



**Skripsi**

**THE IMPACT OF PERFORMANCE APPRAISAL  
APPROACHES: PERFORMANCE-BASED AND  
SENIORITY AS BASES FOR JOB PROMOTION  
(Case Study: employee of LPP TVRI Padang)**

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(Case Study: employee of LPP TVRI Padang)**

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**ABSTRACT**

This research investigates the impact of performance appraisal approaches: performance-based and seniority as bases for job promotion. The objectives of this research were to determine how performance appraisal approaches: performance-based and seniority influences job promotion, and determine which basis that is suitable applied in the LPP TVRI Padang and determine the perception of employee on current job promotion bases. Based on literature, performance-based and seniority are usually use for job promotion bases. The total of 65 respondents in LPP TVRI Padang was surveyed in this research. The finding has some interesting results. The finding indicates that Performance-based and seniority have a significant relationship with job promotion. Based on the survey, it's show that Seniority was best applied in LPP TVRI Padang. The employees was more satisfied than performance-based. But overall some employees choose seniority and some others choose performance-based. It is not significantly different.

**Keyword:** Job Promotion, Performance Appraisal, Performance-based, Seniority.

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# CHAPTER I

## INTRODUCTION

### 1.1 Background of the Study

Economics activities greatly affect a company's circumstance, which emerge competitions. Companies are required to improve the quality and quantity of its products and keep the company's presence is always acknowledged and demanded by the public. To achieve these objectives a company must realize the importance of HR as one of the factor in achieving the goals. In working place, there are several ways to provide workers more challenges, and companies should focus on their employee's career to motivate them in order to improve the quality and quantity, because nowadays many people or employee look back on their career. Researcher believes strongly that the number one reason businesses struggle or fail is due to ineffective management. Ineffective management is caused by various reasons, like: dealing with a poor leadership style, poor communication, low employee motivator, inefficient resources allocation, etc. In the previous study and practical, employers and workers feel the one evidence of career success is motivate the employee by giving a promotion.

Staff and employees are an organization's valuable asset, it is important to help them become as productive as possible. This is supported by many surveys that conducted by several authors and stated in some Human Resource Management books. HR management book by *Dessler* stated that most working people look forward to promotion, which usually means more pay, responsibility, and often job satisfaction (*Dessler, 2003*). A Human Resource article, *Promotion*

*Policy: Writing and Decision Making Kit* stated that promotion is a good practice and has been shown to be a powerful motivator.

Promotion traditionally refers to advancements to positions of increased responsibility. For employers, promotion can provide opportunities to reward exceptional performance, and to fill open positions with tested and loyal employees. And for employees, promotion as an appointment to a position requiring higher qualifications such as greater skill or longer experience and involving a higher level of responsibility, a higher rate of pay, and a title change. But the promotion is not always in a positive experience either employer or employee (Dessler, 2003).

Promotion is established by several bases. In an employee promotion system, it is important to get it right. *Jeff Wuorio* (2003) argued that "promoting the wrong employee is like quitting smoking: It's easy to do, a million times. Promoting the right person at the right time takes more diligence". Because placing the right person in the right position will improve the organizational performance. In making promotion decision, organizational management should consider with the effective approaches used for promotion.

One of the effective approaches for promotion is performance appraisal approaches. Performance appraisal can be used for evaluating, examining and assess employee's actions or performance, and the result of that performance appraisal can be used to identifying weaknesses and strengths as well as opportunities for improvement and skills development and as basis for employee promotion system. Performance appraisal should not just be about telling someone how he or she has done. They also provide an ideal opportunity for the

## CHAPTER VI

### CONCLUSION, IMPLICATION, LIMITATION AND SUGGESTION

This chapter provides conclusions drawn from findings and discussion presented in the previous chapter, followed by assessment of the potential limitations present in this study and possible future directions for the research.

#### 6.1 Conclusion

This research is a quantitative research to get statistical data to show the impact of performance appraisal approaches: performance-based and seniority as bases for Job Promotion. It conducted on employee of LPP TVRI Padang. The data is gathered by questionnaires distribution to employee of LPP TVRI Padang, open-ended questions, and preliminary survey. Data have been processed by using a multiple regression model with SPSS 15.0 software tool as previous data processing, classical assumption test has been performed in order to ascertain that data are normally distributed and satisfy the normality assumption. Validity test and reliability test is also used in this research. Validity test is tested by comparing  $r_{count}$  and  $r_{table}$ . Reliability test is the consistency of a set of measurements or of a measuring instrument. The analyzing method that is used in this research is in the form of quantitative. Therefore, it can be concluded that:

1. Performance-based has positive impact on Job Promotion. It can be seen from the SPSS analysis showing performance-based variable showed significant values of 0.00 (significant at  $\alpha < 0.05$ ) with the

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