



# The Effect Of Position Promotion And Religiosity On Employee Performance Through Motivation As An Intervening Variable At PT Pos Indonesia (Persero) Regional I Sumatra

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## ABSTRACT

*This study aims to determine the effect of promotion, religiosity, motivation on the performance of employees of PT Pos (Persero) Regional I Sumatra, both directly and indirectly. The method used in this study used quantitative methods by taking 30 respondents from PT Pos (Persero) Regional I Sumatra employees who were selected as research samples through non-probability sampling techniques, the sampling used in this study was saturated sampling. The questionnaire used hypothesis testing with SPSS software version 25 and the data analysis method used Path Analysis. The results of the study prove that promotion has an effect on employee performance at PT Pos Indonesia (Persero) Regional I Sumatra, religiosity has no effect on employee performance at PT Pos Indonesia (Persero) Regional I Sumatra, promotion has an effect on motivation at PT Pos Indonesia (Persero) Regional I Sumatra, Religiosity does not affect motivation at PT Pos Indonesia (Persero) Regional I Sumatra, Motivation influences employee performance at PT Pos Indonesia (Persero) Regional I Sumatra, Promotion through motivation as an intervening variable does not affect employee performance, Religiosity through motivation as an intervening variable does not affect employee performance, promotion and religiosity through motivation simultaneously influence employee performance at PT Pos Indonesia (Persero) Regional I Sumatra.*

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## 1. INTRODUCTION

In an effort to manage and utilize human resources, good management is needed, because humans as social beings have characters that are very different from other means of production. To improve the performance of its employees, the company takes several ways, for example through education, training, providing appropriate compensation, creating a conducive work environment and providing motivation. Through these processes, employees are expected to maximize their responsibility for their work because employees have been provided with education and training which is of course related to the implementation of their work. Through planning HR or Human Resources it can be seen that companies or agencies obtain and utilize labor or employees effectively in accordance with efforts to achieve goals (Sabrina, 2021). A person tends to work enthusiastically if a promotion can be obtained from his job and promotion of employee positions is the key to driving morale, and the performance of employees in supporting the realization of company goals (Hasibuan, 2011: 203). According to Sedarmayanti (2009: 50) the definition of employee performance in his book "Human Resources and Work Productivity" is how an employee who increases will also influence improving organizational performance where the employee concerned works, so that predetermined organizational goals can be achieved. Regarding employee performance, there are several indicators that affect employee performance, namely work quality, timeliness, initiative, and communication (Sedarmayanti, 2009). According to NitiseMITO (2015), promotion is the process of transferring employees from one position to another higher position which is always followed by higher duties, responsibilities and authority than the position previously occupied. Previous studies have found that promotion has a significant effect on employee performance, including Yedija Theresia. S (2019), Lasrida Sigalingging (2018) found that promotion has a positive and significant effect on employee performance. Work motivation according to Hamzah B. Uno (2011: 112) is a process carried out to move someone so that their behavior can be directed to real efforts to achieve the goals that have been set. Previous studies have found that motivation has a positive but not significant effect on employee performance, including Salman Farid et al. (2020) and Risky Nur Adha show that motivation has no effect on employee performance. The term intervening variable is used in the sense that motivation is an

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intermediary variable in the relationship between promotion and religiosity with employee performance. PT Pos Indonesia (Persero) Regional I Sumatra understands that HR has a strategic role and position in an effort to achieve the vision of becoming a global standard company. For this reason, PT Pos Indonesia (Persero) Regional I Sumatra continues to develop existing human resources while at the same time building good labor relations with employees, one of which is by developing its employees, namely through the implementation of promotion as a way to achieve the company's target of employee motivation so that want to work with good work behavior in accordance with what is desired by the company in order to increase the company's work productivity and ensure the company's success in achieving its goals and improving employee performance. Employees will feel very valued and satisfied with the results of the good performance they have done so far. To motivate employees to improve the performance of PT Pos Indonesia (Persero) Regional I Sumatra, it uses Competency Based Human Resources Management (CBRHM) which is a management activity in managing labor/human resource relations optimally (S, 2019). The data received by researchers from PT. Pos Indonesia (Persero) Regional I Sumatra, namely, the number of employees in 2019-2021 who continue to receive daily work results and are measured annually, which is called Individual Work Value (NKI). NKI in the form of a statement on an employee's performance within a certain period of time.

