



# The Influence of Seniority and Employee Loyalty on Job Promotions at PT. Sukses Darma Motor Majene District

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**Abstract.** The purpose of this study was to determine and analyze how seniority and employee loyalty affect promotion in PT. The Success Darma Motor Majene Regency. This study was conducted by analyzing the relationship between variables seniority, loyalty and promotion. The data of this study came from primary sources. The Quantitative research with likert measurement scale was the method used. 35 respondents who work at PT. The success Darma Motor Majene Regency was used as a sample of this study. Sample Method ease of use in the sampling process. Methods of data collection through the dissemination of questionnaires. Data analysis techniques used were multiple regression analysis, hypothesis testing, and data analysis with SPSS version 25. The results of hypothesis testing showed that there was a simultaneous influence between seniority, loyalty and promotion with a value of  $F_{count} > F_{table}$  ( $41.766 > 3.33$ ) with probability  $(0.000) < \text{level of significance } (\alpha=5\%)$ . Partially showed that there was a significant influence between the variable seniority to promotion with the value of  $t_{count} > t_{table}$  ( $3.648 > 2.038$ ) with probability  $(0.000) < \text{level of significance } (\alpha=5\%)$ . While the employee loyalty variable partially affect the promotion with the value of  $t_{count} > t_{table}$  ( $7.114 > 2.038$ ) with probability  $(0.000) < \text{level of significance } (\alpha=5\%)$ .

**Keywords:** *Seniority, Loyalty and Promotion*

## 1. Introduction

Today, a company's human resource management is its most priceless asset as it is the area in charge of overseeing all of the organization's human resources. From an operational standpoint, a company's human resources also plays a crucial role, especially when recruiting new staff.

Promotion is a term often used to describe the opportunity to rise within an organization. Employees will believe that they have no possibility to grow and develop if there is no promotion in the organization. so the desire to leave the company will immediately cross their minds. To ensure that there is no misunderstanding between employees and leaders, and to ensure that the job promotion mechanism is effective, it is important for companies need to have a promotion framework and be honest about it. Seniority and loyalty are two factors that influence job promotion, so it is important to evaluate them to help the success of a company's job promotion program.

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Senior employees are preferred by organizations because they have longer tenure, broader work experience, are more committed to the company, and are more honest than junior employees. The problem with seniority is that many individuals with a long work history and a high position in the company are never given a raise to a more senior position, but the decision to promote someone is not solely based on seniority; the program also requires an employee's loyalty.

An employee's loyalty will be seen when they work for a company or organization. Companies may consider loyalty when promoting employees. The likelihood of an employee being promoted to a higher position increases with their level of loyalty. However, the problem with employee loyalty is that it will decrease and even lead to employee departure if workers consider that they do not have the possibility of developing their knowledge, skills, and attitudes and high interest in their work. This will have an impact on the progress of the company.

Kasmir (2016) adds the definition of "one's loyalty to the company, someone who is loyal to the company" to the definition of "loyalty". Companies may consider loyalty when promoting employees. The likelihood of an employee being promoted to a higher position increases with their level of loyalty.

Every company will certainly strive to recognize the loyalty of each of its employees. To do this, companies or organizations can implement various strategies, such as financial or non-financial compensation, effective communication, a pleasant work environment, or even actions taken to advance one's career. Promotion to a higher position is one example of how to show appreciation to staff for their hard work and sacrifice. An employee's obligation and devotion to the organization he or she works for will increase because of a promotion.

Modern businesses prioritize the maintenance of their resources for activities involving human resource management. The success of the entire human resource management effort depends on each employee's loyalty, which culminates in their seniority and is directly linked to any promotions they may be eligible for. This claim is supported by the idea that an organization's efforts to retain its human resources will not function effectively if its personnel lack loyalty. As a result, the company will lose some of its employees' seniority, which ultimately impacts the promotion procedure.

