provide interpretation koreasi coefficient is as followed:

0:00 - 0199 = very low

0:20 - 0399 = low

0:40 - 0599 = medium

0.60 - 0799 = strong

0.80 - 1:00 = very strong

In table 5.13, the R^2 value 0.324 mean that job promotion can be explained by performance-based and seniority for 32.4%. Thus, performance and seniority give an impact on job promotion for 32.4%. and the rest 67.6% (100% - 32.4%) affected by others and not included in this research.

5.2   Discussion

Based on the result of descriptive analysis, out of 62 employee of LPP TVRI Padang mostly men between the age of 30-39 years old in high school educated and most respondents have a position as Staff in Public Relation Department and Staff in Human Resource Department in LPP TVRI with a term of 14 years.

Based on the results of regression analysis with SPSS program 15, we conclude that performance-based give a positive and significant impact as bases on job promotion in LPP TVRI Padang. It can be seen after testing done in table 5.13 when t count for performance-based 2.395 > t tabel 2.001 (α = 5%) with significance 0,020 < 0, 05 and regression coefficient is positive which means the performance-based has positive and significant impact. So, Ha1 accepted and Ho1 rejected.

The result of this study supported by *Tires* (2008) a research about the effectiveness of performance-based promotion. And *Dan's* research (2008), he found that performance-based system more effective and innovative as bases for job promotion. In addition, *Imran* (2001) said that the Performance Appraisal is very important for every kind of organization. It is a justification of an individual employee. He argued that Performance Appraisal is defined as a formal structured interaction between a subordinate and supervisor, where the performance of the subordinate is to be taken into consideration in many decision include job promotion   decision.   The   performance-based   promotion   is important. Performance-based promotion concern about promotion practices

elimination that rewards performance, effort, or behavior, etc for achieving the goals. By looking back into what they have done and how effective they worked.

As well seniority, based on the result regression analysis in table 5.13, we can conclude that seniority has positive and significant impact on job promotion in LPP TVRI Padang. We got the result after testing and it can be seen in table 5.13, where t count for seniority 2.008 > ttabel 2.001 (α = 5%) with significance 0,031 < 0, 05 and the value of coefficient regression is positive which is mean that variable of seniority have positive and significant impact on job promotion. So, Ha2 is accepted and Ho2 is rejected.

The results of this study supported by *Erdmann* (2000), in job promotion approach, the study at the Green Bay Fire Department found that there is a significant impact between seniority and job promotion. Erdmann's research shown seniority is a primary criterion for job promotion. Distribute 195 questionnaires and 187 were the resource persons were the resource returned. The result showed that the majority of the members supported the seniority approach because they feel seniority-based job promotion provides camaraderie with its member, improving overall morale and performance of the department. They also feel that seniority means experience, thus providing the most experienced personnel for promotion.

The member of green bay fire department viewed the fairness of the seniority as the number one positive feature, on factor pointed out pertaining to fairness is that this approach cuts down on the competitiveness and backstabbing present in many other job promotion. A seniority-based job promotion allows employees to gain valuable experience to be promoted, and then it maintains a

high state of morale in the department because without competitiveness and aggressiveness, the atmosphere is friendly and calm.

Similarly, research conducted by *Umar* and *Surin* (1999), it investigated the effectiveness of seniority-based promotion. The research argued that there is significant impact of seniority on job promotion. According to *Sauer* (1993), Seniority is an employee's length of service in a position. That Promotions are based on seniority are rewarded to the employee for devoting his long career in the company. This promotion delivers a massage to the employee. In a seniority system the only factor in allocating jobs is length of service.

Billicopf (2006) argued that in a seniority approach, length of service is the main criterion for moving up the ladder. However, this way might make the employee lazy, carless, and reduces his work because he previously knew that he will have the promotion just for his or her long history in the company.

CHAPTER VI

CONCLUSION, IMPLICATION, LIMITATION

AND SUGGESTION

This chapter provides conclusions drawn from findings and discussion presented in the previous chapter, followed by assessment of the potential limitations present in this study and possible future directions for the research.

