

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

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ABSTRACT

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

Keywords : *Job Promotion, Job Satisfaction*

BACKGROUND

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

This human resource management is in charge of managing the human resource in a company. In addition to increasing competence and knowledge of the employee, human resource management also has duty to increasing the effectivity, efficiency, productivity and company's business, suppressing employees turnover, absenteeism rate, and complain from other company, and also increasing the job satisfaction rate and service quality (Rivai et al., 2014:12).

By looking at the objectives of human resource management, it can be seen that as one of the resources that support the way a company, employees (human resources)

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is considered an asset that should be treated fairly and given the rights so that job satisfaction can be achieved. According to Rivai (2004) this job satisfaction is an evaluation that describes a person's feelings of pleasure / displeasure, satisfaction / dissatisfaction in work (a cited in Putri, 2015:3).

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

According to Dessler (2003:277), most of the people who work want a promotion that usually means higher compensation, responsibility and sometimes job satisfaction. Job promotion occurs when an employee is transferred from one job to another in higher payments, responsibilities and or levels and is awarded as a reward for his past efforts and accomplishments (Rivai et al., 2014:115). In addition to appreciating the achievements of these employees, Naveed, et al. (2011) stated that promotion is one of the important factors to improve employee job satisfaction (as cited in Putri, 2015:2). Career enhancement / development is also an organizational way of attracting and retaining highly talented people (Robbins and Coulter, 2009:362)

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

However, job promotion is not always an enjoyable experience for the employee or for the company, the injustice, the haphazard promotion process, and the lack of transparency of the process makes the promotion lose its effectiveness and ultimately leads to dissatisfaction for both parties (employee and company) (Dessler, 2003:277). Although not causing the employee's dissatisfaction, research conducted by M. Benz and BS Frey in Robbins & Judge (2013) states that the promotion factors positions only slightly affect job satisfaction, the more significant in affecting the level of employee job satisfaction is the work itself . Research conducted by Aprilandi (2015) revealed if the compensation factor affect more of employee satisfaction than job promotion factor.

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

PT Pupuk Sriwidjaja is a company established as a pioneer manufacturer of urea fertilizer in Indonesia on December 24, 1959 in Palembang, South Sumatra. Pusri started business operations with the main objective to implement and support government policies and programs in the field of economy and national development, especially in the fertilizer and other chemical industries. In addition to being a national fertilizer producer, PT Pusri also carries out the task of conducting trading business, providing services and other business related to fertilizer industry. That way, PT Pupuk

Sriwidajaja Palembang should keep and develop its employees well so that the company's duties can be run and the company's goals can be achieved well.

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

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

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

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

The assessment result will be combined with performance management through performance appraisal. Performance appraisal based on objective appraisal upon agreement between supervisor and employee in reaching the every semester target, and also added with behavioral evaluation (integrity, reliability to face the pressure, motivation and mastery of technical expertise and so on) by supervisor, personal, co-worker and customer (assessment 360°).

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

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

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

Table 1. Total employee based on organization/Position Level

Position	2014	2015	2016
Echelon I	19	21	24
Echelon II	103	102	96

Bersambung

Lanjutan

Position	2014	2015	2016
Echelon III	350	217	210
Echelon IV	226	616	583
Echelon V	625	583	535
Staff	1085	990	917
Total	2435	2529	2365

Source : Annual report of PT.Pusri Palembang

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

As mentioned earlier, this research was conducted to find out the influence of job promotion on job satisfaction of employees of PT Pupuk Sriwidjaja Palembang. To compare job promotion and job satisfaction, we have to know the percentage of job promotion rate of all employee in PT. Pupuk Sriwidjaja Palembang.

