

**PROMOTION, MOTIVATION, DIGITAL WORK EXPERIENCE AND JOB SATISFACTION ON  
EMPLOYEE PERFORMANCE AT PT. INDO RIAU PERKASA**

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**ABSTRACT**

The purpose of this research is to analyze promotion, motivation, work experience and job satisfaction on employee performance. Novelty on this research is using digital work experience as new variable. We add new indicator namely digital skills to ensure that this variable can be used in future research to be developed. This research was conducted at the company PT. Indo Riau Perkasa in Pekanbaru, Riau. The population in this study were all employees, totaling 65 people. Because the population size was relatively small, the entire population was sampled in this study using the census method. The results of the study explain that promotion has no and insignificant effect on employee performance, motivation has no and insignificant effect on employee performance, digital work experience has a and significant effect on employee performance, job satisfaction has a and significant effect on employee performance at PT Indo Riau Perkasa.

**Keywords:** Promotion; Motivation; Digital Work Experience; Job Satisfaction; Performance

***PROMOSI, MOTIVASI, PENGALAMAN KERJA DIGITAL DAN KEPUASAN KERJA TERHADAP  
KINERJA PEGAWAI PADA PT. INDO RIAU PERKASA***

**ABSTRAK**

*Tujuan dalam penelitian untuk menganalisis hubungan promosi jabatan, motivasi, pengalaman kerja dan kepuasan kerja terhadap kinerja pegawai. Kebaruan penelitian ini menggunakan variabel pengalaman kerja digital sebagai variabel baru. Peneliti menambahkan indikator baru yakni kemampuan digital untuk memastikan bahwa variabel ini dapat digunakan di pengembangan penelitian masa depan. Penelitian ini dilakukan di perusahaan PT. Indo Riau Perkasa di Pekanbaru, Riau. Populasi dalam penelitian adalah seluruh karyawan yang berjumlah 65 orang, karena jumlah populasi relatif kecil maka keseluruhan populasi menjadi sampel dalam penelitian ini dengan menggunakan metode sensus. Hasil penelitian menjelaskan bahwa promosi jabatan tidak memiliki pengaruh dan tidak signifikan terhadap kinerja pegawai, motivasi tidak memiliki pengaruh dan tidak signifikan terhadap kinerja pegawai, pengalaman kerja digital memiliki pengaruh dan signifikan terhadap kinerja pegawai dan kepuasan kerja memiliki pengaruh dan signifikan terhadap kinerja pegawai pada PT. Indo Riau Perkasa.*

**Kata Kunci:** Promosi Jabatan; Motivasi; Pengalaman Kerja Digital; Kepuasan Kerja; Kinerja

## INTRODUCTION

Human resource management has a meaning that is closely related to the management of human resources or employees in the company (Napitupulu et al., 2021). Human resources can also be referred to as personnel. Manpower, workers, employees (Nazara & Nasien, 2024), human potential as the driving force of the organization in realizing its existence, or potential which is an asset and functions as non-material capital in business organizations (Mukhsin et al., 2024), which can be realized into real physical and non-physical potential in realizing the existence of the organization. (Nawawi, 2014). Or human resource management is the science and art of managing the relationship and role of labor so that it effectively and efficiently helps realize the goals of the company, employees, and society (Hasibuan, 2019).

With the existence of human resources in a company, the most needed thing is the results of employee performance (Syahputra et al., 2023). With good performance results, this will make it easier for a company to achieve a goal. Performance is the quantity or quality of the work (Hocky et al., 2020) of an individual or group in the organization in carrying out the main tasks and functions that are guided by norms, producer operational standards, criteria and measures that have been set or that apply in the organization. (Mangkunegara, 2013)

PT Indo Riau Perkasa is a company engaged in providing goods and services related to corrosion, abrasion, erosion, and providing protection and strengthening of special structures. PT Indo Riau Perkasa was established in 2011 which is located at Jalan Kamboja No. 50C.

(Robbins, 2015) states that performance is the result achieved by employees in their work according to certain criteria that apply to a job. In achieving a successful PT Indo Riau Perkasa is supported by the resources owned by the company which are included in the elements of human resources that have competence (Gazali et al., 2022), which must be managed properly in order to produce good performance. Through good performance, the effectiveness and productivity of the company will increase, but to get optimal performance from the employees themselves.

