

## The Effect of Seniority, Job Performance Assessment, and Loyalty on Job Promotion

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### ABSTRACT

*This study aims to explain the Seniority variable, the job performance assessment, and the Loyalty variable to the Job Promotion activities either partially or simultaneously. This research is based on the facts in the field that the seniority factor has more influence on the Job Promotion activities. The work performance appraisal factor does not significantly influence job promotion activities. The research method used in this thesis is descriptive quantitative. The research data was collected by conducting interviews and distributing questionnaires to 100 employees of PERUMDAM Mojopahit Mojokerto as a data collection technique. A proportional Random Sampling technique is needed for the sampling technique in this study. Sampling is done randomly from the entire population regardless of the position of the sample. After the data collected were analyzed using multiple linear regression. The results showed two conclusions that partially, Seniority and Work Performance Assessment in Mojopahit Mojokerto PERUMDAM employees did not affect Job Promotion. At the same time, the Loyalty of Mojopahit Mojokerto PERUMDAM employees affected Job Promotion. Meanwhile, the variables of Seniority, Job Performance Assessment, and Loyalty to PERUMDAM Mojopahit Mojokerto employees have a simultaneous effect on Job Promotion.*

**Keywords:** *Job Performance Assessment; Job Promotions; Loyalty; seniority.*

## INTRODUCTION

In general, the leadership of an organization or company expects every employee to perform well in carrying out all the tasks assigned by the company. So companies must be aware that the primary capital in the development process is human resources (HR), so they must continuously develop and guide the quality of human resources to achieve the organization's goals.

To achieve a goal or good results, an organization or company must provide compensation to its employees. Compensation for employees is beneficial and allows employees to carry out their duties more actively, one of which is fair promotions. Promotion is a means that can help encourage employees to work better or be more active in the company environment. According to Siagian, promotion is the transfer of an employee/employee from one position/place to another higher position/place, followed by duties, responsibilities, and higher authorities than the previous position [1].

Razak et al. stated that seniority is the basis for the best and most suitable promotions. Promoting the most experienced and skilled people is the most effective way to advance. Seniority is higher status in terms of experience and age [2]. Another view from Nitisemito is that seniority refers to work performance and years of service recognized by the entire organization and related positions [3]. Seniority can be seen in several things, including age, years of service, and experience [4].

To support the success of the promotion program in a company, that is necessary to carry out a proportional and continuous performance appraisal. Performance appraisal is a process where company management measures employees' work in terms of quantity and quality according to the standards set by the company within a certain period. Through performance appraisal, companies can understand how successful employees are in fulfilling their duties and responsibilities. Mangkuprawira defines performance appraisal as a process carried out by an organization when evaluating a person's work performance [5].

When promoted, employee loyalty to the company is also inseparable. Loyalty is an attitude of being willing to sacrifice for the satisfaction of other parties, which arises from the desire to be loyal and improve the work, group, superior, and company [6]. A person with this attitude tends to work regardless of the reward but still provides work results that are his work achievements [7]. Loyalty signifies a person's devotion to a particular object, such as a group of people or a given task. Employee loyalty itself cannot be measured by answering direct questions. Assuming whether employees work effectively or not cannot be assessed through the assumptions of Iqbal [8]. A harmonious relationship between employees is essential to maintaining employee loyalty [9]. A high sense of loyalty grows along with favourable

conditions and the company's treatment of employees. Introspection of the causal factors is something that companies must do when employee loyalty is low or experiencing a decline [10].

The phenomenon related to the job promotion system in PERUMDAM Mojopahit Mojokerto has been appropriately implemented. However, several techniques are still not implemented optimally at PERUMDAM Mojopahit Mojokerto. The system used in promotion uses two channels. The first is the promotion system based on the seniority or tenure of employees, and the second is a promotion system based on work performance appraisal. In carrying out the promotion system, only a few aspects are assessed on the work performance assessment, so the performance appraisal system does not considerably influence a promotion. While the promotion system based on seniority has its place in the company, the company does not want to take risks in selecting employees at the time of promotion. The company will prefer employees who have a lot of work experience and tend to have a longer tenure to minimize employee performance errors, which will decrease performance when assigned tasks by superiors. Besides that, employees who have a long working period tend to know how the performance system in PERUMDAM Mojopahit Mojokerto is so that assigning homework to employees will not experience obstacles.

