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## The Influence of Job Experience, Job Performance, and Employee Loyalty on Job Promotion

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**ABSTRACT :** *This study aims to analyze the effect of job experience, job performance, and employee loyalty on job promotion at La VillaisKamojangHotelSeminyak, Bali. 90 people chosen as respondents through Simple Random Sampling. Data were collected through interviews and questionnaires and analyzed using multiple linear regression. The results shows, job experience has a positive and significant effect on promotion, Job performance has a positive and significant effect on job promotion, and employee loyalty also has positive and significant effect on promotion. Management should be able to provide justice in providing promotion so that employees feel proud, and loyal to their company and able to make these employees improve their performance and gain more experience.*

**Keywords** -Employee Loyalty, Job Experience, Job Performance, Job Promotion.

### I. INTRODUCTION

Today's business development is so fast, it requires companies to pay attention to existing production factors. One of the production factors in a company is human resources (HR) in addition to natural resources and capital resources. HR is the most valuable asset owned by an organization or company, because the success of the organization is largely determined by the them. Advances in technology, development of information, availability of capital, without human resources is difficult for companies to achieve their goals. Organizations are required to arrange the right position for their workforce with a promotion system to produce maximum employee contributions. Employees who want a promotion are required to be serious at work, because this promotion is based on various factors such as job experience, job performance and employee loyalty, as well as with promotion, the employee's duties and responsibilities will be greater.(Fuanida, 2016).

Job promotion is one of the important things in an organization which is associated with a greater increase in responsibility than previous positions. Ellis (2019), Sarboini (2016)andSungkono & Dewi (2017)states that promotion is influenced by job performance. Mandiangan & Rahyuda (2015)andJupri *et al.*, (2019)stated that promotion is also influenced by employee loyalty. In addition to job performance and employee loyalty, this study also examines the effect of job experience on job promotion.

The number of employees at La VillaisKamojang HotelSeminyak, Bali in 2020 are 115 people, of course there will be problems encountered. One of the problems that occur is desire of employees to level-up their positions. According to hotel regulations, an employee who wants to be promoted from previous position must have sufficient job experience, good performance and how loyal the employee is to the company but there are still many employees who have inadequate experience. This condition can be seen from some employees who are still very dependent on their superiors. Having job experience will help employees do their work without waiting for orders. The lack of job experience is inseparable from their tenure.Based on the results of interviews with 5 employees, in the Front Office and HRD, the phenomenon found at La VillaisKamojang HotelSeminyak, Bali is that promotion is not based on justice, where employees who are very close to the boss are prioritized in promotion than employees who are not too close to the boss.

Job experience is related to promotion because having a lot of job experience will help someone complete their tasks without waiting for orders, besides that job experience also makes it easier for employees to do the assigned tasks. Job experience can be seen from the total time employees have worked in both the previous and current company. The human resources department will certainly pay attention to a person's job experience in giving a position, so that a position in a company is deemed appropriate if occupied by the employee.

Osborne & Hammoud (2017) stated that experience and performance have an attachment to promotion through knowledge and skills. On the job training is one of the ways how companies provide experience for their employees, if the value obtained from job experience is greater, the employee's performance will increase which will affect the promotion that will be received (Timsal *et al.*, 2016).

Promotion of positions in several companies is generally carried out based on employee performance, where employees who have high job performance will be prioritized in promotion. (Razak *et al.*, 2018). Before making a promotion decision, superiors should conduct an assessment of job performance as objectively as possible and uphold fairness in providing an assessment. Unclear job promotion system can lead to employee job dissatisfaction. Every employee in the company certainly has different work achievements. Employee performance will be optimal if the organization is able to create conditions that can result in employee discipline in work and allow employees to develop and improve their abilities and skills optimally. Magesh (2018) found the fact that the assessment of job performance is used to determine the likelihood of employees being promoted to higher positions.