Table 1 shows the results of the performance appraisal of PT Indo Riau Perkasa employees from 2021.

**Table 1. Average Assessment of Employee Performance of PT Indo Riau Perkasa 2021**

No.	Division	Value (%)	Description
1	<i>Technical Support</i>	68	Below Standard
2	<i>Project Manager</i>	71	As per Standard
3	<i>Product Support</i>	72	As per Standard
4	<i>Health, Safety, Environment</i>	68	Below Standard
5	<i>Business Development</i>	73	As per Standard
6	<i>Digital Marketing</i>	69	Below Standard
7	<i>Purchasing</i>	71	As per Standard
8	<i>HR-GA</i>	67	Below Standard
9	Tender Administration	70	As per Standard
10	<i>Finance &amp; Accounting</i>	70	As per Standard
11	Logistics	67	Below Standard
<b>Total Average Performance</b>		<b>69</b>	<b>Below Standard</b>
<b>Appraisal Standard for Employee Performance of PT Indo Riau Perkasa</b>		<b>80</b>	<b>Above Standard</b>

Source: PT Indo Riau Perkasa, 2022

**Table 2. Description of PT Indo Riau Perkasa Employee Performance Score**

No.	Value (%)	Description
1	100 - 90	Perfect
2	89 - 80	Above Standard
3	79 - 70	As per Standard
4	69 - 60	Below Standard
5	< 60	Does not meet the standard

Source: PT Indo Riau Perkasa, 2022

Based on Table 2, it can be seen that the employee performance appraisal at PT Indo Riau Perkasa in 2021 received a score below the standard. The *technical support* division received a score of 68 with a description below the standard, the *project manager division* received a score of 71 with a description according to the standard, the *product support division* received a score of 72 with a description according to the standard, the *health, safety, environment division* received a score of 68 with a description below the standard (Al-Somaidae et al., 2023), the *business development division* received a score of 73 with a description according to the standard, the *digital marketing division* received a score of 69 with a description below the standard, the *purchasing division*

Promotion, Motivation, Digital Work Experience and Job Satisfaction on Employee Performance at PT. Indo Riau Perkasa (Nicholas Renaldo, Anton, Dadi Komardi, Sabrina Sabnah, Achmad Tavip Junaedi, Suhardjo, dan Jahrizal)

received a score of 71 with a description according to the standard, the HR-GA division received a score of 67 with a description below the standard, the tender administration division received a score of 70 with a description according to the standard, the finance & accounting division received a score of 70 with a description according to the standard, and finally the logistics division received a score of 67 with a description below the standard. accounting division received a score of 70 with a description according to the standard, and finally the logistics division received a score of 67 with a description below the standard. So that the average value of employee performance from all divisions that get is 69% with a description below the standard. It can be concluded that the assessment of employee performance at PT Indo Riau Perkasa is still 11% less than the company's target of 80% with a description above the standard that has been set.

Problems related to employee capabilities must be resolved immediately. The shortage of reliable, operational-savvy employees is a fundamental problem in performance improvement. Efforts to improve the quality of human resources will also include improving managerial and operational skills (Susanti et al., 2024).

According to (Hasibuan, 2020) Job promotion is a promotion that means moving from a position to another position that has a higher status and responsibility (Panjaitan et al., 2024). Usually a higher transfer is accompanied by an increase in salary / other wages, although this is not always the case. Job promotion aims to improve performance in a company. As has been researched by (Fitriadi, 2020) shows that job promotion has a significant effect on employee performance. The same thing was also found (Haririe, 2019) that is, job promotion has a significant effect on employee performance. However, research (Ratnasari, 2019) suggests that job promotion has no significant effect on employee performance.

Not only in the promotion of positions needed in a company but in a company requires motivation that can encourage them to be active in completing various tasks according to the responsibilities received. (Nawawi, 2005) explains that the basic word of motivation is motive which means encouragement, cause, or reason for someone to do something. So it can be concluded that motivation is always related to the needs, desires, and encouragement of efforts to achieve certain goals (Kersiati et al., 2023; Ramadona et al., 2021).

In addition to supporting theory there is research (Wahyudi & Tupti, 2019) suggests that motivation has a positive and significant effect on employee performance variables. The same thing was also found by (Basri & Rauf, 2021) work motivation has a significant and positive effect on employee performance, because high work motivation has an impact on the ability and capacity of overall organizational performance. However, research (Hairunnisa & Ali, 2022) which states that motivation has no effect on employee performance.