### **Formulation of The Problem**

Based on the description above regarding the background of the problem called the problem or gap, a problem statement can be drawn up, among others:

1. Does Seniority Affect Job Promotion for PERUMDAM Mojopahit Mojokerto employees?
2. Does the Job Performance Assessment affect the Job Promotion for PERUMDAM Mojopahit Mojokerto employees?
3. Does loyalty affect Job Promotion for PERUMDAM Mojopahit Mojokerto employees?
4. Do Seniority, Job Performance Assessment, and Loyalty simultaneously affect Job Promotion for PERUMDAM Mojopahit Mojokerto employees?

### **Writing Purpose**

Based on the formulation of the questions above, the objectives of this study are as follows:

1. To find out the effect of seniority on job promotion for PERUMDAM employees, Mojopahit Mojokerto
2. To find out the impact of Job Performance Assessment on Job Promotion for PERUMDAM employees, Mojopahit Mojokerto
3. To find out the effect of Loyalty on Job Promotion on PERUMDAM employees, Mojopahit Mojokerto

4. To determine the effect of Seniority, Job Performance Assessment, and Loyalty simultaneously on promotions for PERUMDAM Mojopahit Mojokerto employees.

In terms of theory, the results of this study are expected to be an additional reference for preliminary research in human resource management and can enrich insight into seniority. Assessment of work performance and loyalty to promotions. In terms of practical benefit, the result of the study is expected to be:

1. Benefits for researchers. This research is to help increase the knowledge and insight of researchers in terms of seniority, job performance appraisal, and loyalty to promotions.
2. Benefits for the general public. The results of this study can be used as input to solve problems related to seniority, job performance appraisal, and loyalty to promotions.
3. Benefits for the company. As a means of information, input, and consideration for company leaders in implementing promotion plans.

## **LITERATURE REVIEW**

### **Seniority**

According to Hasibuan, seniority and work experience are considered material for consideration in promotions based on the person who has worked the longest in the company or a person's work experience and will get top priority in the company of job promotion [11]. Meanwhile, Nitisemito defines seniority as the tenure of recognized people for their achievements in related positions and throughout the organization. Qualifications are also reflected in understanding a person's age and work experience [3].

### **Work Performance Assessment**

Hasibuan suggests that performance appraisal is a systematic evaluation of the work that has been done by employees and is appointed for development [11]. Meanwhile, according to Flippo Job, Performance Assessment provides information that can assist in implementing and making decisions such as salary increases, termination of employment, transfers, and promotions [12].

### **Loyalty**

Nitisemito states that loyalty to the company is an attitude in which employees perceive their workplace as work and desire to do their best [3]. Meanwhile, according to Ardana, loyalty is a mental attitude of employees shown to the company's existence so that employees will remain in the company, regardless of the company's condition at that time [6].

## **Job Promotion**

Hasibuan states that Job promotion means a transfer that enlarges authority and responsibility to a higher level within an organization which is followed by greater obligations, rights, status, and income [11]. Meanwhile Manullang says that job promotion means increasing position, namely accepting greater power and responsibility than previous powers and responsibilities [13].

## **Hypothesis**

### **Effect of Seniority on Job Promotion**

One culture that significantly influences the company's management system in Japanese companies is prioritizing seniority in promotion [14]. Employees are wiser in developing their thinking based on their knowledge and experience. Japanese tradition believes that senior employees have more experience [15]. Seniority is the norm in the American promotion system, and job performance is a secondary consideration. Seniority is defined as the employee's tenure in the company.