6.1 Conclusion

This research is a quantitative research to get statistical data to show the impact of performance appraisal approaches: performance-based and seniority as bases for Job Promotion. It conducted on employee of LPP TVRI Padang. The data is gathered by questionnaires distribution to employee of LPP TVRI Padang, open-ended questions, and preliminary survey. Data have been processed by using a multiple regression model with SPSS 15.0 software tool as previous data processing, classical assumption test has been performed in order to ascertain that data are normally distributed and satisfy the normality assumption. Validity test and reliability test is also used in this research. Validity test is tested by comparing r_{count} and r_{table}. Reliability test is the consistency of a set of measurements or of a measuring instrument. The analyzing method that is used in this research is in the form of quantitative. Therefore, it can be concluded that:

1. Performance-based has positive impact on Job Promotion. It can be seen from the SPSS analysis showing performance-based variable showed significant values of 0.00 (significant at $\alpha < 0.05$) with the

positive direction of the regression coefficient of 0.312. And the value

of T. count in the T. test result is 2.395 with significance value 0.020.

Positive impact on Job Promotion means that if the value of employee

performance-based is higher, the employee will be promoted to the

higher level position in LPP TVRI Padang. Based on the questionnaire

and open-ended question results, performance-based is one of

performance appraisal approaches that can be used as bases for job

promotion.

2. Seniority has positive impact on Job Promotion. It can be seen from

the SPSS analysis showing seniority variable showed significant

values of 0.00 (significant at α <0.05) with the positive direction of the

regression coefficient of 0.228. And the value of T. count in the T. test

result is 2.208 with significance value 0.031.

Positive impact on Job Promotion means that if the value of seniority

is higher, the employee will be promoted to the higher level position in

LPP TVRI Padang. Based on the questionnaire and open-ended

question results, seniority is another approach of performance appraisal

that also can be used as bases for job promotion.

3. From the test of R^2 (R-Square), the results of data analysis known that

the value of R^2 (R-Square) is approximately 0.324. mean that job

promotion can be explained by performance-based and seniority for

32.4%. Thus, performance and seniority give an impact on job

promotion for 32.4%. and the rest 67.6% (100% - 32.4%) affected by

others and not included in this research.

From the Multiple Regression Analysis, the performance-based has positive direction of the regression coefficient of 0.312. And the value of T. count in the T. test result is 2.395 with significance value 0.020, while seniority has positive direction of the regression coefficient of 0.228. And the value of T. count in the T. test result is 2.208 with significance value 0.031. It means that the T. count value of performance-based higher than seniority, where Performance-based is **2.395** and seniority **2.208**. So, the performance-based is more expected than seniority to be a performance appraisal approaches that is used as bases for job promotion. It supported by the result of open-ended question, where they argued that performance-based is more need to be implemented as bases for job promotion in LPP TVRJ Padang.

6.2 Implication of the Research

This research have several implication for LPP TVRI Padang, in order to fix their weakness and pay more attention to job promotion as a motivator and awareness to their employee career. This research found that the two of independent variables have strong relationship with dependent variable. LPP TVRI Padang should use appropriate bases for job promotion, in other to get best candidate, and recognize what the employee wants.

Furthermore, it is for LPP TVRI Padang to conduct regular research on job promotion bases for making decision and review about thier current job promotion that have been applied to make their organization activity more productive and their employee feel satisfied and working comfortable. It makes them motivated to achieve the goal and give their best performance.

In the result of SPSS 15, from 62 respondents, the highest average for instruments of promotion is 4.19 with 83.8 % of respondent rate, the achievements contained in the statement item numbers 8, 9, and11.

The question number 8 is about accuracy in performing job (timeliness) . It means, most employee agree that the employee that have high precision or accuracy in doing the job have greater opportunity or feasible to be a candidate in job promotion. So, the organization (LPP TVRI Padang) has to consider the employee who has high precision or accuracy in doing the job to be promoted in job promotion system.

Then the question number 9 is about employees' knowledge related to its main job. It means employees agree that the best candidate for job promotion also can be gathered from the employee who has knowledge, so she/he work with his/her knowledge in doing the job.

For the question number 11 is about length of service, it is related to the seniority. So we can see that the employee agree that length of service have to be considered in doing job promotion. They felt seniority candidate is worthy to get promotion. From the description we can conclude that most respondents rated the accuracy in performing job, as bases for promotion.

6.3 Limitation

Some limitations need to be mentioned:

1. The sample of this research only employee in level III and IV in LPP TVRI Padang not all of the employees due to the limitation of time and many other problem.