Digital work experience does not only concern the amount of time how long an employee has worked, but more than that it also takes into account the type of work that has been faced (Junaedi et al., 2023). With the increase in work, the knowledge and skills of an employee will also increase in work (Junaedi, Panjaitan, et al., 2024). This is obtained because it is trained and often repeats a job so that skills are more easily mastered, the experience of an employee at work should be seen as a potential resource in managing his changes. According to Malayu S.P Hasibuan (2016), experienced people are prospective employees who are ready to use (Goh et al., 2022). An applicant's digital work experience should be the main consideration in the selection process (Suhardjo et al., 2023).

In addition to theoretical support there are also researchers (Bili et al., 2018) work experience has a significant influence on employee performance. In addition, research (Kharisma et al., 2019) work experience has a positive and significant effect simultaneously on employee performance. However, research (Herawati, 2018) There is no positive effect of work experience on employee performance, the absence of this influence is due to the work experience possessed by employees and the competence of employees unable to optimize their performance in carrying out the tasks assigned to employees.

In addition, PT Indo Riau Perkasa must also pay attention to job satisfaction (Habibi et al., 2022). Hasibuan (2014) states that job satisfaction can be defined as the key to driving employee morale, discipline (Imarni et al., 2022; Sirait et al., 2022), and work performance in supporting the realization of company goals...

In addition to theoretical support there are also researchers (Hairunnisa & Ali, 2022) job satisfaction is proven to have an influence on employee performance. In addition, researchers (Badrianto & Ekhsan, 2019) the results of this study suggest that job satisfaction has a positive influence and is quite important for employee performance. Which means that with the increasing satisfaction felt by employees, the work ability produced by employees will also increase. However, research conducted by (Kharisma et al., 2019) stated that job satisfaction will not affect employee performance.

Based on the background that has been described, the researcher intends to conduct a study entitled "Analysis of the Effect of Position Promotion, Motivation, Digital Work Experience and Job Satisfaction on Employee Performance at PT Indo Riau Perkasa" The objectives of this study are as follows: (1) To analyze the effect of position promotion on employee performance at PT Indo Riau Perkasa. (2) To analyze the effect of Motivation on employee performance of PT Indo Riau Perkasa. (3) To analyze the effect of Digital Work Experience on the performance of employees of PT Indo Riau Perkasa. (4) To analyze the effect of Job satisfaction on employee performance of PT Indo Riau Perkasa.

Novelty on this research is using digital work experience as new variable. We add new indicator namely digital skills to ensure that this variable can be used in future research to be developed. Digital skills is really useful in this digital era and every employee need to has this skill.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance needs to be assessed with the intention of providing employees with a good opportunity for their career plans in terms of strengths and weaknesses, so that companies can determine salaries, provide promotions, and can see employee behavior. Performance *appraisal is* known as "*performance rating*" or "*performance appraisal*". According to (Dessler, 2015) Performance Appraisal is evaluating an employee's current or past performance relative to his or her performance standards.

According to (A. A. Anwar Prabu Mangkunegara, 2017) states that there are five indicators of employee performance, namely: (1) Work Quality, (2) Work Quantity, (3) Responsibility, (4) Cooperation, (5) Initiative.

### **Position Promotion**

Promotion is one of the company's awards for employees who excel within the limits set by the company. This promotion can also be used as a competition where employees can try their best to get the best results. In addition, according to (Malayu, 2012) promotion is a movement that increases the authority and responsibility of employees to higher positions within an organization so that their obligations, rights, status and income are getting bigger.

According to (Hasibuan., 2016) states that there are four indicators of promotion, namely: (1) Discipline, (2) Work Achievement, (3) Skills, (4) Education.

### **Motivation**

Motivation is a driving force or driving force for someone to behave in a certain way that can arise from within or outside the individual (Panjaitan et al., 2023). Motivation from the Latin word *movere* means encouragement, desire, cause, or reason for someone to do something. The definition of motivation includes various aspects of human behavior or behavior that can encourage someone to behave or not behave. However, in the following terms, motivation is the human drive to act and behave (Umam, 2012).