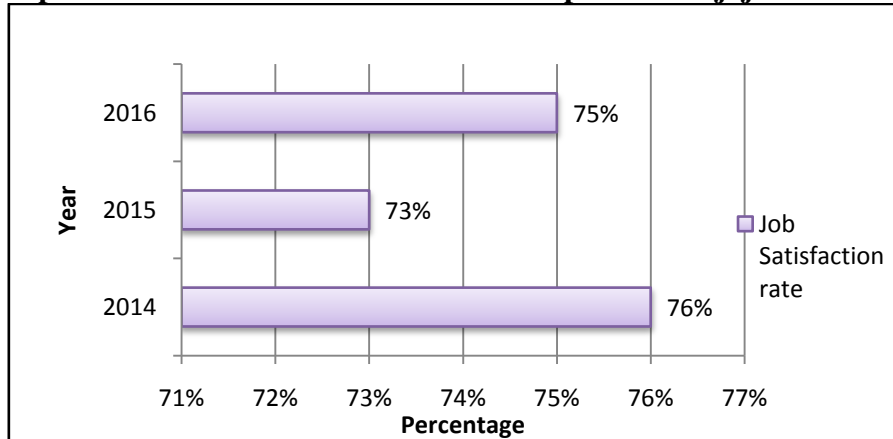
$$\text{Percentage of Job Promotion 2014} = \frac{717}{2435} \times 100 = 29,45\%$$

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

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

Meanwhile, the job satisfaction rate in PT Pupuk Sriwidjaja Palembang was known from the documentation of PT Pupuk Sriwidjaja Palembang. PT Pupuk Sriwidjaja Palembang conduct the survey once a year to all of its employee to know the job satisfaction percentage each year. The survey given to the employee was consist of statements related to some factors that affecting the job satisfaction such as administration policy about human resource, job welfare, work environment facility, relationship with co-workers, top management performance, career advancement, responsibility, self development, recognition, achievement, and work itself. And then the employee will give feedback based on the survey, and then the result of te survey will be calculated into a percentage number based on each factor, next the percentage of each factors will be summed and averaged. So the result of job satisfaction in PT Pupuk Sriwidjaja Palembang for period 2014-2016 are:

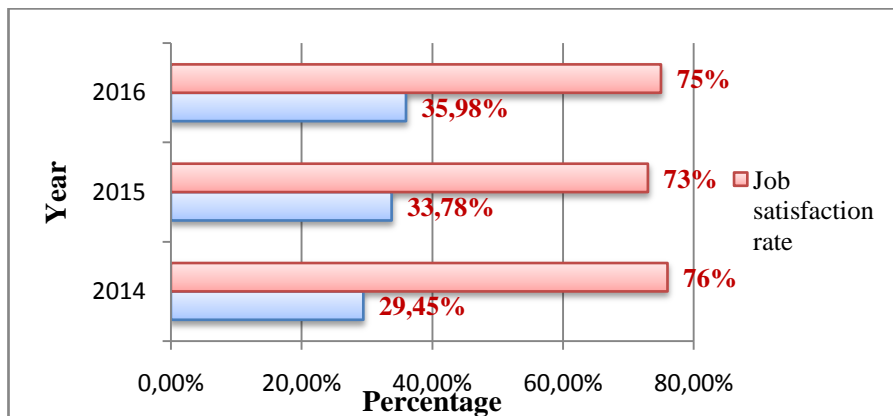
Graphic 1. Job Satisfaction Rate in PT Pupuk Sriwidjaja Palembang



Source : Documentation of PT. Pupuk Sriwidjaja Palembang

According to PT Pupuk Sriwidjaja Palembang, the rate of job satisfaction is high when the percentage of job satisfaction is higher than 70% (>70%), so the job satisfaction rate in PT Pupuk Sriwidjaja Palembang is already high. After knowing the job promotion and job satisfaction rate based on its percentage, the comparison between job promotion and job satisfaction in PT. Pupuk Sriwidjaja Palembang can be done.

Graphic 2 Comparison Between Job Promotion and Job Satisfaction of Employee in PT. Pupuk Sriwidjaja Palembang



Source : Documentation of PT. Pupuk Sriwidjaja Palembang

According to graph 2 above, it can be seen even though the level of job promotion in PT. Pupuk Sriwidjaja Palembang keep increasing each year, but the level of job satisfaction is not so. Job promotion is affecting job satisfaction, but what happen in PT.Pupuk Sriwidjaja 2014 is not indicating so. In 2014 the level of job promotion is the lowest while the level of job satisfaction is the highest. That's happening because job promotion is not the only factors that affecting job satisfaction of the employee. It is indicating that job promotion is not the absolute goal of every employee. Job promotion is indeed a good thing and some of employee's goal is to be on top of career, but not all of employee think that to be on top of career is the absolute cause of their job satisfaction. It was mentioned earlier that there are a lot of factors that affecting job satisfaction such as work itself, recognition, achievement, payment and other factors.