**Table 1. Employee Work Value of PT Pos Indonesia (Persero) Regional I Sumatra in 2019-2021**

Year	2019		2020		2021
	Semester I	Semester II	Semester I	Semester II	Semester I
P1	5%	6%	5%	7%	3%
P2	16%	20%	21%	22%	14%
P3	52%	35%	39%	41%	48%
P4	23%	20%	21%	15%	27%
P5	1%	16%	11%	13%	6%

Source: PT. Pos Regional I Sumatra

Information:

P1: Insufficient

P2: Enough

P3 : Good

P4 : Satisfactory

P5 : Very satisfactory

It can be seen from table 1 that employee performance from 2019-2021 is not stable. This condition can be seen from P5 which is a very satisfactory performance category. This means that the employee performs his duties in accordance with the Standard Operating Procedures (SOP) that have been set by the company and has other supporting values, so as to create a better change for the company. Then P4 is a satisfactory performance category. This means that these employees also perform their duties in accordance with the Standard Operating Procedures (SOP) that have been set by the company. But the employee lacks the other enabling values to rise to highly satisfactory status. Then P3 is a good performance category. That is, the employee carries out his work only according to his job description and does not really meet the employee performance appraisal category. Then P2 is an adequate performance category. That is, the employee carries out his work only according to his job description, does not really meet the category of employee performance evaluation, so results in performance that are not optimal. Then P1 is a poor performance category. That is, the employee does not carry out his job properly and does not meet the category of employee performance appraisal that has been set by the company (Glock and Stark, 1965) formulates religiosity as a religious commitment (which is related to religious beliefs and faith), which can be seen through the activities or behavior of individuals concerned with the religion or belief of the faith they adhere to. Previous research found that religiosity has a positive effect on employee performance, including Wahidya Difta Sunanda (2020) and Dini Aprilia, Dinnul Alfisn et al. (2021) found that religiosity has an effect on performance. To produce human resources with good performance one of the factors is religiosity or religion. Those who work not solely because of finances, but are motivated to provide the best performance is the key to serving the Almighty. PT Pos Indonesia (Persero) Regional I Sumatra is an example of a company that applies religious values in its business activities or is also called a Spiritual Company.

Based on pre-research with staff of PT Pos Indonesia (Persero) Regional I Sumatra, it can be proven that there are activities that contain religious values, including facilities to increase religious knowledge through studies, religious public practices through study activities that are carried out routinely weekly, and to perform congregational prayers at midday. and asr, commemorating Islamic holidays, as well as awareness based on employee experience after participating in religious activities that are increasingly devout in religion.

If religious people can become employee perceptions, then this will have the potential to create employee motivation that can realize optimal performance. With the motivation of employees to realize

optimal performance, it automatically makes it easy for the company to achieve company goals. Based on the theoretical background, and the phenomenon above, the writer wants to research: "The Effect of Promotion and Religiosity on Employee Performance through Motivation as an Intervening Variable (Case Study at PT Pos Indonesia (Persero) Regional I Sumatra)".

### **Human Resource Management**

The term Human Resources, which is often shortened to HR, is an Indonesian translation of the English term "Human Resource". Based on the English-Indonesian dictionary, the word human means human (noun) and human is (adjective), while resort means a source (eg energy source). Then experts in Indonesia added the word power which means strength or power. Werther and Davis (2008) state that Human Resources (HR) is someone who is ready, capable, alert in achieving organizational goals. The main dimension of a resource is its contribution to an organization, while the main human dimension is the treatment of its contribution which in turn will determine where the quality and capabilities of life are (Indahingwati & Nugroho, 2020).

### **Employee performance**

According to Sedarmayanti (2009: 50) the definition of employee performance in his book "Human Resources and Work Productivity" is how an employee who increases will also influence improving organizational performance where the employee concerned works, so that predetermined organizational goals can be achieved. Employee performance has several factors, namely internal and external factors. Internal factors are factors that come from within the employee itself. While external factors are factors that are able to support any job development, namely those that come from the environment such as career development (Rambe & Harahap, 2022). Employee performance is a very important factor in the development of a company. Good employee performance helps organizations maintain their presence and succeed in achieving the expected business goals (Pratiwi & Nasution, 2022). So it can be concluded that performance is an embodiment of work performed by employees which is usually used as a basis for evaluating employees or organizations in accordance with rules and standards to achieve certain goals. Performance is an important element that must exist in a company which is then used as a benchmark for someone in achieving achievement, individual performance, and the ability to complete work with responsibility.