Edmondson found in the United States that seniority is a significant factor in promotion because companies see the length of the relationship between the company and the employee to be promoted. Promotion and seniority cannot be separated [16]. Muriko stated that a seniority system is a form of appreciation for the loyalty and dedication of employees to seniority organizations which also has a significant effect on promotion [17].

Seniority can also help managers be fair during promotions and prevent discrimination challenges. The specific role of seniority determines promotion decisions to a large extent. Seniority is often prioritized over performance. Even it is used as a requirement in the promotion [18].

H1: There is an effect of Seniority on Job Promotion.

### **The Effect of Job Performance Assessment on Job Promotion**

to help management make decisions about bonuses. Implementing employee performance appraisals is very important because it is closely related to salary increases, transfers to the same unit or termination of employment with the company, and promotional activities.

A critical source of information for placement decisions is performance appraisals. This case requires as much information as possible about each employee. If there is a possibility of promotion, the employee will receive further education and additional training to fill the position for which he is planned. And from this work performance assessment, it can see whether the placement is appropriate or the employee needs to be transferred to another department or may be promoted.

Another study by Daphne showed that the results of performance appraisals could be used for various purposes, including personnel decisions in promotions [19]. With the assessment of work, performance management can see the performance of employees in the company. Through this kind of performance appraisal, it is hoped that underperforming employees can fully improve their performance. Performance appraisal is critical to increasing employee promotion.

H2: There is an effect of Job Performance Assessment on Job Promotion.

**The Effect of Loyalty on Job Promotion**

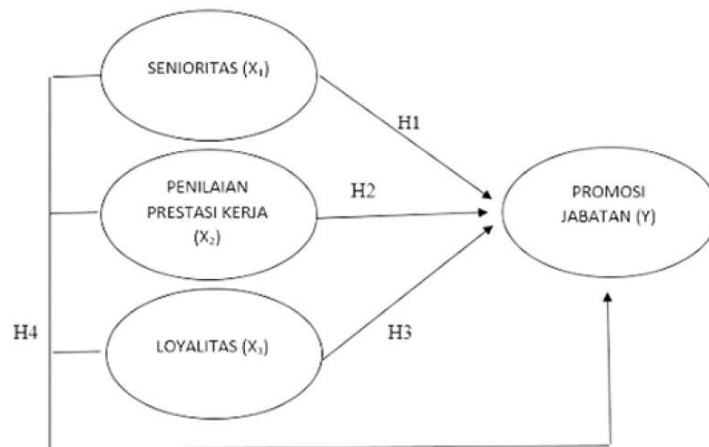
One of the promotion requirements set by the company is loyalty because high loyalty to the company can provide good work results for achieving company goals. Employees will remain in the company regardless of the company's current situation loyalty is a psychological attitude that employees have toward the company's existence [6].

Muriko stated that employee loyalty affects promotion because it involves a sense of responsibility, sacrifice, belonging to the company, and hopes to provide the best for the company [17]. The motivation given by the leader affects employee loyalty, and high employee loyalty involves promotion.

Job loyalty is one of the factors of promotion. Employee loyalty also has a positive effect on job promotion. Employee loyalty and commitment are directly related to a job promotion. Puspa Ningsih shows that the percentage of loyalty value is the highest, so employees with high loyalty to the company have a greater chance of being promoted [20].

H3: There is an Influence of Loyalty on Job Promotion.

H4: There is an Effect of Seniority, Job Performance Assessment, and Loyalty, Simultaneously on Job Promotion



**Figure 1. Conceptual Framework**

## **RESEARCH METHODS**

### **Research Design**

This type of research is a field study that uses quantitative methods with a descriptive approach by using a questionnaire as a data collection tool distributed directly to the employees of PERUMDAM Mojopahit Mojokerto. And the analysis technique used is multiple linear regression.