## **2. Literature Review**

### **2.1 Seniority**

According to Tampani (2016), seniority is superior in terms of age, experience and position. In addition to a person's age and work history, seniority also considers both. Nitisemito (2002) defines seniority as the period a person has worked for an organization and is recognized for his or her contribution in a particular job as well as overall.

Wahyudi (2002) is also of the view that "the level of seniority of the workforce is often used as a standard in promotional activities" because of the superiority of senior experience over junior experience. Seniority is not the only requirement for promotion; there are many others, depending on the regulations of each company or

organization, including education, work performance, inventiveness, loyalty, and honesty.

According to various expert perspectives, the term "seniority" indicates a worker's length of service in a company that is longer than other workers and usually has a higher rank.

H1 : *seniority has a positive effect on job promotion*

## **2.2 Loyalty**

From the term loyal, which means faithful, comes the word loyalty. Basically, when addressed to a person or institution, loyalty is defined as dedication, devotion, and trust, as well as a sense of obligation to strive to provide the best service and behavior.

Employee loyalty according to Andromike (2014) is a mindset and behavior of devoting their abilities and expertise, Maintaining the good name of the company requires employees to carry out their duties with full responsibility, Keep things in line and be honest at work, Create productive working relationships with superiors, coworkers, and subordinates. It also requires employees to create a supportive and pleasant work environment.

Meanwhile, loyalty, according to Nitisemito (2002) is "the extent to which an employee is connected to his job, which is indicated by his desire to work and try his best."Loyal employees in an organization are employees who give their time, energy, and ideas for the needs of the company. In terms of promotion, companies or organizations also consider the loyalty of their workers because they know which workers are responsible for their work and which workers only care about getting the job done. Therefore, compared to other employees, dedicated employees are more likely to be promoted.

From the various definitions given by the experts above, loyalty is defined as devotion, sacrifice, and loyalty to a business or organization. and the desire to sacrifice everything to achieve organizational goals.

H2 : *loyalty has a positive effect on job promotion*

## **2.3 Promotion**

An effort to promote or develop, such as an effort to increase trade or advance the commercial sector. The word "promotion" comes from the verb "to promo" which means "to grow or increase." When applied to the sales industry, this concept means a technique to boost sales turnover. Promotion according to Edwin B. Flipo (2002) is a move to a job with greater rank and scope of responsibility. Salary increases are often accompanied by promotions to higher positions, although this is not always the case.

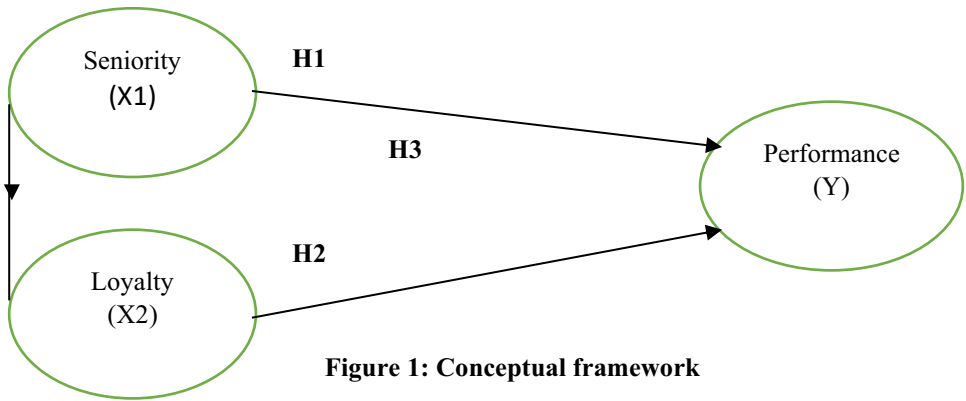
Employees prefer the seniority factor to be emphasized when choosing a promotion, (Dessler, 2005). They argue that employees' work skills will improve over time and represent their dedication to the organization. To foster employee loyalty and respect employees' commitment to the organization, the assumption that an employee's performance is largely influenced by work experience is the basis for implementing promotions based on seniority so that guidelines can be developed for implementation. This ensures that every employee of the company receives fair treatment.