The phenomenon of job performance at La VillaisKamojang HotelSeminyak, Bali is that there is a lack of appreciation for employees because management prioritizes the proximity factor. HRD stated that to assess employee job performance is based on direct observation by seeing how the employee's performance is in accordance with the standard or not. Job performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Good job performance shows competent resources and has high job loyalty to the company. Employee job performance that shows improvement can help the employee to promote his position, because one of the conditions for promotion is job performance which can be seen from the existing employee performance records. (Mandiangan & Rahyuda, 2015).

Employee loyalty also affects job promotion where employee loyalty is employee compliance to work in a company where someone earns a living (Shahid, 2018). Job loyalty is an employee's mental attitude shown to the company's existence, so that employees will remain in the company, regardless of the condition of the company at that time. An employee is loyal to his organization when he shows commitment and belief that working in the organization is the best choice for them (Yu *et al.*, 2015). Halim *et al.*, (2019) argues that loyal employees are people who have a high commitment in developing the organization where they work.

The phenomenon of employee loyalty found at La VillaisKamojang HotelSeminyak, Bali is a lack of comfort between co-workers which results in one employee having difficulty adapting to the environment. Employee loyalty is one of the factors that influence job promotion, because employees who have high job loyalty are considered capable of providing maximum results in achieving company goals. (Khuong & Tien, 2015). Job loyalty is employee loyalty to the company which will create a sense of responsibility, so that employees will remain in the company even though the company is in a progress or retreat. Employee job loyalty to the company is measured by the employees' trust in the company's goals, accepting goals as their own work for the common welfare, to continue serving in the company. Employees who feel a deep pleasure in the work being done will carry out their work well and this is absolutely necessary for the success of the organization itself. (Malek Al-Edenat, 2018). Loyalty is necessary so that employees can work not only for themselves but also for the benefit of the company. This attitude of work loyalty comes from a high awareness that between employees and the company are two parties who need each other. Employees must be treated fairly and fairly, so that they can feel at home in carrying out their duties, as well as being serious and full of responsibility and discipline. Work loyalty someone must have a high desire, individual abilities or skills, as well as a good work environment to do their job.

Not all employees have the same opportunity to get a promotion, because of the limitations of existing or available positions. Factors that will affect job promotion are job experience which can be seen from the work period, the ability to complete work without waiting for orders, and job performance can be seen from how work discipline, skills, honesty at work, and employee loyalty which can be seen from how the relationship cooperation at work. If all the assessment criteria in a promotion have been met, but there is no opportunity to fill an empty position, then the promotion cannot be implemented. The criteria for assessing a promotion to a position at La VillaisKamojang HotelSeminyak, Bali, are seen from cooperation, skills, discipline, responsibility, work attitude, work results, and creativity. HRD stated that promotion for employees was not structured. Employees who will be promoted for their positions may get positions that deviate far from their previous positions. This is adjusted to the position of the position that is currently vacant and prior to occupying that position, employees will be given further education and training for several months. Based on this statement, there are problems regarding job promotions that are not in accordance with the experience that the employee has.

There are still many problems in implementing several stages of the promotion system. The first problem lies in the evaluation process, if the assessment is only seen from one assessment criterion to promote employees, it is not certain that the employee is truly superior to other criteria, it can be concluded that

employees who have a lot of job experience are not necessarily loyal to the company today. Job experience, job performance, and employee loyalty are needed for the assessment criteria in the evaluation process. This is triggered because the promotion system that is made is only written and well-structured on paper but the reality is inversely related in the field. The second problem, namely the proximity factor which is more calculated than job performance in determining employee promotion. This means that good work results from quality are not used as a basis for promotion.

## II. HYPOTHESIS DEVELOPMENT

Basically, someone who has more job experience will understand better what to do when facing a problem that arises. In addition, these employees will work faster and do not have to adapt to the tasks they are carrying out because they are believed to have experience. Experience will shape knowledge and skills and attitudes that are more integrated in a person, if the field of work handled while still working is a similar field that will eventually form a specialization of job experience obtained while someone is working in a company from entry to the present.