### **Research Limitations**

This study only discusses seniority, performance appraisal, loyalty, and promotion to employees of PERUMDAM Mojopahit Mojokerto with a total of 100 employees.

### **Variable Identification**

Independent Variables Seniority ( $X_1$ ), Job Performance Assessment ( $X_2$ ), Loyalty ( $X_3$ ) and dependent variable Promotion ( $Y$ ).

### **Participants and Setting**

The population used in this study was 124 employees of PERUMDAM Mojopahit Mojokerto. Then from the population, the sample used is 100 employees. Where gave interviews with superiors as supporting data in this study. For the distribution, questionnaires were given to all employees during break time.

### **Measurement**

#### *Data Collection*

Research data were collected by conducting interviews and distributing questionnaires to 100 employees of PERUMDAM Mojopahit Mojokerto as a data collection technique. The Proportional Random Sampling technique is needed for sampling in this study. The sample is done randomly from the entire population regardless of the sampling position.

#### *Data Analysis*

Analyzed data using multiple linear regression to determine how much influence the independent variable has on the dependent variable. And the equations used in this research are:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

**Information :**

- Y = Job Promotion  
 a = Intercept  
 b1 = Regression Coefficient X1  
 b2 = Regression Coefficient X2  
 b3 = Regression Coefficient X3  
 X1 = Seniority  
 X2 = Work Performance Assessment  
 X3 = Loyalty  
 e = Standard Error of Estimate

**RESULTS****Validity test****Table 1. The Results of The Seniority Variable Validity Test (X<sub>1</sub>)**

	Corrected item-total correlation	Construct	Information
X1.1	0.659	0.196	Valid
X1.2	0.755	0.196	Valid
X1.3	0.625	0.196	Valid
X1.4	0.766	0.196	Valid
X1.5	0.705	0.196	Valid
X1.6	0.508	0.196	Valid

Source: Processed Primary Data, 2022

The table above shows that if all indicators have  $r_{count} > r_{table}$  with a sample of 100 respondents and  $\alpha = 5\%$ , the  $r_{table}$  is 0.196. Thus, the results obtained that all indicators of the Seniority variable (X<sub>1</sub>) used in this study are VALID.

**Table 2. The Results of The Validity Test of The Work Performance Assessment Variable (X<sub>2</sub>)**

	Corrected item-total correlation	Construct	Information
X2.1	0.548	0.196	Valid
X2.2	0.665	0.196	Valid
X2.3	0.664	0.196	Valid
X2.4	0.643	0.196	Valid
X2.5	0.590	0.196	Valid
X2.6	0.658	0.196	Valid
X2.7	0.639	0.196	Valid
X2.8	0.475	0.196	Valid

Source: Processed Primary Data, 2022



Based on the table above shows that if all indicators have  $r \text{ count} > r \text{ table}$ , with a sample of 100 respondents and = 5%, the  $r \text{ table}$  is 0.196. Thus, it is obtained that all indicators of the work performance appraisal variable ( $X_2$ ) used in this study are VALID.

**Table 3. The Results of The Validity of The Loyalty Variable ( $X_3$ )**

	<b>Corrected item-total correlation</b>	<b>Construct</b>	<b>Information</b>
X3.1	0.598	0.196	Valid
X3.2	0.670	0.196	Valid
X3.3	0.449	0.196	Valid
X3.4	0.459	0.196	Valid
X3.5	0.539	0.196	Valid
X3.6	0.496	0.196	Valid
X3.7	0.548	0.196	Valid
X3.8	0.506	0.196	Valid
X3.9	0.494	0.196	Valid
X3.10	0.510	0.196	Valid
X3.11	0.500	0.196	Valid

Source: Processed Primary Data, 2022

Based on the table above shows that if all indicators have  $r \text{ count} > r \text{ table}$ , with a sample of 100 respondents and = 5%, the  $r \text{ table}$  is 0.196. Thus, the results obtained that all Loyalty variable ( $X_3$ ) indicators used in this study are VALID.