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

LITERATURE REVIEW

Job Promotion

According to Siagian (2014:169), job promotion is occurred when an employee was transferred from one job to another with higher responsibility, the level in job hierarchy is higher and the payment is also higher.

According to Rivai et al., (2014:155) job promotion happen if an employee being transferred from one job to another job with higher payment, responsibility, and or level that given as award or reward system for his/her effort and achievement in the past.

Job Promotion Indicator

Indicators of job promotion based on Albert Bandura (as cited in Chronister and McWhirter, 2003) are (1). Individual Factors, background and proximal contextual influences, including differential opportunities for task and role model exposure, support for and barriers to engaging in particular activities and cultural and gender role socialization process.

This individual factors including: (a) Self efficacy which is involves a dynamic set of self beliefs that are specific to particular performance domains and that interact complexly with other person, behavior, and environmental factors, (b) Outcomes Expectations. Outcomes beliefs form as a result of an individual expectations about the consequences of his or her behavior. Whereas self efficacy is concerned with “Will I be able to do this?” outcomes are concerned with “If I do this, then what will be the outcome?”, (c) Goals are someone's objective and reason why that person choose a job or activities, what he/she want to go through the job or activities that he/ has. Goals are an important element of many career choice and decision-making theories although many terms have been utilized including career plans, career decisions, and career aspiration. (2) Background/Personal Factor, a person's inputs such as socioeconomic status, gender, ethnicity, and innate abilities. (3) Prior Learning Achievement, someone's prior experience about a job and the achievement that the person got when he/she in a certain job.

Job Satisfaction

Job satisfaction is a result of employees perception at how well their job provides those things that are viewed as important and needed (Luthans, 2005:212). Robbins (2013:74) explained that job satisfaction is positive feeling about a job resulting from an evaluation of its characteristics.

Job Satisfaction Indicators

According to Frederick Herzberg, there are 13 indicators to measure job satisfaction (achievement, recognition, work itself, responsibility, advancement, company policy and administration, supervision, technical, salary, interpersonal relation, working condition, job security and status) . But in this research, author decided to use only five of them that author assumed to be the strongest factors that influenced job satisfaction, which are: (1) Achievements, all of the employees accomplishment or something that the employees achieve during their duty on a job. (2) Recognition, a reward in a job. Recognition form can be known as an award that given to the employee such as employee of the month, the best employee, or something else that recognize an employee's hard work, potential, and overall job. (3) Advancement, a chance to the employee to expand their career including job promotion and job rotation. And also a chance to the employee to expanding their knowledge, skill, performance and responsibility. (4) Work Itself, the work that can make an employee satisfied is a job that allow the employee do their work as they want based on job description and job specification that being burdened to them. A job that allow them to expand their skills and performance. A job that makes them take interest. A job that being a challenged to them. (5) Pay, the monetary compensation that a company give to the employee.

Relationship Between Job Promotion and Job Satisfaction

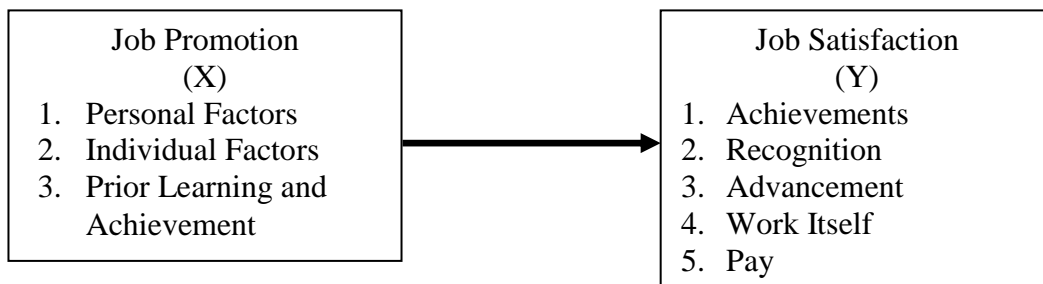
Siagian (2014:298) explain that the higher employee position in a company, the higher job satisfaction of the employee become. This is happen because income

ensuring a decent standard living, job that enable the employees to show their work capabilities, relatively high social status inside or outside the company.