Ellis (2019) stated that generally the promotion process is carried out based on sufficient employee job experience. Tran & Soejatminah (2017) stated that job experience is one of the important criteria in increasing future profits. Medhiantari (2016) stated that job experience has a positive and significant effect on promotion. Arnold *et al.*, (2018) also stated that job experience has a significant effect on promotion. Putri (2018) emphasized that job experience has a positive effect on job promotion with a regression coefficient of 0.256, which means that the better job experience will have an impact on the better the promotion that will be received. This statement implies that job experience is related to a measure of the length of time or length of time a person has taken to be able to understand the duties of a job. Thus a hypothesis can be formulated that explains the relationship between job experience and promotion, as follows:

H1: Job experience has a positive and significant effect on Job Promotion

Employee job performance is very influential in assisting management in making decisions regarding promotions, transfers to the same unit and termination of employment at the company and plays an important role in the company in order to increase work productivity. Employee job performance determines job promotion because if the assessment is not done properly, then the company will be wrong in placing the employee in the given position. Sarboini (2016), Imam Al-Hakim & Rossanty (2019), Sasmita & Mujiati (2016) show that job performance has a direct and positive effect on promotion. Prawira & Suwandana (2019) found that performance is the quality and quantity of work achieved by employees in carrying out their functions according to the responsibilities assigned to these employees. Sungkono & Dewi (2017) emphasize that in order to get a maximum promotion, employees must have a performance that is in accordance with the position to be promoted. This statement implies that the better the job performance or employee performance, the greater the opportunity for the employee to be promoted. Thus a hypothesis can be formulated that explains the relationship between job performance and promotion, as follows:

H2: Job Performance has a positive and significant effect on Job Promotion

The achievement of company goals can be supported by good work results by employees and good work results can be caused by employee loyalty. Therefore, loyalty is one of the conditions for a promotion. Employee loyalty is identified by special loyalty to the company, which is manifested in the willingness to be associated with it for longer, not only in good times, but also in unfavorable circumstances. (Murali *et al.*, 2017). This means that an employee can be said to have loyalty to the company if the employee remains in the company with any conditions. Khuong & Tien (2015) revealed that employee loyalty affects promotion because it involves a sense of responsibility, sacrifice, and a sense of belonging to the company. Sungkono & Dewi (2017), Jupri *et al.*, (2019), Betniar (2017), Pratimi & Utama (2016) get results that employee loyalty has a positive effect on promotion, where job loyalty is one of the factors in the emergence of promotion. Job loyalty affects job promotion because it involves a sense of responsibility, sacrifice, and a feeling of belonging to the company so that it will improve performance and are expected to provide the best for the company. Thus a hypothesis can be formulated that explains the relationship between employee loyalty and promotion, as follows:

H3: Employee Loyalty has a positive and significant effect on Job Promotion

### III. METHODS

The research design used is associative causality. Primary sources in this study are employees of La VillaisKamojang HotelSeminyak regarding job experience, job performance, employee loyalty, and promotion. The secondary source in this study is the management of the La VillaisKamojang HotelSeminyak. The population in this study are 115 employees at La VillaisKamojang HotelSeminyak, Bali in 2020. The number of samples used in this study are 90 employees at La VillaisKamojang HotelSeminyak, Bali. The method of determining the sample in this study is Simple Random Sampling. The data collected by interviews and questionnaires

### IV. RESULTS AND DISCUSSION

Respondents aged 26-30 years dominate with 43 respondents (47.8%). Meanwhile, the lowest is over 35 years which are 7 people or (7.8%). Respondents aged 21-25 years are 16 people (17.8%). Respondents aged 31 - 35 years are 24 people or (26.7%). This means that the employees are in productive and creative age . Respondents with male gender, are 47 people (52.2%), and female gender, with 43 people (47.8%). This means that La VillaisKamojang HotelSeminyak, Bali requires more male personnel such as Security, Engineering, Kitchen, Housekeeping. Respondents with high school degree are the most dominant with 58 people (64.4%). Respondents with bachelor degree are 11 respondents (12.2%). Respondents with Diploma degree are 21 people (23.3%). Respondents with a length of work of 1 - 5 years are the most dominant, 39 respondents (43.3%). Respondents who worked for more than 10 years are 13 respondents (14.4%). Respondents with a work period of 6-10 years are 38 (42.2%). This states that employees are quite experienced when viewed from their tenure.