   For the futher research, the sample of the reasearcher is all of the employees.

2. Responses to the questionnaires may be influenced by the individual's mood and by the environmental conditions in the setting at the time the questionnaires are completed.

3. This research only investigate performance-based and seniority as bases for job promotion, because LPP TVRI Padang only consider those two bases for job promotion.

4. Responses to the questionnaires may be influenced by the individual's theoretical knowledge base about performance-based job promotion and seniority-based job promotion.

6.4 Suggestion

Based on SPSS result and open question, showed that performance-based and seniority have significant impact on job promotion. It's mean that the employees of LPP TVRI Padang agree that performance-based and seniority should be bases for job promotion. Some of employees choose performance-based as bases for job promotion, some others prefer seniority. In performance-bases, the candidates who will get promotion assessed from their job performance, quality of work; quality, quantity, creativity, etc. But in the seniority-based, the longest workers are going to be promoted to higher level.

Based on SPSS result in chapter V, it described the analysis of this research showed employee felt agree that more compatible candidate to get promotion can be seen from their performance-based which have accuracy in performing job (timeliness) in and their knowledge. Then we can see from their length of service. It means that most of employee in LPP TVRI Padang agree that the most important thing that have to be considered in job promotion to get the

best candidate are, their accuracy, knowledge and seniority. So, for the future, LPP TVRI Padang have give priority to the employee that have those criteria in gathering the best candidate to be promoted to higher level position.

And for others indicators of promotion, based on the SPSS result, the lowest average for promotion found in statement number 3 about official standard of work efficiency. Because the employee felt that official standard of work efficiency is not too worthy in finding the candidates, so in the future, the organization (LPP TVRI Padang) is no need to considered this criteria in order to get the best candidate to be promoted to higher position, even it is significant to be criteria of job promotion, but it has low grade to be criteria of job promotion.

As a mention before in chapter 2, these two bases of job promotion have pros and cons, each have positive and negative view. It also can be seen in the result of open-ended question. In performance-based, it can help to retain the capable persons, encourages employees to keep on learning, adding knowledge and skills, and enhances their personal growth also. Because they assesses from what they have done and their contribution within organization, so it will increases the productivity, the efficiency and profitability of the organization. And performance-based promotion will motivates the competent person to work hard and get maximum utilization of employees. But it lack of experience and accurate measurement of performance-based is highly difficult.

Meanwhile, it is comparatively simple to measure the service and review the seniority. Senior employee gets a sense of contentment, since these employees are esteemed and their effectiveness cannot be disputed. It diminishes the possibility for complaints and disagreements. It rewarded the loyalty. But if job

promotion only based on seniority, it kills the inquisitiveness to build up, since everyone will be promoted with or with no development. It demotivates the young and more capable employees, which might give rise to higher turnover of young employees. Judging the seniority can as well be complicated in carrying out as tribulation like job seniority, company seniority, earlier experience, etc, pose diverse consideration. Efficiency of organization is expected to be reduced.

So, it is better for organization or LPP TVRI Padang still mix both of these bases to be implemented in LPP TVRI Padang. Organization will get the best candidate by looking at their performance and their level of seniority. Consider the performance to get capable candidate and award the loyal employee to get promotion. Organization should determine or give a requirement to get job promotion and this requirement allow both senior and junior employee to be promoted.

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APPENDIX A

Pengaruh Pendekatan Penilaian Kinerja: Berbasis kinerja dan Senioritas
terhadap Promosi Kerja

(Studi kasus: Karyawan TVRI Padang)

KUISIONER PENELITIAN

Responden yang terhormat,

Pada saat ini kami sedang mengadakan penelitian tentang: Pengaruh Alat Penilaian Kerja: Berbasis Kinerja dan Senioritas terhadap Promosi Jabatan (Studi kasus: karyawan LPP TVRI Padang).

Penelitian ini hanya untuk keperluan ilmiah, untuk pengembangan ilmu pengetahuan di bidang manajemen sumber daya manusia.

Kami sangat mengharapkan partisipasi anda untuk kelancaran penelitian ini. Atas partisipasi anda, kami ucapkan terima kasih. Semoga penelitian ini bermanfaat bagi kita semua.