The reasons above related directly to job promotion chance of an employee. If the employee get promoted, his/her job satisfaction will increase as enchancement of his/her career.

Based on the explanation above, the research framework can be drawn below :

Figure 1. Theoretical Framework



Based on the problem and purpose of this research that have been explained before, so the hypothesis of this research is job promotion has positif and significant influence to job satisfaction of employees in PT. Pupuk Sriwidjaja Palembang.

METHODOLOGY RESEARCH

Research Design

This research is a descriptive research. This research is to get description about research variables, and then the description is being analyzed by testing the hypothesis to know the relationship and the influence of independent variable to dependent variables. Meanwhile to analyze the result of questionnaire, this research was using quantitative method by ordinal scale.

Type of Data and Data Source

This research use qualitative data on the earlier research, the qualitative data used is the explanation about PT Pupuk Sriwidjaja Palembang, and the quantitative data used was the result of questionnaire which symbolized as number.

Population and Respondent

In this research, the research object is human resource division in PT. Pupuk Sriwidjaja Palembang with 45 employees. This research was using sensus sampling which all member of population become the respondent. This sampling method was used because the number of respondent population is small.

Data Collection Technique

The data collection techniques in this research is by Questionnaire. The questionnaire was distributed to the employees of PT Pupuk Sriwidjaja Palembang in Human Resource Division. The content of the questionnaire is statements about how is their opinion about job promotion an job satisfaction.

Analysis Data Technique

Instrumental Test, the instrument used to collect the data is questionnaire. The measurement of the questionnaire was done by two way that consist of (1) Validity test, was done by comparing the r_{score} and r_{table} for 5% significant rate from the degree of freedom (df) = $n - 2$, in this case n stands for the number of research sample. If

$r_{score} > r_{table}$ so the question or the indicator is valid, on the contrary if the $r_{score} < r_{table}$ so the question or the indicator is not valid. (2) Reliability test, was done by using the Alpha-Cronbach formula to know if the measurement result is reliable or not. Questionnaire is reliable if the value of the coefficient > 0.60 .

Simple Linear Regression Analysis

In this research, the simple regression analysis will be used. The formula of simple linear regression is:

$$Y = a + bX + e$$

Correlation Coefficient Analysis (r)

Correlation test purpose is to know the relationship between independent variable and dependent variable. As for the correlation conditions are :

- a. $r = 1$: Perfect Relationship
- b. r close to 1 : The relationship is close and in the same direction
- c. r close to -1 : The relationship is really close and imperfect
- d. r close to 0 : The relationship is really weak
- e. $r = 0$: There's no relation at all

Determination Coefficient (R²)

Determination coefficient is a tool to measure how far the capability of the model to explain the dependent variables (Ghozali, 2012:97).

According to Ghozali (2012:97), to determine the determination coefficient is by seeing the r^2 column as a result of SPSS method. The basic of decision making is these determination coefficient :

- $>0,10$: Bad accuracy
- $0,11 - 0,30$: Low accuracy
- $0,31 - 0,50$: Enough accuracy
- $>0,50$: High accuracy

t Test

The criteria of hypothesis test are:

- 1. $t \text{ score} \leq t \text{ table}$, with $\alpha = 5\%$ the hypothesis is declined, means insignificant
- 2. $t \text{ score} \geq t \text{ table}$, with $\alpha = 5\%$ the hypothesis is accepted, means significant