According to (Sedarmayanti, 2015) states that there are five indicators of motivation, namely: (1) Salary, (2) Supervision (Juprizon et al., 2022), (3) Work Relations, (4) Recognition, (5) Success.

### **Digital Work Experience**

Digital Work experience is the level of mastery of a person's knowledge and skills in his job which can be measured from the length of service and from the level of knowledge and digital skills he has (Purwati et al., 2023). According to (Bangun, 2012) said that *job rotation is the* process of moving jobs within the organization, so that it can add insight and experience to the workforce. Work experience is a reference for an employee so that he can place himself in the right conditions, take risks, be ready to face challenges with full responsibility and be able to communicate well with various parties to maintain productivity, performance and produce competent individuals in their fields.

According to (Foster, 2014) states that there are three indicators of work experience, namely: (1) Period of Work, (2) Level of Knowledge, (3) Mastery of Work, (4) Digital Skill.

### **Job Satisfaction**

Job satisfaction is not how hard or how well someone works, but rather how much an employee likes a particular job. Job satisfaction relates to a person's feelings or attitudes about the job itself, salary, promotion or education opportunities, supervision, coworkers, workload (Elfita et al., 2022), and others. (Sunyoto, 2012) defines that: Job satisfaction is an individual trait of a person so that he has a different level of satisfaction according to the value system that applies to him (Yenni et al., 2024).

According to (Afandi, 2018) states that there are five indicators of job satisfaction, namely: (1) Job, (2) Salary, (3) Promotion, (4) Supervisor, (5) Coworkers.

## **Relationship between Variables**

### **Relationship between Position Promotion and Employee Performance**

Position Promotion is the transfer of employees from a position or position, to a higher position or position with greater salary, facilities, responsibilities, and opportunities. Job promotion is an important variable in improving employee performance where employees feel that they are not given enough opportunities to improve their careers, resulting in decreased employee performance, therefore the company must pay attention to the achievements and performance that employees have achieved so that employees can get fair promotion opportunities. In accordance with research conducted by (Alfero et al., 2021) that job promotion has a positive and significant effect on employee performance. With this description it can be concluded that:

Promotion, Motivation, Digital Work Experience and Job Satisfaction on Employee Performance at PT. Indo Riau Perkasa (Nicholas Renaldo, Anton, Dadi Komardi, Sabrina Sabnah, Achmad Tavip Junaedi, Suhardjo, dan Jahrizal)

H1: Job promotion has a positive effect on employee performance at PT Indo Riau Perkasa

**Relationship between Motivation and Employee Performance**

Motivation is an encouragement that someone gives to another person, and the person who is motivated becomes more enthusiastic and active at work and has a sense of enthusiasm to achieve the results to be achieved. Low work motivation will lead to low performance. Low employee performance is unlikely to achieve good results if there is no motivation, because motivation itself is a necessity in an effort to achieve company goals. Meanwhile, for employees who have high work motivation, they feel happy and get their own satisfaction in their work, an employee will make more efforts to get maximum results with high enthusiasm, and always try to develop their duties and themselves. according to (Sari et al., 2018) motivation affects employee performance. With this description it can be concluded that:

H2: Motivation affects employee performance at PT Indo Riau Perkasa

**Relationship between Digital Work Experience and Employee Performance**

Digital work experience is the level of understanding or knowledge and skills of a person in a job that can be measured from the length of service and from the level of knowledge and skills possessed. Digital work experience is not only monitoring the skills, expertise, and skills possessed, the more experience he gets, the more capable he will be in carrying out his work. One of them according to (Bili et al., 2018) a positive and significant relationship (correlation) of work experience on employee performance. With this description it can be concluded that:

H3: Digital work experience affects employee performance at PT Indo Riau Perkasa

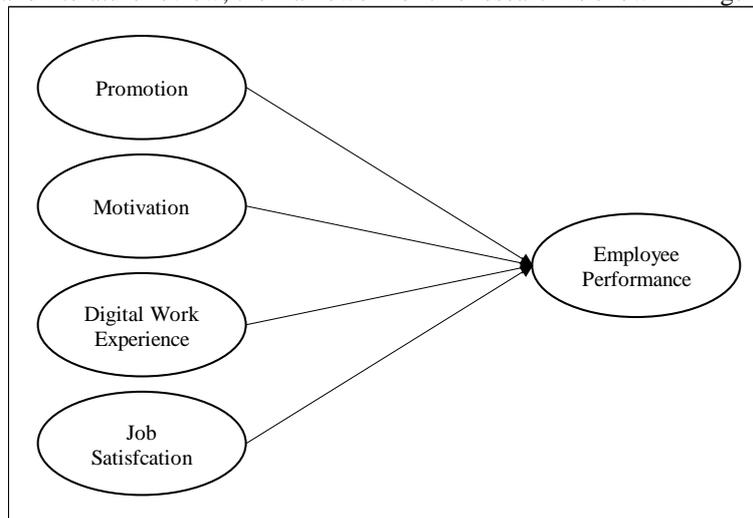
**Relationship between Job Satisfaction and Employee Performance**

Job Satisfaction is a pleasant condition felt by workers / employees in a work environment for their role in the organization and their needs are well met. Job satisfaction can determine the level of high or low employee performance. The level of job satisfaction is expected to improve employee performance so that it can achieve the goals expected by the company in obtaining good work results in producing good productivity. According to (Adha & Wandu, 2019) job satisfaction has a positive and significant effect on employee performance. With this description it can be concluded that:

H4: Job satisfaction has a positive effect on employee performance at PT Indo Riau Perkasa

**Framework of Thought**

Based on the theory and literature review, the framework of this research is shown in Figure 1.



Source: Processed Data, 2022

**Figure 1. Framework of Thought**

**RESEARCH METHODS**

**Place and Time of Research**

Researchers conducted research on employees at PT Indo Riau Perkasa which is located on Jalan Kamboja No. 50c, Kec. Sukajadi, Pekanbaru City, Riau Province (28156). The research time was conducted from August 2022 to December 2022.

### Population

Population is the whole of the research object which can be in the form of humans, events and so on, so that this object can be a source of research data. In this study the population is all employees at PT Indo Riau Perkasa, totaling 65 people.

### Sample Withdrawal Technique

Based on this study because the population was not greater than 100 respondents, the researchers took 100% of the total population at PT Indo Riau Perkasa, namely 65 respondents. Thus the use of the entire population without having to draw a research sample as a unit of observation is referred to as the census technique (Agusta & Yusnidar, 2024; Hadi et al., 2024; Junaedi, Suhardjo, et al., 2024).

## RESULTS AND DISCUSSION

### Descriptive Analysis Results

#### Respondent Profile

**Table 3. Results of Respondent Profile Analysis**

Profile	Category	Total	Percentage
Gender	Male	43	66%
	Female	22	34%
Age	18-25 Years	21	32%
	26-35 Years	18	28%
	36-45 Years	22	34%
	>45 Years	4	6%
Length of Service	<2 Years	10	16%
	2-4 Years	25	38%
	5-8 Years	26	40%
	> 8 years	4	8%
Income	<Rp 3,000,000	10	15%
	Rp 3,000,000-Rp 5,000,000	28	43%
	Rp 5,000,000-Rp 10,000,000	27	42%
	>Rp 10,000,000	0	0%

Source: *Processed Data, 2022*

From Table 3, it can be explained that most of the respondents in this study were male, totaling 43 people or 66%, while female respondents amounted to only 22 people or 34%. The dominant age of respondents aged 18-25 years with 21 respondents or 32%, while 26-35 years old with 18 respondents or 28%, then 36-45 years old amounted to 22 respondents or 34% and for ages > 45 years there were 4 respondents or 6%, employees are dominated by respondents with an age range of 36 - 45 years totaling 22 people. Employees with a work period of <2 years with 10 respondents or 16%, while 2-4 years with 25 respondents or 38%, then 5-8 years amounted to 26 respondents or 40% and for >8 years there were 4 respondents or 8%. Respondents' longest length of work is 5-8 years. Judging from the average income of respondents who work at PT Indo Riau Perkasa is <Rp 3,000,000 with 10 respondents or 15%, while Rp 3,000,000 - Rp 5,000,000 with 28 respondents or 43%, then Rp 5,000,000 - Rp 10,000,000 totaling 27 respondents or 42%, for > Rp 10,000,000 there are 0 respondents. It can be concluded that employees of PT Indo Riau Perkasa have the highest average employee income at Rp 3,000,000 - Rp 5,000,000.