Padang, Oktober 2010

Peneliti

Sari Fitria Rosadi

Management Department, Economic Faculty

Andalas University

A. Profil Responden

Instruksi:

Pilihlah jawaban yang paling tepat dengan memberi tanda: [√]

1. Jenis Kelamin

☐ 1. Laki-laki ☐ 2. Perempuan

2. Umur (tahun)

☐ 1. < 20 ☐ 2. 30 – 39
☐ 3. 20 – 29 ☐ 4. 40 - 49
☐ 5. >50

3. Pendidikan Terakhir

☐ 1. SMP ☐ 2. SMA

☐ 3. Diploma ☐ 4. S1

☐ 5. S2 ☐ 6. S3

☐ 7. Lainnya

_____

4. Apakah jabatan anda di LPP TVRI Padang?

_____

B. Cara pengisian kuesioner :

Memberi tanda checklist (√) pada salah satu jawaban yang Bapak/Ibu/Saudara pilih.

Keterangan :

Sangat Tidak Setuju   (STS) : 1
Tidak Setuju   (TS)   : 2
Netral   (N)   : 3
Setuju   (S)   : 4
Sangat Setuju   (SS)   : 5

	Promosi					
No		**Sangat Tidak Setuju (STS)**	**Tidak Setuju (TS)**	**Netral (N)**	**Setuju (S)**	**Sangat Setuju (SS)**
		1	**2**	**3**	**4**	**5**
1	Kuantitas kerja saya melebihi rata-rata karyawan lain					
2	Kualitas kerja saya jauh lebih baik dari karyawan lain					
3	Efisiensi saya melebihi standar resmi yang ada					
4	Saya berusaha lebih keras dari pada yang seharusnya					
5	Saya memegang standar professional yang tinggi					
6	Kemampuan saya melaksanakan pekerjaan inti bagus					
7	Kemampuan saya dalam menggunakan akal dalam melaksanakan pekerjaan bagus					
8	Ketepatan saya dalam melaksanakan pekerjaan bagus					
9	Pengetahuan karyawan berkaitan dengan pekerjaan utamanya adalah baik					
10	Kreativitas karyawan dalam melaksanakan pekerjaan utamanya adalah baik					
11	Saya merasa lamanya masa jabatan merupakan system promosi yang adil					

Source: Jenseen, Onne (2001)

No	kinerja	Sangat Tidak Setuju (STS)	Tidak Setuju (TS)	Netral (N)	Setuju (S)	Sangat Setuju (SS)
		1	2	3	4	5
1	Saya mampu bekerja tepat pada waktu nya					
2	Saya mampu bekerja dengan hasil yang akurat					
3	Saya dapat bekerja sama dengan staf yang lain					
4	Berusaha menemukan alternatif terbaik dalam bekerja					
5	Saya terbuka dan berterus terang dalam bekerja					
6	Saya melakukan tugas yang diberikan dengan baik, seperti menyimpan data dengan tepat, dapat menggunakan teknologi dengan baik					
7	Saya mempunyai semangat kerja yang tinggi					
8	Saya mempunyai inisiatif dalam bekerja					

Source: Martin, Petricia Yancey dan Baverly Whiddon (1998)

No	senioritas	Sangat Tidak Setuju (STS)	Tidak Setuju (TS)	Netral (N)	Setuju (S)	Sangat Setuju (SS)
1	Personel yang berkualitas didapat dari Promosi berbasiskan senioritas					
2	Promosi berbasiskan senioritas adalah adil					

3   Sudah berapa lama anda bekerja di TVRI Padang?

_____ tahun

1. Pandangan positif tentang sistem promosi jabatan
a. Berbasis kinerja   b. Senioritas

    _____

2. Pandangan negative tentang system promosi jabatan
a. Berbasis kinerja   b. Senioritas

    _____

3. Pilihlah kriteria promosi jabatan di bawah ini yang menurut anda pantas dilakukan dalam sebuah organisasi atau perusahaan

☐ Test tertulis

☐ Berbasis kinerja

☐ Pendidikan

☐ Senioritas

☐ lainnya (sebutkan)

    _____

    _____

    _____

Sumber: Erdmann (2000) research survey of the Seniority based Promotion in Green Bay Fire Departmen

APPENDIX A

The Impact of Performance Appraisal Approaches:
Performance-based and Seniority as bases for Job
(Case study: employee of LPP TVRI Padang)
Research Questionnaire

Dear Respondent,

We are conducting a research about The Impact of Performance Appraisal Approaches: Performance-based and Seniority as bases for Job (Case study: employee of LPP TVRI Padang)

This research conducts for scientific purpose, and for developing of Human Resource Management science.