**Table 1. Results of Multiple Linear Regression Analysis**

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.340	3.838		-1.131	.261
	Job experience	.924	.301	.316	3.075	.003
	Job performance	.561	.168	.321	3.348	.001
	Employee Loyalty	.452	.130	.290	3.474	.001
Adjusted R Square : .653						

Source: Primary data processed, 2020

The effect of job experience on job promotion obtained a significance value of 0.003 with a positive regression coefficient value of 0.924. A significance value of 0.003 < 0.05 indicates that H1 is accepted. This result means that there is a positive influence of job experience on job promotion. This means that the more experienced the employee is, the more likely he is to get a promotion. The effect of job performance on job promotion obtained a significance value of 0.001 with a regression coefficient value of 0.561 that is positive. A significance value of 0.001 < 0.05 indicates that H2 is accepted. This result means that there is a positive influence on job performance on job promotion. This means that if the job performance is getting better, the employees have the opportunity to get a job promotion. The effect of employee loyalty on job promotion obtained a significance value of 0.001 with a regression coefficient of 0.452, which is positive. A significance value of 0.001 < 0.05 indicates that H3 is accepted. This result means that there is a positive effect of employee loyalty on job promotion. This means that the more loyal the employee is, the more likely he is to get a promotion

Job experience has a significant positive effect on job promotion. These results imply that in order for every employee to increase their ideas and motivation for the company, the employees need freedom in developing their abilities provided that each employee holds true responsibility. Leaders who are able to provide experience for each employee to develop and leaders who are able to guide each employee in personal development. This is what can result in every employee being able to develop their ideas well. That way, every employee will be able to develop their ideas and innovations well.

Job performance has a significant positive effect on job promotion. This implies that to improve employee promotion, it is necessary to improve job performance by providing ideas for companies that can improve performance in the company so that they can help improve company performance. A good leader can increase the influence of empowerment for each employee in his work on the development of ideas that can develop and help increase job promotion.

Employee loyalty has a significant positive effect on job promotion. This implies that there is a need for loyalty in a job so that leaders see employee performance and are able to provide suggestions for promotion of the employee's position. Increased loyalty in performance to the company such as contributing ideas that can

improve employee performance and working as much as possible in order to be able to increase the results to be achieved can increase the possibility of promotion to be received.

## V. CONCLUSION

Job experience has a positive and significant effect on job promotion. This means that if the job experience is getting better, then the promotion of the position is getting better, conversely, if the job experience is getting worse, the job promotion will get worse. Job performance has a positive and significant effect on job promotion. This means that if the job performance is getting better, then the promotion of the position is getting better, conversely if the job performance is getting worse, the promotion of the position will get worse too. Employee loyalty has a positive and significant effect on job promotion. This means that if employee loyalty is getting better, then job promotion is getting better, conversely if employee loyalty is getting worse, then job promotion will get worse too.

Management is advised to always coordinate their subordinates so that their subordinates know where they are working, because employees cannot complete their work without orders. Management provides encouragement, motivation or input to all employees so that employees have solutions when facing new problems, because not all employees have creative solutions to face new problems. Management must increase supervision and pay attention to employees at work whether it is in accordance with the job description that has been given or not, because the employee may feel that the assigned job description is not in accordance with the wishes of the employee so that employees work not following orders. Management must give a little freedom to employees so that employees are not too standard on existing regulations so that employees feel comfortable and creative at work. The importance for companies to implement a system of justice in promotion in accordance with the abilities possessed by employees both from job experience, job performance, and employee loyalty to the company and promotion of this position is undoubtedly based on the proximity factor so that justice can be achieved in providing a promotion. .

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