According to Sastrohadiwiryo (2003), promotion is the process of increasing the hierarchy of power and responsibility that has previously been delegated to employees. According to Fathoni (2016), promotion is a change that places a person in a position of greater authority and responsibility in an organization, increasing duties, status rights, and salary.

H3 : seniority, employee loyalty has a positive effect on job promotion

**Conceptual Framework**

The author develops a research model in a conceptual framework that tries to explain the relationship between one concept and another as referred to in Figure 1 based on a discussion of how the seniority and loyalty variables relate to the promotion variable:



**Figure 1: Conceptual framework**

The review questions presented below are based on the conceptual framework mentioned above:

H1 : There is a positive influence of seniority on job promotion

H2 : There is a positive influence of loyalty on job promotion

H3 : There is a simultaneous influence of seniority and loyalty on job promotion

### **3. Research Methods**

Quantitative research methods were applied in this study. Specific demographics and samples are used in quantitative research to evaluate preconceived hypotheses, research techniques for data collection, and statistical analysis tools for data processing. For this research, information related to the object under study is needed. This research was conducted at PT Sukses Darma Motor, Majene Regency, Jl. Sultan Hasanuddin Lutang, to collect data. The study population totaled 35 participants, including one area manager, 2 sales counters, 3 service counters, 5 sales marketing people, 4 drivers, and 4 chief mechanics. 2 individuals, 2 mechanics, 4 administrators, 7 warehouse employees, and 5 office boys. The sample population of this study was 35 personnel of PT Sukses Darma Motor, ranging from junior executives to general managers. Convenience sampling was used to collect the sample

Several methods were used to collect data for research purposes, including those listed below:

1. Literature research, specifically collecting theoretical information by reading various literature books and other library sources relevant to the topics and problems presented.
2. Providing respondents with a list of questions or written statements to respond to serves as a questionnaire, which is a tool for collecting data.

#### **3.1 Validity Test**

The validity of a questionnaire uses a validity test to evaluate. A questionnaire according to Ghozali (2013) is said to be valid if it can shed light on the subject matter being measured. By evaluating the correlation between question results, The pearson Correlation is used in this research validity test. The data obtained is said to be valid if the Pearson Correlation obtained has a value of less than 0.05 (Ghozali, 2013).

#### **3.2 Reliability Test**

The reliability of a questionnaire is determined by whether the respondent's response is fixed or stable over time (Ghozali, 2013). One-shot measurement refers to a single measurement followed by a comparison with data from other questions or an analysis of the correlation between questions and responses. The Cronbach Alpha test is used to evaluate the test criteria. A variable is said to be reliable if its Cronbach Alpha value is more than 0.70 (Ghozali, 2013).

#### **3.3. Research Hypothesis Test**

With the help of multiple regression analysis, the hypothesis is tested. Data from independent variables whose magnitude is known in advance, the multiple regression model attempts to estimate the size of the dependent variable (Ghozali, 2013).

**Coefficient of Determination ( $R^2$ )**

The coefficient of determination ( $R^2$ ) is often used to determine how well a model can account for the variability of the dependent variable. The range of the coefficient of determination is 0 to 1. A low value indicates that it is very unlikely that changes in the dependent variable can be fully explained by the independent variable. Due to the fundamental flaw in the coefficient of determination, the inclusion of independent variables in the model becomes inappropriate. The dependent variable will always increase as the number of components increases, whether the independent variable has a significant effect or not.

**Statistical Test t**

The purpose of the statistical test is to evaluate how much variation in an independent variable can be explained by the independent variable (Ghozali, 2013). By comparing the significance value and confidence level, we can find out whether each independent variable has a significant difference from the dependent variable. The study will be published if the threshold significance level is higher than 0.05.