### **Job Promotion**

Position promotion according to Nitisemito (2015) Promotion is the process of transferring employees from one position to another higher position which is always followed by higher duties, responsibilities and authority than the position previously occupied. In Human Resource Management what is meant by promotion is a change in job or status/position of an employee/employee from a lower level to a higher level (Setyowati & Sari, Textbook of Human Resource Management, 2021). These changes are usually followed by changes in responsibility, authority, compensation, social status, facilities obtained by the employee. Promotion is the dream of employees, because through this promotion it will influence/motivate and increase the ability of the person concerned to occupy a higher position. Based on the description above, it can be stated that because the promotion is very vital for the organization and employees, its implementation (starting from the announcement, selection, decisions taken by the organization) must be carried out in a transparent manner and avoid elements of collusion, corruption and nepotism (Souhoka & Amin, 2021).

### **Religiosity**

Glock and Stark (1965) formulate religiosity as a religious commitment (which is related to religious beliefs and faith), which can be seen through the activities or behavior of individuals concerned with the religion or belief of the faith they adhere to. Apart from this theory, there are other theories that support this research, including according to (Stolz, 2008) Religiosity is belief, personal choice, emotion, and action based on religious devotion. In Islam, religiosity is a means to gain the pleasure of Allah. The search for the meaning of life will bring a person to the ultimate goal of achieving the pleasure of Allah by fully surrendering to Allah. This is the ultimate goal of a Muslim's faith (Jawas, 2005).

### **Motivation**

Work motivation according to Hamzah B. Uno (2011: 112) is a process carried out to move someone so that their behavior can be directed to real efforts to achieve the goals that have been set. In a general sense, motivation is said to be a need that drives action towards a certain goal. Work motivation is something that creates enthusiasm or encouragement to work. Therefore, work motivation in work psychology is usually called a morale booster. The strength and weakness of a worker's work motivation also determines the size of his achievement CITATION Legal 22 1057 (Sahir & Handiman, 2022). Motivation correlates with performance, where work is a function of ability and motivation. For followers who have a high work ethic, doing a good job is an obligation and something that must be done. Work motivation is defined as motivation in the work environment. Motivation as an intervening variable theoretically is a variable that influences dependent and independent relationships into direct and indirect relationships that can be observed and measured (Ghozali: 2006).

**2. METHODS**

The research method that the authors use for this study is a quantitative method with an associative approach. According to (Sugiyono, Metode Penelitian dan Pengembangan, 2015) associative research is research that aims to determine the relationship between two or more variables. The variables connected in this study are the independent variables, namely promotion (X1), mutation (X2), the dependent variable, namely employee performance (Y), and the intervening variable, namely motivation (Z). The approach used in this study is a quantitative approach that focuses on the Effect of Promotion and Religiosity on Employee Performance through Motivation as an Intervening Variable at PT Pos Indonesia (Persero) Regional I Sumatra.

**3. RESULTS AND DISCUSSIONS**

**Results**

**Overview of Respondents**

The population in this study were 75 employees of PT Pos Indonesia (Persero) Regional I Sumatra and who would be sampled in this study were all of the population taken, namely all employees of PT Pos Indonesia (Persero) Regional I Sumatra who had received promotion.

**Validity and Reliability Test**

The results of the validity test that has been carried out on the variables of promotion, religiosity, employee performance and motivation show rcounts ranging from 0.406 to 0.963. All variables have rcount greater than rtable 0.361 so that the data is said to be valid and can be used in this study. The results of the reliability test that has been carried out on the variables of promotion, religiosity, employee performance and motivation show rcounts ranging from 0.936 to 0.980. All variables have rcount greater than rtable 0.811 so that the data is said to be valid and can be used for further testing.

**Classic assumption test**

**Multicollinearity Test**

**Table 1. Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Job Promotion	.394	2.538
	Religiosity	.448	2.234
	Motivation	.484	2.068

a. Dependent Variable: Employee performance

Source: Processed results of IBM SPSS statistics 25

Based on the test results above, it can be concluded that multicollinearity does not occur because the promotion, religiosity and motivation variables each have a tolerance of more than 0.10 and a VIF value of less than 10 so that multicollinearity does not occur.