The Definition of Operational Variable

Table 2 The definition of operational variables

Variables	Dimensions	Indicators	Scale	Questionnaire
Job Promotion	1). Personal Factors	1. Ethnicity	Ordinal	1-2
		2. Predisposition		
		3. Gender		
Job Satisfaction	2). Individual Factors	1. Self-efficacy	Ordinal	4-10
		2. Interest		
		3. Outcome expectancies		
		4. Goals		
Job Satisfaction	3). Prior Learning and Achievement	1. Training and education that have been done by the employee	Ordinal	11-15
		2. Employee achievement		
Job Satisfaction	1). Achievement	1. Work quality	Ordinal	1-2
		2. Work quantity		
		3. Discipline		

Bersambung

Lanjutan

Variables	Dimentions	Indicators	Scale	Questionnaire
		4. Teamwork		
		5. Employee initiative to finish a problem		
	2). Recognition	Company is giving an award for an employee who did an exellent job.	Ordinal	3-5
	3). Advancement	1. Satisfied with the fair promotion		
		2. The company equally gives the development chances to every employee		
		3. Enough job for employees who want to advanced	Ordinal	6-8
		4. There is chance for promotion to every employee		
	4). Work Itself	1. The job can give the employee a sense of accomplishment		
		2. The job can interest employee		
		3. The employee satisfied with his/her job	Ordinal	9-12
		4. The employee can do something valuable at his/her job		
	5). Pay	1. The payment is equal with the employee's burden		
		2. The company gives higher payment than its rival	Ordinal	13-15
		3. The equality of payment based on employee job level/status		

RESULT AND DISCUSSION

The Result of Validity Test

The validity test was done by using SPSS version 22 as the tool. Based on the result of the test, can be known that the result of *r* count from all of variable X or independent variable instrument items which is job promotion and variable Y or dependent variable which is job satisfaction are higher than the *r* table (*r* count \geq *r* table) which is higher than 0,248 the *r* table with significant value of α 0,05 and degree of freedom (df)=*n*-2 or 45=43. So can be concluded that all of the statement items in

variable X and variable Y is valid enough to be used as research instrument. The result of validity test can be seen at the table below :

Table 3 The Result of Validity test of Variable X (Job Promotion)

No	Question	r count	r table	Description
1	X1	0,686	0,248	Valid
2	X2	0,772	0,248	Valid
3	X3	0,550	0,248	Valid
4	X4	0,832	0,248	Valid
5	X5	0,802	0,248	Valid
6	X6	0,441	0,248	Valid
7	X7	0,651	0,248	Valid
8	X8	0,559	0,248	Valid
9	X9	0,595	0,248	Valid
10	X10	0,627	0,248	Valid
11	X11	0,525	0,248	Valid
12	X12	0,717	0,248	Valid
13	X13	0,300	0,248	Valid
14	X14	0,825	0,248	Valid
15	X15	0,641	0,248	Valid

Table 4 The Result of Validity test of Variable Y (Job Satisfaction)

No	Question	r count	r table	Description
1	Y1	0,685	0,248	Valid
2	Y2	0,344	0,248	Valid
3	Y3	0,576	0,248	Valid
4	Y4	0,512	0,248	Valid
5	Y5	0,822	0,248	Valid
6	Y6	0,531	0,248	Valid
7	Y7	0,610	0,248	Valid
8	Y8	0,526	0,248	Valid
9	Y9	0,710	0,248	Valid
10	Y10	0,677	0,248	Valid
11	Y11	0,681	0,248	Valid
12	Y12	0,622	0,248	Valid
13	Y13	0,621	0,248	Valid
14	Y14	0,478	0,248	Valid
15	Y15	0,568	0,248	Valid

The Result of Reliability Test

Based on the test that was done before, the value of variable X and Y alpha are higher than 0,60. So it means the data used was reliable and can be used to the next analysis. The result of reliability test is shown on this table below :

Table 5 The Result of Reliability Test

No	Variable	r Alpha	Reliability standard	Description
1	Job Promotion	0,891	0,60	Reliable
2	Job Satisfaction	0,872	0,60	Reliable