**Table 4. The Results of The Validity Test of The Promotion Variable (Y)**

	<b>Corrected item-total correlation</b>	<b>Construct</b>	<b>Information</b>
X3.1	0.598	0.196	Valid
X3.2	0.670	0.196	Valid
X3.3	0.449	0.196	Valid
X3.4	0.459	0.196	Valid
X3.5	0.539	0.196	Valid
X3.6	0.496	0.196	Valid
X3.7	0.548	0.196	Valid
X3.8	0.506	0.196	Valid
X3.9	0.494	0.196	Valid
X3.10	0.510	0.196	Valid
X3.11	0.500	0.196	Valid

Source: Processed Primary Data, 2022

The table above shows that all indicators have  $r \text{ count} > r \text{ table}$ , with a total sample of 50 respondents and = 5%, the  $r \text{ table}$  is 0.286. Thus, the results obtained that all indicators of the Promotion variable (Y) used in this study are VALID.

## Reliability Test

**Table 5. Reliability Test Results**

Variable	Cronbach's Alpha	N of Items	Alpha	Information
seniority	0.863	6	0.60	Reliable
Work Performance Assessment	0.893	8	0.60	Reliable
Loyalty	0.897	11	0.60	Reliable
Job Promotion	0.871	8	0.60	Reliable

Source: Processed Primary Data, 2022

The table above shows that the Reliability Statistics table results in Cronbach Alpha  $> 0.60$ . So it can conclude that the questionnaire from the variables of Seniority, Job Performance Assessment and Loyalty, and job promotion is reliable. Thus the questionnaire of these variables is feasible as a measuring tool.

## Classic Assumption Test

### *Multicollinearity Test*

**Table 6. Multicollinearity Test Results**

		Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	23.138	5.580		4.147	.000		
	X1	.075	.123	.061	.610	.543	.956	1.046
	X2	-.062	.109	-.057	-.570	.570	.963	1.038
	X3	.239	.088	.275	2.720	.008	.932	1.073

a. Dependent Variable: Y

Source: Processed Primary Data, 2022

Based on the picture above, it can see that the tolerance value for the seniority variable ( $X_1$ ) is 0.956. The work performance appraisal variable ( $X_2$ ) is 0.963, and the loyalty variable ( $X_3$ ) is 0.932, while the VIF value for the seniority variable ( $X_1$ ) is 1.046. The achievement assessment work ( $X_2$ ) is 1.038, and the loyalty variable ( $X_3$ ) is 1.073. So it can conclude that the model does not occur multicollinearity.

*Normality Test***Table 7. Normality Test Results****One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.91030418
Most Extreme Differences	Absolute	.076
	Positive	.051
	Negative	-.076
Test Statistic		.076
Asymp. Sig. (2-tailed)		.167 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processed Primary Data, 2022

Based on the picture above, the Asymp Value is obtained. Sig (2-tailed) of  $0.167 > 0.05$  can conclude that the data is usually distributed. Because the significance value obtained is more significant than 0.05.

*Heteroscedasticity Test***Table 8. Heteroscedasticity Test Results****Correlations**

			X1	X2	X3	Unstandardized Residual
Spearman's rho	X1	Correlation Coefficient	1.000	.115	.250*	.023
		Sig. (2-tailed)		.257	.012	.824
		N	100	100	100	100
	X2	Correlation Coefficient	.115	1.000	.151	.120
		Sig. (2-tailed)	.257		.134	.233
		N	100	100	100	100
	X3	Correlation Coefficient	.250*	.151	1.000	-.012
		Sig. (2-tailed)	.012	.134		.905
		N	100	100	100	100
Unstandardized Residual	Correlation Coefficient	.023	.120	-.012	1.000	
	Sig. (2-tailed)	.824	.233	.905		
	N	100	100	100	100	

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Processed Primary Data, 2022

Based on the picture above, it can seem that the significance value (2-tailed) of the seniority variable ( $X_1$ ) is 0.824. The significance value (2-tailed) of the work performance appraisal variable ( $X_2$ ) is 0.233, and the significance value of the loyalty variable ( $X_3$ ) is 0.905. So from the acquisition of these data, it can conclude that the data do not occur heteroscedasticity symptoms. The significance value (2-tailed) is more significant than 0.05.