**Statistical Test f**

1. If the significance value  $< 0.05$  then is  $H_a$  accepted and  $H_0$  is rejected.
2. If the significance value  $> 0.05$  then is  $H_a$  rejected and  $H_0$  is accepted.

**3 Results**

**3.1 Statistics**

Demographic factors such as gender, age, and length of service were used to describe the study respondents in general. Table 1 below illustrates this:

**Table 1. Characteristics of Respondents of Employees of PT Darma Sukses Motor Majene Regency**

No.	Classification	Frequency (People)	Percentage (%)
1	Gender	Male	26 74,30%
		Female	9 25,70%
	<b>Total</b>	35	100%
2	Age	20-22 years old	2 5,70%
		23-25 years old	9 25,70%
		26-28 years old	12 34,30%
		29-31 years old	8 22,90%
		32-34 years old	2 5,70%
		35-37 years old	1 2,90%
		38-40 years old	1 2,90%

	<b>Total</b>		35	100%
3	Length of Service	New	32	91,40%
		Lama	3	8,60%
	<b>Total</b>		35	100%

Source: Primary Data 2023

Table 1 shows that out of a total of 35 respondents, 26 people, or around 74.3% were male, while 9 people, or 25.7 respondents were female. Based on respondent age data, 34.3% of respondents were between 26 to 28 years old. With 1 person each in the 35-37 and 38-40 years age ranges as respondents, the lowest proportion was 2.9%. From the length of service, 91.4% of the community had a new tenure. Respondents with the lowest proportion of 8.6% with a total of 3 respondents had a long tenure.

### 3.2. Prerequisite Evaluation

#### Data Validity and Reability Test Results

The guidelines of a model are tested for validity using Pearson correlation; a question item is said to be valid if the significance level is less than 0.05. A brief reliability test is conducted to determine how consistently the research tool operates. If the Cronbach's Alpha value of a research tool exceeds 0.60, then the tool is considered reliable. The table of validation test results of the SPSS application program is shown below:

**Table 2. Validity and Reability Test Results**

No.	Variables	Sub	R	Description
1	X1	X1.1	0,478	Valid
		X1.2	0,718	Valid
		X1.3	0,843	Valid
		X1.4	0,728	Valid
		X1.5	0,806	Valid
		X1.6	1	Valid
		Alpha	0,807	Reliable
2	X2	X2.1	0,798	Valid
		X2.2	0,787	Valid
		X2.3	0,762	Valid
		X2.4	0,81	Valid
		X2.5	0,733	Valid
		X2.6	0,757	Valid
		X2.7	0,744	Valid
		X2.8	0,683	Valid
		X2.9	0,742	Valid
		X2.10	0,754	Valid
		X2.11	0,803	Valid
		X2.12	0,749	Valid
		Alpha	0,929	Reliable
3	X3	Y1	0,728	Valid

Y2	0,633	Valid
Y3	0,768	Valid
Y4	0,76	Valid
Y5	0,816	Valid
Alpha	0,785	Reliable

Source: SPSS Data Processing, 2023

Based on the table above, the correlation coefficient (r) of each indicator for each independent variable (X) and the dependent variable (Y) is valid and reliable.

**Table 3. Hypothesis Test Results**

Variables	B	Unstandardized	Standardized	t count	Sig.t test
		Coefficients	Coefficients		
		std. Error	Beta		
(Constant)	4.960	1.897		2.634	.013
artortality (x1)	.165	.097	.185	3.648	.000
loyalty (x2)	.380	.064	.978	7.114	.000
R2	.723				
Adjusted R Square	.760				
F Statistics	41.766				
f test significance	.000				

Source: SPSS Data Processing, 2023

The t-test results show Ho is accepted with a calculated t value of 3.648 > t table 2.036 or sig 0.000 0.05 based on the hypothesis test findings table previously provided. As a result, we can conclude that seniority has an impact on promotion. The t-statistical test findings show that Ho is accepted with a sig value between 0.000 to 0.05. Therefore, it is true that loyalty has an effect on promotion. Because the projected F value is 41.766 > F table 3.33 and the sig value is 0.000 0.05, the F test in SPSS data processing determined that Ho was accepted. As a result, it can be said that loyalty and seniority are interrelated.