We expect your participation for continuity of this research. We appreciate your participation. Hopefully, this research useful for all of us.

Padang, October 2010
Researcher

Sari Fitria Rosadi
Management Department, Economic Faculty
Andalas University

A. Respondent Profile
Instruction:
Choose the best answer by marking [√]

1. Gender
☐ 1. male ☐ 2. female

2. Age (year)
☐ 1. < 20 ☐ 2. 30 – 39
☐ 3. 20 – 29 ☐ 4. 40 - 49
☐ 5. >50

3. Pendidikan Terakhir
☐ 1. Junior ☐ 2. Senior High
High School School
☐ 3. Diploma ☐ 4. Bachelor
☐ 5. Master ☐ 6. Doctoral
☐ 7. Others
_____

4. What is your present rank/job title on the TVRI Padang?

_____

B. How to fill out the questionnaire:

Choose the answer by marking (√):

No	Scale	Score
1.	Strongly Agree (SA)	5
2.	Agree (A)	4
3.	Neutral (N)	3
4.	Disagree (D)	2
5.	Strongly Disagree (SD)	1

No		Promotion				
		Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
		1	2	3	4	5
1	The quantity exceeds the average					
2	The quality is better compared with other employees					
3	The efficiency exceeds the existing official standards					
4	The employee are working harder					
5	The employee have a high professional standard					
6	Ability in doing main job is good					
7	Thinking ability is good					
8	The accuracy in performing job is good					
9	Knowledge of employee related to its main job is good					
10	Creativity of employee in carrying out its main job is good					
11	A promotional system based totally upon seniority with qualification is fair promotional approach					

Source: Jenseen, Onne (2001)

Performance-based					
No		Very Disagree (VD)	Disagree (A)	Neutral (N)	Agree (A)	Very Agree (VA)
		1	2	3	4	5
1	The employee able to work on time					
2	The amployee able to work with the accurate result					
3	The employee able to work in a team					
4	The employee try to find another alternative in doing their job					
5	The employee is honest in working					
6	The employees perform task well (such as: storing data and using technilogy in working)					
7	The employee have high morale					
8	Having initiative in working					

Source: Martin, Petricia Yancey dan Baverly Whiddon (1998)

Seniority					
No		Very Disagree (VD)	Disagree (D)	Neutral (N)	Agree (S)	Very Agree (SS)
1	Promotion by seniority ensures that the most qualified personnel will be promoted					
2	A promotional system based totally upon seniority with qualification is fair job promotional approach					

3   How long have you been worked in LPP TVRI Padang?
——————————— Years

Open-ended Question

1. What I view positive about the present job promotion system?

a. Performance-based   b. Seniority
    _____   _____
    _____   _____
    _____   _____

2. What I view as negative about the present job promotion system
a. Performance Based   b. Seniority

    _____   _____
    _____   _____
    _____   _____
                                                             _____

3. Please rank the following job promotion criteria according to importance, with being the
    most important.

                  ☐   Written Test   _____
                  ☐   Performance Based   _____
                  ☐   Education   _____
                  ☐   Seniority   _____
                  ☐   Other (please list)

                  _____   _____

                  _____   _____

                  _____   _____

Source: Erdmann (2000) research survey in Green Bay Fire Department.