### Validity Test Results

From the results of the validity test of all items for the Position Promotion (X1), Motivation (X2), Work Experience (X3), Job Satisfaction (X4) and Employee Performance (Y) variables used in this study, all items have a value of  $r_{count} > 0.30$ . So, it can be concluded that all indicators of each variable have a valid value. This means that the use of questionnaire indicators in collecting data for this study is a valid statement and what is the purpose of this study has met the test requirements.

### Reliability Test Results

Table 4 shows the alpha coefficient value, namely the employee performance variable which is (0.820), the position promotion variable which is (0.637), the motivation variable (0.715) and the work experience variable which is (0.672), and the job satisfaction variable (0.826) are in the high category. So it can be concluded that all variables are reliable.

Promotion, Motivation, Digital Work Experience and Job Satisfaction on Employee Performance at PT. Indo Riau Perkasa (Nicholas Renaldo, Anton, Dadi Komardi, Sabrina Sabnah, Achmad Tavip Junaedi, Suhardjo, dan Jahrizal)

**Table 4. Reliability Test Results**

Variables	Cronbach's Alpha	Description
Employee Performance	0.820	r count > 0.60 Reliable
Position Promotion	0.637	r count > 0.60 Reliable
Motivation	0.715	r count > 0.60 Reliable
Digital Work Experience	0.672	r count > 0.60 Reliable
Job Satisfaction	0.826	r count > 0.60 Reliable

Source: Processed Data, 2022

**Normality Test Results**

**Table 5. Normality Test Results**

Kolmogorov-Smirnov test	Unstandardized Residual	Conclusions
Kolmogorov-Smirnov value	0,811	Normally Distributed
Sig	0,526	Normally Distributed

Source: Processed Data, 2022

Based on the One-Sample Kolmogorov-Smirnov Test result in Table 5, the significance of 0.526 is obtained, which means it is greater than 0.05, so it can be concluded that the test data is normally distributed.

**Multicollinearity Test Results**

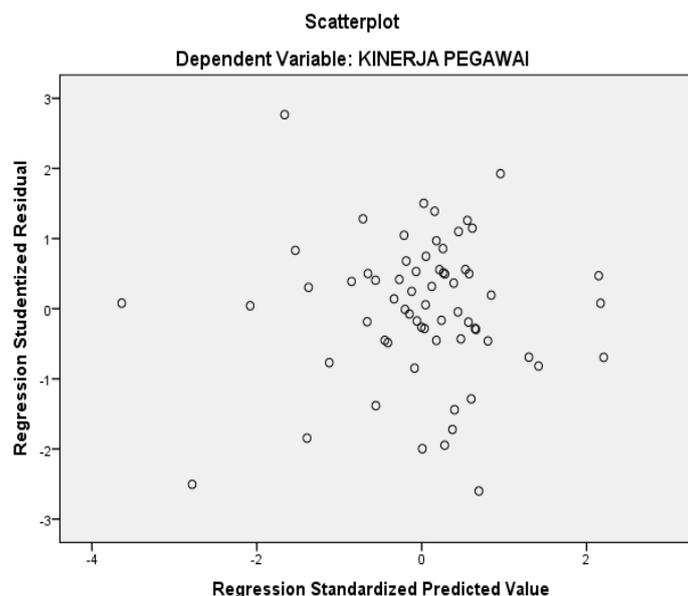
**Table 6. Multicollinearity Test Results**

Variables	Tolerance	VIF	Description
Position Promotion	0.519	1.928	No Multicollinearity
Motivation	0.496	2.017	No Multicollinearity
Digital Work Experience	0.514	1.946	No Multicollinearity
Job Satisfaction	0.549	1.822	No Multicollinearity

Source: Processed Data, 2022

From the Table 6, it can be seen that all variables have a tolerance value above 0.1 and a VIF value below 10, so it can be concluded that the regression model in this study does not occur multicollinearity.

**Heteroscedasticity Test Results**



Source: Processed Data, 2022

**Figure 2. Scatterplot Testing for Heteroscedasticity**

From Figure 2, it can be seen that the scatterplot results from the heteroscedasticity test show that the data spreads randomly above and below zero on the Regression Studentized Residual axis, meaning that the regression model in this study is free from symptoms of heteroscedasticity.