**Heteroscedasticity Test**

**Table 2. Heteroscedasticity Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.952	5.159		1.154	.259
	Job promotion	.222	.124	.405	1.790	.822
	Religiosity	.131	.144	.193	.910	.747
	Motivation	-.550	.116	-.971	4.75	.530

a. Dependent Variable: Abs\_RES

Source: Processed results of IBM SPSS statistics 25

Based on the test results above, it was revealed that the results of the heteroscedasticity test with the Arch test showed a sig > 0.05, which was 0.822 > 0.05 for the promotion variable (X<sub>1</sub>), the religiosity variable (X<sub>2</sub>) of 0.747 > 0.05 and the motivational variable ( Z) of 0.530 > 0.05. From the results it can be concluded that in this study the symptoms of heteroscedasticity were free.

**Partial Test (T Test)**

**Table 3. Partial Test Results (T Test)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.909	5.880		.155	.878
	Job promotion	.434	.171	.478	2.542	.017
	Religiosity	.347	.212	.308	1.638	.113

a. Dependent Variable: employee performance

Source: Processed results of IBM SPSS statistics 25

Based on the results above, it can be concluded as follows: It is known that the sig value for the influence of X1 on Y is 0.017 < 0.05 and the t value is 2.542 > 1.706, so it can be concluded that promotion has an effect on employee performance. It is known that the sig value for the effect of X2 on Y is 0.113 > 0.05 and t count 1.638 < 1.706, so it can be concluded that religiosity does not affect employee performance.

**Simultaneous Test (F Test)**

**Table 4. Simultaneous Test Results (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	897.028	2	448.514	15.567	.000 <sup>b</sup>
	Residual	777.939	27	28.813		
	Total	1674.967	29			

a. Dependent Variable: employee performance  
 b. Predictors: (Constant), motivation, religiosity, promotion

Source: Processed results of IBM SPSS statistics 25

Based on the test results above, it shows that the F count is 15.567 with a significant value of 0.000. Because the significant probability is less than 0.05, H<sub>a</sub> is accepted. This shows that promotions and religiosity simultaneously influence employee performance through motivation.

**Determination Test (R<sup>2</sup> Test)**

**Table 5. Determination Test Results (R<sup>2</sup> Test)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 <sup>a</sup>	.743	.747	2.102

a. Predictors: (Constant), motivation, religiosity, job promotion  
 b. Dependent Variable: employee performance

Source: Processed results of IBM SPSS statistics 25

From the table above, it can be seen that the adjusted R square coefficient is 0.747. These results indicate that the contribution of variations in the promotion and religiosity variables can explain the employee performance variable of 74.7% while the remaining 25.3% is explained by other variables outside the model.

**Test Path Analysis**

**Table 6. Path Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.313	2.447		-.945	.353
	Job promotion	.028	.079	.029	.349	.030
	Religiosity	.101	.093	.147	.013	.990
	Motivatiob	1.009	.080	.946	12.600	.000

a. Dependent Variable: employee performance

Source: Processed results of IBM SPSS statistics 25

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.261	1.882		.813	.234
	Job promotion	.118	.102	.202	.510	.018
	Religiosity	.241	.193	.218	.102	.367

a. Dependent Variable: motivation

**Table 7. Determination Test Results (R<sup>2</sup> Test)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695 <sup>a</sup>	.702	.714	1.995

a. Predictors: (Constant), employee performance, religiosity, promotion

b. Dependent Variable: motivation

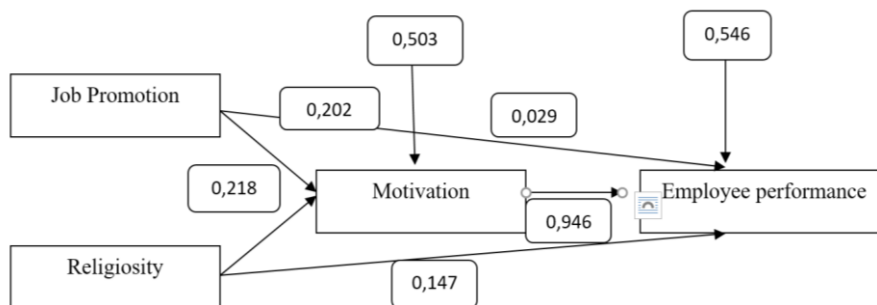
Source: Processed results of IBM SPSS statistics 25

It can be concluded for the path analysis test results, as follows:

- Referring to the regression output in the coefficients table, it can be seen that  $X1 = 0.017 < 0.05$  and  $X2 = 0.113 > 0.05$ . These results conclude that promotion has an effect on employee performance and religiosity has no effect on employee performance. The R square value contained in the summary table is 0.747, this indicates that the contribution of X1 and X2 to Y is 74.7% while the remaining 25.3% is the contribution of other variables not included in this study. Meanwhile, the el value can be found using the formula :  $El: \sqrt{1 - R\ square} = \sqrt{1 - 0,747} = 0,503$
- Based on the regression output in the coefficients table, it can be seen that  $X1 = 0.730$  and  $X2 = 0.990$  is greater than 0.05, the variable  $Z = 0.000$  is less than 0.05. These results conclude that promotion and religiosity have no effect on employee performance and motivation has an effect on employee performance. The R square value contained in the summary table is 0.927, this indicates that the contribution of X1, X2 and Z to Y is 92.7% while the remaining 7.3% is the contribution of other variables not included in this study.

$El: \sqrt{1 - R\ square} = \sqrt{1 - 0,927} = 0,270$

Thus the model path diagram is obtained as follows:



**Fig1 Path Analysis Test Results**

In this study it shows that the significance level is 0.030, where the significance value is greater than 0.05. This shows that promotion has an effect on employee performance at PT Pos Indonesia (Persero) Regional I Sumatra.

**Effect of Religiosity (X2) on Employee Performance (Y)**

This study shows that the significance level is 0.990 where the significance value is greater than 0.05. This shows that religiosity has no effect on employee performance at PT Pos Indonesia (Persero) Regional I Sumatra.

**Effect of Promotion (X1) on Motivation (Z).**

This study shows that the significance level is 0.018 where the significance value is less than 0.05. This shows that promotion has an effect on motivation at PT Pos Indonesia (Persero) Regional I Sumatra.

**The Effect of Religiosity (X2) on Motivation (Z).**

This study shows that the significance level is 0.367 where the significance value is greater than 0.05. This shows that religiosity has no effect on motivation at PT Pos Indonesia (Persero) Regional I Sumatra.

**Effect of Motivation (Z) on Employee Performance (Y).**

This study shows that the significance level is 0.000 where the significance value is less than 0.05. This shows that motivation has an influence on employee performance at PT Pos Indonesia (Persero) Regional I Sumatra.

**The Effect of Promotion (X1) on Employee Performance (Y) through Motivation (Z) as an Intervening Variable.**

Based on the path analysis test, it is known that the direct effect value is 0.029 and the indirect effect is 0.0058, which means that the indirect effect value is smaller than the direct effect value. This shows that promotion through motivation has no significant effect on employee performance, so  $H_a$  is rejected.

**The Effect of Religiosity (X2) on Employee Performance (Y) through Motivation as an Intervening Variable (Z).**

Based on the path analysis test, it is known that the direct effect value is 0.147 and the indirect effect is 0.032, which means that the indirect effect value is smaller than the direct effect value. This shows that religiosity through motivation has no significant effect on employee performance, so  $H_a$  is rejected.

**The Simultaneous Effect of Promotion and Religiosity on Employee Performance through Motivation as an Intervening Variable.**

Based on the results of the research that has been done, it is known that the F count is 15.567 with a significant value of 0.000. Because the significant probability is less than 0.05,  $H_a$  is accepted.

Based on these results it is known that promotion and religiosity through motivation simultaneously influence employee performance at PT Pos Indonesia (Persero) Regional I Sumatra.

#### **4. CONCLUSION**

The results showed that promotion had an effect on employee performance at PT Pos Indonesia (Persero) Regional I Sumatra, religiosity had no effect on employee performance at PT Pos Indonesia (Persero) Regional I Sumatra, promotion had had an effect on motivation at PT Pos Indonesia (Persero) Regional I Sumatra, religiosity does not affect motivation at PT Pos Indonesia (Persero) Regional I Sumatra, motivation influences employee performance at PT Pos Indonesia (Persero) Regional I Sumatra, promotion through motivation as an intervening variable does not affect employee performance, so  $H_a$  is rejected, Religiosity through motivation as an intervening variable does not affect employee performance, so  $H_a$  is rejected, Promotion and religiosity through motivation simultaneously influence employee performance at PT Pos Indonesia (Persero) Regional I Sumatra

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