## 4 Discussion

### 4.1 The Effect of Seniority on Promotion

Majene Regency will feel loyal if they are given opportunities to improve their knowledge, attitudes and skills, and if their work is challenging and they feel comfortable there. The acceptance of the second hypothesis in this study is in line with the findings of Mandiangan & Rahyuda (2015). Based on the results of SPSS calculations, the calculated t value for the first hypothesis is 3.648 > t table 2.036, which means the significance level is between 0.000 and 0.05. As a result, the hypothesis is accepted because it is consistent with the findings of the investigation. This suggests that seniority has a favorable and large impact on promotion. Therefore, the likelihood of promotion increases as seniority in the organization increases, and conversely, with



juniority in the company, the likelihood of promotion decreases. This suggests that PT staff are ranked by seniority. The reason Darma Motor Majene Regency is successful is because it affects promotions.

Since many individuals will be considered senior if their duration is seen as a mentor in the workplace, a company's employee seniority is essentially the length of time a person has worked in the organization. Seniority is often used as a determining factor in promotions.

According to the findings of Purwaningsih and Magdalena (2017) and Hamzah, et al. (2013), the first hypothesis in this study is accepted. which both conclude that seniority has a positive and significant impact on employee promotion. employment status.

#### **4.2 The Effect of Loyalty on Promotion**

Based on the findings of the SPSS calculation, the second hypothesis has a t value of  $7.114 > 2.036$  or a significance value of  $0.000-0.05$ . Since this is consistent with the research findings, the hypothesis is accepted. This shows that loyalty affects promotion in a favorable and meaningful way. This implies that an employee's chances of being promoted will depend more on how loyal they are than any other factor.

From the results of the analysis, it is clear that employees at PT. Sukses Darma Motor and Agoes (2015) found that promotion is positively and significantly influenced by loyalty.

#### **4.3. The Effect of Seniority and Loyalty on Job Promotion**

The third hypothesis has an estimated F value of  $41.766 > F$  table 3.33, which according to the results of SPSS calculations has a significant value between 0.000 and 0.05. As a result, the hypothesis set is consistent with the research findings. research, and recognized. This shows how seniority and loyalty impact on promotion. This could mean that those with seniority and a higher position, and a demonstrated capacity for loyalty will have an influence on promotion. This will have an impact on the business so that workers feel comfortable in their jobs, especially as they will develop experience through hard work over time. According to research by Andhara et al, (2015). which found that the third hypothesis in this study was accepted because seniority and loyalty had a considerable simultaneous influence on promotion.

## **5 Conclusion**

Based on the research findings regarding the impact of employee loyalty and seniority on the promotion of PT. Here is the achievement of the success of Darma Motor Majene Regency: Promotion (Y) is positively and significantly influenced by seniority (X1). Therefore, the likelihood of promotion increases as seniority increases in the organization, and conversely, with juniority in the company, the likelihood of promotion decreases. Promotion (Y) is positively and significantly influenced by loyalty (X2).

This is because it relates to a person's obligation to the organization, dedication, and sense of belonging, all of which affect employee performance and expectations to give

everything to the company. Seniority (X1) and Loyalty (X2) affect promotion (Y) simultaneously. This means that factors such as Seniority (X1) and Loyalty (X2) can be considered when deciding whether to promote someone or not.

The advice given is that seniority and loyalty to promotion can give employees right and status in the company, but companies should pay more attention to employee performance. With the work performance and abilities possessed by employees, not necessarily a senior employee has more ability.

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