*Autocorrelation Test*

**Table 9. Autocorrelation Test Results**

**Runs Test**

	Unstandardized Residual
Test Value <sup>a</sup>	-.94837
Cases < Test Value	50
Cases >= Test Value	50
Total Cases	100
Number of Runs	60
Z	1.809
Asymp. Sig. (2-tailed)	.070

a. Median

Source: Processed Primary Data, 2022

Based on the picture above, the asymptotic value can be seen. The significance is  $0.070 > 0.05$ , so it can conclude that the data does not occur (free) from autocorrelation symptoms.

*Linearity Test*

**Table 10. Linearity Test Results**

Variable	F count	F table
seniority	0.509	5.99
Work performance appraisal	1.141	5.59
Loyalty	2.119	4.67

Source: Processed Primary Data, 2022

Based on the data above, it can seem that for the seniority variable ( $X_1$ ), the f count value is  $0.509 < f$  table of 5.99, then for the work performance appraisal variable ( $X_2$ ), the f count is  $1.141 < f$  table of 5.59, and for the loyalty variable ( $X_3$ ) the f count is  $2.119 < f$  table of 4.67. so it can be concluded that there is a linear relationship between the independent and dependent variables.

**Multiple Linear Regression Analysis**

**Table 11. Multiple Linear Regression Test Results**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	23.138	5.580		4.147	.000		
	X1	.075	.123	.061	.610	.543	.956	1.046
	X2	-.062	.109	-.057	-.570	.570	.963	1.038
	X3	.239	.088	.275	2.720	.008	.932	1.073

a. Dependent Variable: Y

Source: Processed Primary Data, 2022

The table above shows the results of the processed regression data. It will be able to produce the following regression equation:

$$Y = 23.138 + 0.075 X1 - 0.062 X2 + 0.239 X3 + 5.580$$

**Hypothesis Testing**

*T-Test (Partial)*

**Table 12. T-Test Results**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.138	5.580		4.147	.000
	X1	.075	.123	.061	.610	.543
	X2	-.062	.109	-.057	-.570	.570
	X3	.239	.088	.275	2.720	.008

a. Dependent Variable: Y

Source: Processed Primary Data, 2022

Hypothesis Testing Results:

1. The first hypothesis: The value of Sig is known. For the effect of Seniority ( $X_1$ ) on promotion (Y), namely  $(0.543) > (0.05)$  and t count  $(0.610) < t$  table  $(1.66)$  so it can conclude that  $H_1$  is rejected, which means that there is no influence of seniority variable ( $X_1$ ) on job promotion (Y).
2. The second hypothesis: The value of Sig is known. For the effect of job performance appraisal ( $X_2$ ) on promotion (Y), namely  $(0.570) > (0.05)$  and t count  $(-0.570) < t$  table  $(1.66)$  so it can

conclude that H2 is rejected, which means there is no influence of work performance appraisal variable ( $X_2$ ) against (Y).

3. Third hypothesis: Known the value of Sig. for the influence of loyalty ( $X_3$ ) to promotion (Y), namely  $(0.008) < (0.05)$  and t count  $(2.720) > t$  table  $(1.66)$ , so it can be concluded that H3 is accepted which means there is an influence of loyalty variable ( $X_3$ ) on job promotion (Y).