APPENDIX B

Data Result of Research

No	Promotion											Performance								Seniority	
	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5	6	7	8	1	2
1	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	4	4	5
2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5
3	4	5	3	3	3	3	3	4	3	3	3	4	4	4	4	4	4	4	4	3	3
4	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	4	4	5	4	5	5
5	3	3	5	3	4	3	3	3	4	4	4	3	3	5	4	3	5	5	5	5	5
6	3	3	3	4	3	3	3	3	4	5	5	4	4	3	3	4	3	3	4	5	3
7	4	3	3	3	4	4	3	5	3	3	3	3	3	3	3	3	4	3	3	4	3
8	3	3	4	3	3	3	4	3	3	3	3	4	4	5	3	4	4	3	3	4	3
9	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4
10	4	4	3	4	4	4	4	4	4	4	4	4	4	3	3	4	4	3	4	4	3
11	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	4	4	4	5	3
12	5	4	5	4	4	4	4	5	4	4	4	4	3	4	3	4	3	3	3	3	4
13	3	3	3	3	4	4	4	5	5	5	5	4	4	4	5	4	5	3	4	5	3
14	4	5	5	4	3	4	4	4	3	5	5	5	3	3	3	5	5	5	5	4	3
15	4	5	4	3	4	5	4	5	5	5	5	4	4	5	4	4	4	4	5	5	5
16	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	4	5	5
17	4	4	3	3	4	3	4	4	4	4	4	4	5	5	5	4	5	4	4	4	5
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19	4	3	4	5	4	4	4	4	4	4	4	4	4	3	3	4	3	4	4	5	4
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24	4	4	5	5	4	4	3	3	5	3	5	5	5	4	5	5	4	3	5	5	5
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27	3	5	4	5	3	3	4	4	4	5	5	5	4	5	3	5	5	4	4	4	5
28	4	5	4	5	4	5	5	5	5	5	5	5	4	5	4	5	5	5	4	5	5
29	4	5	4	4	5	5	5	5	5	5	5	3	3	3	3	3	3	4	4	5	3
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33	4	5	4	5	4	5	5	5	3	5	5	5	5	5	4	4	5	5	3	3	5
34	4	4	3	4	4	3	4	5	5	4	4	5	5	4	4	3	5	4	3	3	5
35	4	5	3	4	3	3	3	5	3	3	3	4	3	4	3	3	5	4	5	5	5

4	4	3	5	4	3	3	4	4	4	4	4	4	4	3	3	4	4	4	2	2
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4	4	3	4	3	4	4	4	5	5	5	5	3	3	3	3	5	5	5	4	4
5	5	5	5	5	5	5	5	5	5	5	4	4	5	4	3	4	4	5	5	5

Appendix C
Output SPSS

Reliability

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.877	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance1	28.0000	15.172	.715	.854
Performance2	28.2333	15.840	.664	.860
Performance3	28.0000	14.552	.683	.857
Performance4	28.4000	14.800	.674	.858
Performance5	28.0000	15.172	.715	.854
Perfromance6	28.0000	14.759	.740	.851
Performance7	28.1333	16.395	.432	.884
Performace8	28.1667	16.557	.509	.874

Reliability
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.892	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Promosi1	40.4333	27.702	.563	.885
Promosi2	40.2667	26.616	.611	.882
Promosi3	40.4333	27.771	.466	.891
Promosi4	40.4000	26.593	.564	.886
Promosi5	40.5667	27.357	.640	.881
Promosi6	40.5000	25.845	.737	.874
Promosi7	40.5667	26.737	.676	.879
Promosi8	40.3000	26.769	.607	.883
Promosi9	40.1000	26.714	.624	.881
Promosi10	40.2333	26.668	.633	.881
Promosi11	40.2000	26.303	.670	.879

[1]

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.642	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
seniority1	4.1000	.645	.474	.[a]
seniority2	4.2000	.579	.474	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Frequencies

Kuantitas kerja saya melebihi rata-rata karyawan lain

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	13	21.0	21.0	21.0
	Setuju	34	54.8	54.8	75.8
	Sangat Setuju	15	24.2	24.2	100.0
	Total	62	100.0	100.0	

Kualitas kerja saya jauh lebih baik dari karyawan lain

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	14	22.6	22.6	22.6
	Setuju	25	40.3	40.3	62.9
	Sangat Setuju	23	37.1	37.1	100.0
	Total	62	100.0	100.0	

Efisiensi saya melebihi standar resmi yang ada

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	21	33.9	33.9	33.9
	Setuju	23	37.1	37.1	71.0
	Sangat Setuju	18	29.0	29.0	100.0
	Total	62	100.0	100.0	

Saya berusaha lebih keras daripada yang seharusnya

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	17	27.4	27.4	27.4
	Setuju	23	37.1	37.1	64.5
	Sangat Setuju	22	35.5	35.5	100.0
	Total	62	100.0	100.0	

Saya memegang standar professional yang tinggi

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	16	25.8	25.8	25.8
	Setuju	32	51.6	51.6	77.4
	Sangat Setuju	14	22.6	22.6	100.0
	Total	62	100.0	100.0	