## Model Testing Results

**Table 7. Model Testing Results**

F count	F table	P value	Sign	Alpha ( $\alpha$ )	Description	Hypothesis
20.121	2.76	0.000	<	0.05	Sig	H <sub>a</sub> accepted H <sub>0</sub> rejected

Source: Processed Data, 2022

Based on the results of the F test in Table 7, the calculated F value of 20,121 is greater than the F table, namely 2.76 with a significance of 0.000. the resulting test significance value is smaller than  $\alpha$  (0.05), it can be concluded that there is a significant influence between job promotion, motivation, digital work experience and job satisfaction together on employee performance.

## Determination Coefficient Test Results

**Table 8. Determination Coefficient Test Results**

Variables	Adjusted R Square	Description
Y	0.544	Strong

Source: Processed Data, 2022

The results of the regression calculation in Table 8 show that the coefficient of determination (*adjusted R Square*) obtained is 0.544. this means that the variables of job promotion, motivation, digital work experience and job satisfaction affect employee performance by 54.4% while the remaining 45.6% is explained by other variables not proposed in this study.

## Multiple Linear Regression Test Results

**Table 9. Multiple Linear Regression Test Results**

Model	Unstandardized Coefficients
	B
Constant	-0.622
Position Promotion	0.178
Motivation	0.243
Digital Work Experience	0.464
Job Satisfaction	0.212

Source: Processed Data, 2022

From the result in Table 9, it can be explained that: (1) The constant alpha of -0.662 states that if there is no effect of job promotion, motivation, work experience and job satisfaction, employee performance will remain at -0.662. (2) The regression coefficient of 0.178 states that every additional 1 unit of position promotion, it is predicted that employee performance will increase by 0.178. (3) The regression coefficient of 0.243 states that each additional 1 unit of motivation is predicted that employee performance will increase by 0.243. (4) The regression coefficient of 0.464 states that each additional 1 unit of digital work experience is predicted that employee performance will increase by 0.464.

## Partial Test Results (t Test)

**Table 10. Partial Test Results (t Test)**

Variables	t	Sig	Description
Position Promotion	1.087	0.281	Affected and Not Significant
Motivation	1.830	0.072	Affected and Not Significant
Digital Work Experience	2.916	0.005	Influential and Significant
Job Satisfaction	2.006	0.049	Influential and Significant

Source: Processed Data, 2022

From Table 10, it can be seen that: (1) t-count is 1.087 while t-table is 2.000 because t-count (1.087)  $\leq$  from t table (2.000) then H<sub>0</sub> accepted H<sub>a</sub> rejected. (2) t-count is 1.830 while t-table is 2.000 because t-count (1.830)  $\leq$  from t table (2.000) then H<sub>0</sub> accepted H<sub>a</sub> rejected. (3) t-count is 2.916 while t-table is 2.000 because t-count (2.916)  $\leq$  from t-table (2.000) then H<sub>0</sub> is rejected H<sub>a</sub> is accepted. (4) t-count is 2.006 while t-table is 2.000 because t-count (2.006)  $\leq$  from t table (2.000) then H<sub>0</sub> is rejected H<sub>a</sub> is accepted.

Promotion, Motivation, Digital Work Experience and Job Satisfaction on Employee Performance at PT. Indo Riau Perkasa (Nicholas Renaldo, Anton, Dadi Komardi, Sabrina Sabnah, Achmad Tavip Junaedi, Suhardjo, dan Jahrizal)

## Discussion of Research Results

### The Effect of Position Promotion on Employee Performance

Job promotion has an effect and is not significant on performance at PT Indo Riau Perkasa. Giving a promotion to an employee, means that the employee is good to a higher position in a company's organizational structure. Promotion is not always followed by an increase in salary, the salary can remain, but in general the increase in the amount of power and responsibility of a person also increases the monetary reward he receives.

Promotion is when an employee is moved from one job to another job with greater responsibility, higher level in the hierarchy of positions and greater income.

Based on the results of descriptive analysis, it shows that job promotion is a variable that is considered good for respondents. Through descriptive analysis of respondents' responses to the position promotion variable that the level of education is not a consideration in promotion so that employees with higher education than other employees feel unfair about this.

The results of this study are supported by previous research conducted by (Jusup, 2016) which states that job promotion has no significant effect on employee performance.