#### *F Test (Simultaneous)*

**Table 13. F Test Results**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.856	3	22.952	2.903	.039 <sup>b</sup>
	Residual	759.104	96	7.907		
	Total	827.960	99			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Source: Processed Primary Data, 2022

Hypothesis Testing Results:

4. Fourth hypothesis: Based on the output above, known that the significance value is  $(0.039) < (0.05)$  and for the f count value  $(2.903) > (2.70)$  f table, so it can conclude that H4 is accepted, which means there is an influence of seniority ( $X_1$ ), work performance appraisal ( $X_2$ ), and loyalty ( $X_3$ ) simultaneously (together) to promotion (Y).

## **DISCUSSION**

### **Effect of Seniority on Promotion**

The first hypothesis shows that the seniority variable does not affect promotions, which means the first hypothesis is rejected. The results of this study support previous research that seniority does not affect a job promotion [14][21][22].

Empirical studies show that the seniority variable does not significantly affect promotion. It is supported by respondents' responses who said that seniority in terms of age and tenure does not considerably influence job promotion. The effect of seniority on job promotions based on age and years of service means that the high age and length of service of employees do not necessarily meet the criteria for promotions set by the company. Due to age and working period, it is not a guarantee that the employee can accept greater responsibilities than before.



Based on the theory put forward by Hasibuan, that seniority and work experience are considered material for consideration in promotions based on the person who has worked the longest in the company or a person's work experience and will get top priority in the company at the time of promotion [11]. However, many problems arise due to the level of seniority that is considered only based on the length of time an employee has worked in a company, namely promotions that are carried out solely based on seniority without considering the evaluation of quality. This kind of promotion assessment and determination system will have negative implications for the company and other parts of the company,

However, based on the research done, the seniority variable does not affect promotions for PERUMDAM Mojopahit Mojokerto employees. It is not following the theory that states that seniority affects promotions. However, the results of this study are in line with research conducted by Marion [14], Finthariasari [21], and Firmansyah [22], which state that seniority does not affect promotion. Therefore, the researcher assumes that advertising based on years of service and age in the seniority category does not necessarily significantly affect promotion. In addition, it is also not a guarantee that the employee can accept the assignment when promoted.

### **The Effect of Job Performance Assessment on Job Promotion**

The second hypothesis shows that the job performance appraisal variable does not affect job promotions, which means that the second hypothesis is rejected. The results of this study support previous research that the assessment of work performance does not involve a job promotion [23][24].

Empirical studies show that the job performance appraisal variable does not significantly affect job promotion. It is evidenced by the responses of several respondents who stated that they disagreed if the indicators of ability and responsibility were used as a reference in promotion activities. Some of these responses show that although responsibilities and skills often positively impact employees, they do not necessarily reflect the qualities possessed by employees in completing the work given by their superiors on time. Because employees have reasonable responsibilities, but they don't have an excellent, equitable understanding and knowledge regarding the characteristics of the position, then this will not affect the employee who will promote.

The theory put forward by Hasibuan suggests that performance appraisal is a systematic evaluation of the work that has been done by employees and is appointed for development [11]. Through performance appraisal, managers can understand the ability of employees to perform the tasks and responsibilities assigned to them. Therefore, the company can determine the appropriate position in promotion activities. It is also to support the success of the promotion program in a company, so it is necessary to carry out a balanced and continuous work performance assessment.

Based on the theory above, which states that job performance appraisal has a significant effect on a job promotion, this is inversely proportional to the current research results, which state that job performance appraisal does not affect job promotion. Employees' responsibilities and level of knowledge will significantly affect the promotion activities if they are increased to a better position. So it is necessary to categorize what responsibilities and abilities can affect job promotion activities.

Therefore, there needs to be good communication between employees and superiors and socialization related to the criteria for the promotion because the performance appraisal here plays an essential role in the company's sustainability going forward. Where employees need to get an award for the performance that has been done with the aim that employees feel they have the same opportunities in the process of career development or promotion.

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

The third hypothesis shows that the loyalty variable affects a job promotion, which means that the third hypothesis is accepted. The results of this study support previous research that states that loyalty affects job promotion [17][25][20].