Kemampuan saya melaksanakan pekerjaan inti bagus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	18	29.0	29.0	29.0
	Setuju	27	43.5	43.5	72.6
	Sangat Setuju	17	27.4	27.4	100.0
	Total	62	100.0	100.0	

Kemampuan saya dalam menggunakan akal sehat dalam melaksanakan pekerjaan bagus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	16	25.8	25.8	25.8
	Setuju	32	51.6	51.6	77.4
	Sangat Setuju	14	22.6	22.6	100.0
	Total	62	100.0	100.0	

Ketepatan saya dalam melaksanakan pekerjaan bagus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	14	22.6	22.6	22.6
	Setuju	22	35.5	35.5	58.1
	Sangat Setuju	26	41.9	41.9	100.0
	Total	62	100.0	100.0	

Pengetahuan karyawan berkaitan dengan pekerjaan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak Seuju	1	1.6	1.6	1.6
	Netral	11	17.7	17.7	19.4
	Setuju	25	40.3	40.3	59.7
	Sangat Setuju	25	40.3	40.3	100.0
	Total	62	100.0	100.0	

Kreativitas karyawan dalam melaksanakan pekerjaan utamanya adalah baik

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	13	21.0	21.0	21.0
	Setuju	26	41.9	41.9	62.9
	Sangat Setuju	23	37.1	37.1	100.0
	Total	62	100.0	100.0	

Saya merasa lamanya masa jabatan merupakan system yang adil

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	14	22.6	22.6	22.6
	Setuju	22	35.5	35.5	58.1
	Sangat Setuju	26	41.9	41.9	100.0
	Total	62	100.0	100.0	

Saya mampu bekerja tepat pada waktu nya

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	19	30.6	30.6	30.6
	Setuju	25	40.3	40.3	71.0
	Sangat Setuju	18	29.0	29.0	100.0
	Total	62	100.0	100.0	

Saya mampu bekerja dengan hasil yang akurat

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	24	38.7	38.7	38.7
	Setuju	28	45.2	45.2	83.9
	Sangat Setuju	10	16.1	16.1	100.0
	Total	62	100.0	100.0	

Saya dapat bekerja sama dengan staf yang lain

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	21	33.9	33.9	33.9
	Setuju	18	29.0	29.0	62.9
	Sangat Setuju	23	37.1	37.1	100.0
	Total	62	100.0	100.0	

Berusaha menemukan alternative terbaik dalam memberikan layanan kepada pelanggan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	33	53.2	53.2	53.2
	Setuju	16	25.8	25.8	79.0
	Sangat Setuju	13	21.0	21.0	100.0
	Total	62	100.0	100.0	

Saya terbuka dan berterus terang dalam pengawasan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	28	45.2	45.2	45.2
	Setuju	20	32.3	32.3	77.4
	Sangat Setuju	14	22.6	22.6	100.0
	Total	62	100.0	100.0	

Saya melakukan tugas yang diberikan dengan baik, seperti menyimpan data dengan tepatdapat menggunakan teknologi dengan baik

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	18	29.0	29.0	29.0
	Setuju	23	37.1	37.1	66.1
	Sangat Setuju	21	33.9	33.9	100.0
	Total	62	100.0	100.0	

Saya mempunyai semangat kerja yang tinggi

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	23	37.1	37.1	37.1
	Setuju	20	32.3	32.3	69.4
	Sangat Setuju	19	30.6	30.6	100.0
	Total	62	100.0	100.0	

Saya mempunyai inisiatif dalam bekerja

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	19	30.6	30.6	30.6
	Setuju	30	48.4	48.4	79.0
	Sangat Setuju	13	21.0	21.0	100.0
	Total	62	100.0	100.0	

Personel yang berkualitas didapat dari Promosi berbasiskan senioritas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak Seuju	1	1.6	1.6	1.6
	Netral	15	24.2	24.2	25.8
	Setuju	24	38.7	38.7	64.5
	Sangat Setuju	22	35.5	35.5	100.0
	Total	62	100.0	100.0	

Promosi berbasiskan senioritas adalah adil

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak Seuju	1	1.6	1.6	1.6
	Netral	25	40.3	40.3	41.9
	Setuju	13	21.0	21.0	62.9
	Sangat Setuju	23	37.1	37.1	100.0
	Total	62	100.0	100.0	