### The Effect of Motivation on Employee Performance

Motivation has an effect and is not significant on performance at PT Indo Riau Perkasa. The more leaders provide motivation to employees, the better employee performance. This shows that with good motivation in working will get maximum employee performance while with less motivation will result in low employee performance, and vice versa.

Motivation is a suggestion that can cause a certain person or group of people to be moved to do something because they want to achieve their desired goals or get satisfaction with their actions.

Based on the results of descriptive analysis, it shows that motivation is a variable that is considered good for respondents. Through descriptive analysis of respondents' responses to the motivation variable that the lack of comfort with the leadership style (Mairia et al., 2021; Nyoto et al., 2024), the attitude of the leadership in encouraging and motivating subordinates is different (Hafni et al., 2024; Wahyudi et al., 2023), the higher the attention given to employees, it will greatly affect the desire of employees to stay in the company, and vice versa.

The results of this study are supported by previous research conducted by (Cahya et al., 2021) which states that motivation has no significant effect on employee performance.

### The Effect of Digital Work Experience on Employee Performance

Digital work experience has a significant effect on performance at PT Indo Riau Perkasa. Digital work experience is a process of learning and increasing the development of potential behavior both from acting both from formal and non-formal education or can be interpreted as a process that leads a person to a higher pattern of behavior.

Based on the results of descriptive analysis, it shows that work experience is a variable that is considered very good for respondents. Through descriptive analysis of respondents' responses to the digital work experience variable, employees easily master the work and work equipment provided by the company because it is seen from the average working period of employees between 5-8 years, therefore the length of time employees work will increase employee experience and knowledge.

The results of this study are supported by previous research conducted by (Akbar & Rangkuti, 2019) which states that work experience has a significant effect on employee performance.

### The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant effect on performance at PT Indo Riau Perkasa. The better Job Satisfaction, the more Employee Performance increases. Conversely, if Job Satisfaction is not good, Employee Performance decreases.

Job Satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed on the job, off the job, and a combination of on and off the job.

Based on the results of descriptive analysis, it shows that job satisfaction is a variable that is considered very good for respondents. Through descriptive analysis of respondents' responses to job satisfaction variables, employees feel happy working with coworkers who can provide solutions when there are work problems and superiors can also help provide solutions if employees are having work problems.

The results of this study are supported by previous research conducted by (Adha & Wandu, 2019) which states that job satisfaction has a significant effect on employee performance.

## CONCLUSION

Based on the results of research analysis and discussion of the Effect of Position Promotion, Motivation, Work Experience and Job Satisfaction on Employee Performance at PT Indo Riau Perkasa which has been described in Chapter IV, the following conclusions can be drawn: (1) Job promotion has an effect and is not significant on

employee performance at PT Indo Riau Perkasa. The results showed that the level of education was not a consideration in job promotion, which means that employees with higher education than other employees felt unfair about it. (2) Motivation has an effect and is not significant to employee performance at PT Indo Riau Perkasa. The results showed that employees in this company still have some who are uncomfortable with their superiors or leaders in guiding their organizational members. (3) Digital Work Experience has an effect and is significant on employee performance at PT Indo Riau Perkasa. The results showed that employees were able to do a good job and develop quickly. (4) Job satisfaction has a significant effect on employee performance at PT Indo Riau Perkasa. The results showed that employees felt happy or satisfied with new experiences at work and in terms of superiors to colleagues being able to provide advice if employees were in constraints or problems.

Suggestions that the authors can give are as follows: (1) It is recommended that the management of PT Indo Riau Perkasa be able to retain employees who have worked for a long time because it can be seen from the average length of service of employees between 5-8 years, therefore the longer employees work will increase employee experience and knowledge. (2) It is recommended for the management of PT Indo Riau Perkasa to be able to continue to maintain the job satisfaction of employees, employees who feel happy working with coworkers who can provide solutions when there are work problems and superiors can also help provide solutions if employees are having work problems, these employees will feel satisfied in working in the company. (3) For further researchers, it is hoped that they can develop this research by adding other variables that can affect employee performance.

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Promotion, Motivation, Digital Work Experience and Job Satisfaction on Employee Performance at PT. Indo Riau Perkasa (Nicholas Renaldo, Anton, Dadi Komardi, Sabrina Sabnah, Achmad Tavip Junaedi, Suhardjo, dan Jahrizal)

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