Empirical studies show that the loyalty variable significantly influences job promotion. It is evidenced by respondents' responses who stated that they agreed if loyalty was used as a reference in promotion activities. Where the most dominant indicators are responsible for the company and a preference for work. The two indicators can represent the level of employee loyalty to the company. Responsibility and liking for work are voluntary actions against the company and are formed over time. The higher the sense of responsibility and liking for work, the positive impact on the assessment given by superiors to subordinates.

Nitisemito suggests that loyalty to the company is an attitude. Employees perceive their work and desire to do their best because loyalty reflects a sense of employee loyalty and responsibility for their work[3]. So that employees are considered capable of providing maximum results in achieving company goals and will have great opportunities in promotion activities. Based on the theory and the outcome of respondents' responses, the researcher assumes that employees who have loyalty are actually enough to be promoted because loyal employees have a great concern for the company. Such as helping the work of superiors and other divisions with a higher level of position.

### **Effect of Seniority, Job Performance Assessment, and Loyalty Simultaneously on Job Promotion**

The fourth hypothesis shows that the variables of Seniority, Job Performance Assessment, and Loyalty have a simultaneous effect on promotions, which means that the fourth hypothesis is accepted.



The results showed that seniority, job performance appraisal, and loyalty simultaneously affected job promotion. That supports the results of previous research [26][17][27][28].

Empirical studies show that the variables of Seniority, Job Performance Assessment, and Loyalty have a simultaneous effect on job promotion. It is evidenced by the number of results from respondents' responses who agreed that seniority, performance appraisal, and loyalty combined could affect promotions. The most dominant indicators affect the three variables, namely the level of loyalty, level of education, and work experience. The purpose of these indicators is that if a higher level of education can follow loyalty and much more work experience, the impact is very significant in promotion activities. Because if loyalty is formed to every employee accompanied by education that can change the mindset of employees for the better and the myriad of experiences gained at work when employees are faced with any conditions they can solve problems quickly. It will be an added value for employees who will promote to their positions.

In the process, the need for filling vacant positions in the company, seniority, performance appraisal, and loyalty collectively affect the promotion. It is necessary to achieve the goals that have been set so that the company's quality will be better. Research conducted by Syahputra [26], Muriko [17], Mandiangan [27], and Andhara [28] also states that seniority, job performance appraisal, and loyalty have a simultaneous effect on job promotion. Combining these three elements makes the employees who are promoted later follow what is expected by the company and can carry out the obligations given by their superiors properly. The three elements are work performance appraisal followed by employee performance. Then in terms of seniority based on the experience of each employee. In terms of loyalty is based on a sense of responsibility to the company. That is doing any work given to superiors.

## **CONCLUSION**

From the discussion and research results obtained, conclusions can be drawn, including:

1. Seniority in PERUMDAM Mojopahit Mojokerto employees does not affect promotion.
2. Performance appraisal of PERUMDAM Mojopahit Mojokerto employees does not affect promotion.
3. Loyalty to PERUMDAM Mojopahit Mojokerto employees affects promotion.
4. Meanwhile, seniority, performance appraisal, and loyalty to PERUMDAM Mojopahit Mojokerto employees simultaneously affect promotion.

## **SUGGESION**

From the conclusions, discussions, and research results obtained, researchers can provide suggestions, including:

1. The management of PERUMDAM Mojopahit Mojokerto should do promotions to combine the three elements of performance appraisal, seniority, and loyalty. So that the results are more efficient and effective and use the principle of "the right man in the right place" so that the organization can be better and more advanced in the future.
2. Then, the work performance appraisal system at PERUMDAM Mojopahit Mojokerto is good. However, in the future, it is hoped that before conducting an assessment of employees, it is necessary to socialize first regarding the work performance appraisal system for employees.
3. For future researchers, it is better to use other variables to influence job promotion decisions. In future research, the number of samples needs to be increased. The scope of the study is not only limited to PERUMDAM Mojopahit Mojokerto so that it will obtain optimal research results and accuracy.

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