The Result of Simple Linear Regression Analysis

Table 6 The Result of Simple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16,888	6,413		2,634	0,012
Job_Promotion	0,693	0,108	0,699	6,412	0,000

a. Dependent Variable: Job_Satisfaction

Based on table above, we can see that the value of constanta (a) is 16,888, meanwhile the value of job promotion (regression coefficient/b) is 0,693. So the regression formula is :

$$Y = 16,888 + 0,693X + e$$

Based on the formula, can be analyzed that The value of constanta which is 16,888 means that the value of job satisfaction variable is 16,888 with assumption that the value of job promotion now is in constant mode. Regression coefficient of variable X is 0,693 state that every 1% addition of job promotion value, the value of job satisfaction will be added to 0,693. The regression coefficient is positive, so we can say the influence flow of variable X to variable Y is positive.

Correlation Coefficient Analysis (r) and Determination Coefficient (R²)

The result of coefficient correlation calculation and determination coefficient of job promotion to job satisfaction can be seen in table below :

**Table 7 The Result of Correlation Coefficient (r) test and Determination Coefficient (R²) test
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,699 ^a	0,489	0,477	4,96163

a. Predictors: (Constant), Job_Promotion

Based on table 7, can be seen that the value of r as a coefficient correlation is 0,699, it can be interpreted that job promotion variable have a strong relation to increase job satisfaction of the employee in PT Pupuk Sriwidjaya Palembang. The value of the determination coefficient/R² is 0,489 which is showing that job satisfaction (variable Y) can be influenced by the job promotion (variable X) for 48,9% and the rest 51,1% is influenced by other factors which was not researched in this research, like achievements, recognition, work itself, payment and so on.

The Result of t Test

Table 8 t Test Result

Variable	t count	t table	Sig	Description
Job Promotion	6,412	2,018	0,000	Sigificant

Table shows that variable job promotion significantly influencing the job satisfaction with t count > t table, with t count 6,412 and t table 2,018. And also with significancy 0,000 lower than the value of α (0,05), so the hypothesis is accepted. There's significant influence of job promotion to job satisfaction in PT Pupuk Sriwidjaya Palembang.

Discussion

The result of this research shows that job promotion has positive and significant influence to job satisfaction in PT Pupuk Sriwidjaja Palembang.

Basically, job promotion can influence job satisfaction of the employee. Based on cognitive career theory which propose that career development and career related choices should be done by considering the individual factors (such as self efficacy, interest, outcome expectation, and goals), background/personal factors (ethnicity, predisposition and gender) and prior-learning achievement. When the employee career development was done after considering all of the factors, the job that was assigned to the employee is relatively in accordance with the employee itself and it will bring satisfaction to the employee. And then the theory by Siagian (2014 : 298) stated that the higher employee position in a company, the higher job satisfaction of the employee become. In other words, job promotion will led to job satisfaction of the employee. The theory by Frederick Herzberg also states that job promotion is one of factors that will influencing job satisfaction of the employee.

The result of frequency table about job promotion shows that job promotion in PT Pupuk Sriwidjaja Palembang is already implemented well with 80% value. Meanwhile for job satisfaction, job satisfaction rate in PT Pupuk Sriwidjaja Palembang is high enough with 72% value, because in PT Pupuk Sriwidjaja Palembang job satisfaction rate was said high if the number of job satisfaction rate is more than 70%.

CONCLUSION AND SUGGESTION

Conclusion

Based on the data analysis and explanation in chapter IV, it shows that job promotion has significant and positive influence to job satisfaction. Thus the result proved the hypothesis proposed in chapter II which, "job promotion has positive and significant influence to job satisfaction of employees in PT. Pupuk Sriwidjaja Palembang". The result was supported by the calculation of hypothesis test.

Suggestion

To make the job promotion and job satisfaction in PT Pupuk Sriwidjaja Palembang better, so the writer suggest that the company should give more socialization about the requirement to get job promotion and the important of job promotion. So that the employee will be motivated to do a better work in order to fulfill the requirements to get the job promotion. The company should give more recognition to the employee in order to make the satisfaction rate of the employee will go higher.

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