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
Job Promotion	4.0545	.54051	62
Performance Based	3.8939	.56845	62
Seniority	4.0323	.71787	62

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Seniority, Performance Based[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Job Promotion

Correlations

		Job Promotion	Performance Based	Seniority
Pearson Correlation	Job Promotion	1.000	.517	.508
	Performance Based	.517	1.000	.624
	Seniority	.508	.624	1.000
Sig. (1-tailed)	Job Promotion	.	.000	.000
	Performance Based	.000	.	.000
	Seniority	.000	.000	.
N	Job Promotion	62	62	62
	Performance Based	62	62	62
	Seniority	62	62	62

[8]

Model Summary[b]

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.569[a]	.324	.301	.45203	.324	14.107	2	59	.000	1.807

a. Predictors: (Constant), Seniority, Performance Based

b. Dependent Variable: Job Promotion

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.765	2	2.883	14.107	.000[a]
	Residual	12.056	59	.204		
	Total	17.821	61			

a. Predictors: (Constant), Seniority, Performance Based

b. Dependent Variable: Job Promotion

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95% Confidence Interval for B | | Correlations | | | Collinearity Statistics | |
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.920	.413		4.652	.000	1.094	2.746					
	Performance Based	.312	.130	.328	2.395	.020	.051	.573	.517	.298	.256	.610	1.639
	Seniority	.228	.103	.303	2.208	.031	.021	.434	.508	.276	.236	.610	1.639

a. Dependent Variable: Job Promotion

Coefficient Correlations[a]

Model			Seniority	Performance Based
1	Correlations	Seniority	1.000	-.624
		Performance Based	-.624	1.000
	Covariances	Seniority	.011	-.008
		Performance Based	-.008	.017

a. Dependent Variable: Job Promotion

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Performance Based	Seniority
1	1	2.976	1.000	.00	.00	.00
	2	.015	13.972	.66	.00	.58
	3	.008	18.880	.33	1.00	.42

a. Dependent Variable: Job Promotion

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.5402	4.5829	4.0545	.30743	62
Std. Predicted Value	-1.673	1.719	.000	1.000	62
Standard Error of Predicted Value	.057	.207	.096	.025	62
Adjusted Predicted Value	3.4741	4.6250	4.0538	.30979	62
Residual	-.79877	.88385	.00000	.44456	62
Std. Residual	-1.767	1.955	.000	.983	62
Stud. Residual	-1.814	2.005	.001	1.009	62
Deleted Residual	-.84152	.92934	.00070	.46790	62
Stud. Deleted Residual	-1.851	2.059	.000	1.018	62
Mahal. Distance	.002	11.774	1.968	1.723	62
Cook's Distance	.000	.069	.018	.019	62
Centered Leverage Value	.000	.193	.032	.028	62

a. Dependent Variable: Job Promotion

[10]

Charts

Histogram

Dependent Variable: Job Promotion
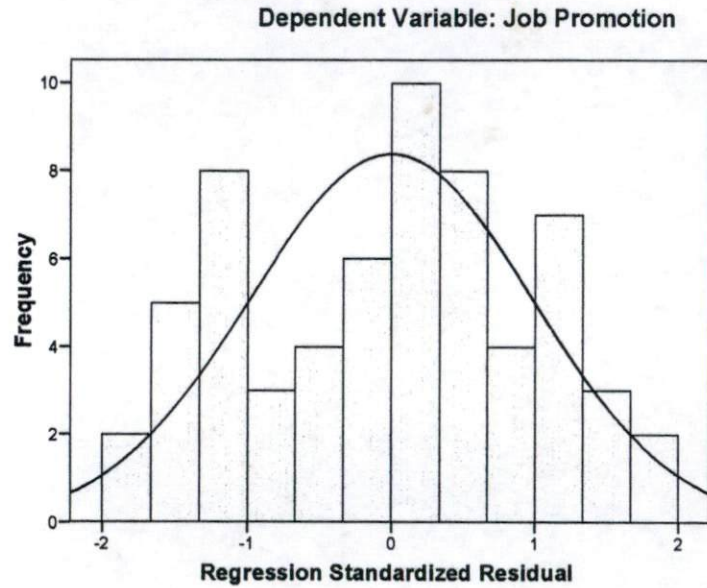
Mean =-3.85E-15
Std. Dev. =0.983
N =62

Dependent Variable: Job Promotion

[11]