Abstract

Teller is an employee of a bank that serves to serve customers in terms of banking financial transactions to all customers. Promotion is done to optimize the company's human resources, but not all employees of a company can be promoted. Promotion of positions conducted by Bank Mandiri aims to improve the performance and morale of its employees. Promotion of office is regarded as a reward for the performance of employees indicated from the employee self-awareness to improve work discipline and emotional intelligence. The purpose of this study was to analyze the influence of emotional intelligence on the promotion of teller position through performance. The type of this research is descriptive quantitative and the nature of this research is explanatory research. The population in this study are 89 tellers and the sample of this study is the entire population will be observed (census study). Data analysis using path analysis. The result of the research shows that partial emotional intelligence has positive and significant effect on the promotion of position, partial performance has positive and significant effect on the promotion of position, emotional intelligence partially has positive and significant effect on the performance, and emotional intelligence influences the promotion of teller position through performance.

Keywords: Emotional Intelligence, Job Promotion, Performance.

Introduction

The growth of banking business is less balanced with the increasing number of qualified professional bankers. If a customer is not satisfied with the services of a bank, the customer will choose another bank. The main cause can be due to less competent teller in providing services. Teller is an officer of the bank that serves to serve customers in terms of banking financial transactions to all its customers, in general that is handling, assisting and providing solutions for all customers who want to do banking transactions, including later providing services of cash and non cash.

PT. Bank Mandiri (Persero) TBK Region I Sumatera I is divided into 7 areas including: Medan City Hall Area, Imam Bonjol Area Medan, Banda Aceh Area, Batam Area, Pekanbaru Area, Dumai Area, and Siantar Area. Mathis and Jackson (2009) defines promotion as "moving a person to a higher level of work and compensation included in the selection process". With the target of promotion, employees will feel appreciated, cared for, needed and recognized ability of work by management company so that they will produce output (output) high and will increase loyalty (loyalty) at company.

Research conducted by Medhiantari and Yuniari (2014) shows that high performing employees will have a greater chance of being promoted by the company. Promotional positions for Bank Mandiri tellers are held three times a year, usually in February, June, and October. A teller who meets certain criteria can be promoted to customer service and assistant manager by taking the promotion selection test. A teller can follow profer test as customer service if get performance appraisal with number of transactions per day with optimum capacity category that
is 151-170 transactions per day during one year work and a teller who get performance appraisal with number of transactions per day with category over capacity that is > 170 transactions per day for one year as assistant manager. In addition, Bank Mandiri also stipulates other promotional requirements such as prioritizing senior tellers (> 5 years of service) which generally have better experience, expertise and loyalty than junior tellers (≤5 years of service).

Teller promoted as customer service and assistant manager decreased from 2015 to 2017. This decrease was caused by the fact that the teller still did not meet the criteria set by Bank Mandiri, such as: average of under capacity handling, errors in verification of notes, and attitude assessment seen from discipline in work.

Less good teller performance can be seen from the attitude of the teller is not accurate in doing the calculation is a teller who has an error in the report exceptional report so that the teller must post back for posting errors that are not in accordance with the report, likes to arrive late, the average time handling customers tend to be old that do not fit the standard 1.5 minutes per transaction. If neglected it will give a negative impact on the results of teller performance in achieving the goals set at Bank Mandiri for the future. The following is the result of the preliminary survey on all Bank Mandiri Region I Sumatera I Medan Area Hallers totaling 89 people are shown in the following table:

<table>
<thead>
<tr>
<th>No</th>
<th>Category</th>
<th>amount Trx/Teller/Day</th>
<th>Average Trx/ Category</th>
<th>Number of Teller (person)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Over Capacity</td>
<td>&gt;170</td>
<td>191</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Optimum Capacity</td>
<td>151-170</td>
<td>159</td>
<td>14</td>
</tr>
<tr>
<td>3</td>
<td>Medium Capacity</td>
<td>101-150</td>
<td>122</td>
<td>48</td>
</tr>
<tr>
<td>4</td>
<td>Under Capacity</td>
<td>0-100</td>
<td>76</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>89</td>
</tr>
</tbody>
</table>

Source: Bank Mandiri Kanwil I Area Medan Balai Kota

From the initial survey and employee behavior observation results can be identified, among others, the teller of Bank Mandiri Medan Area City Hall realized that they work in the service sector, which often interact with customers, would require extra skills and effort to be able to run the job properly. In general, Bank Mandiri tellers are aware of the difficulties in the work, and they feel they should be able to behave adaptively, because there are sometimes demands to work extra beyond their job descriptions. Individuals who have emotional intelligence who will be able to face challenges and even make them productive, more optimistic in dealing with and solving problems, where such things are needed in the world of work (Patton, in Goleman: 2009), as in banking that has a workload heavy, not only in terms of limited privacy, and heavy working hours, but also from the insistence of customers who always want excellent service for the services offered. training provided by Bank Mandiri to improve emotional intelligence one of them is ESQ training. The results of this training also have an impact on employee performance appraisal from Self Awareness, Self Regulation, Motivation, Empathy (Emphaty), and Social Skills.

With the description above for that will be conducted research with the title "The Influence of Emotional Intelligence Against Promotion Position With Performance As Variable Intervening At Bank Mandiri Teller (Persero) TBK Region I Sumatera I Area Medan Town Hall."
Literature Review

Emotional Intelligence
According to Goleman (2004) emotional intelligence is more ability to be self motivated, meghadapi failure of endurance, controlling emotions and delaying satisfaction, and set the mood. With emotional intelligence that a person can put his emotions in the right portion, sort out the satisfaction and set the mood. Goleman (2009) divides emotional intelligence into five parts: three components of emotional competence (self-knowledge, self-control and motivation) and two components of social competence (empathy and social skills).

Performance
According Sedarmayanti (2013) states that performance is a translation of performance that means the work of a worker, a management process or an organization as a whole, where the work must be shown in concrete evidence and can be measured (compared with predetermined standards).

Job Promotion
According to Veithzal (2009) suggests that a promotion is when an employee is moved from one job to another higher in payment, responsibility, and or level.

Research methods
This research was conducted from January 2018 until April 2018. The research was conducted at all Bank Mandiri Medan City Hall Area centered at JalanBalai Kota 8-10 Medan consisting of 32 branches. The population in this research is all the teller which amounted to 89 employees. Therefore, given the very limited research population under 100 then the entire population will be observed (census study).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Operational definition</th>
<th>Dimensions</th>
<th>Measurement Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional</td>
<td>The form of the ability of the teller to recognize and control the emotions of self,</td>
<td>Introduction</td>
<td>Likert Scale</td>
</tr>
<tr>
<td>Intelligence</td>
<td>self-motivate, empathy and ability in building social relationships with others in the</td>
<td>Self-control</td>
<td></td>
</tr>
<tr>
<td>(X)</td>
<td>work.</td>
<td>Motivation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Empathy</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social Skills</td>
<td></td>
</tr>
<tr>
<td>Job Promotion</td>
<td>A move that enlarges the authority and responsibilities of the teller to a higher</td>
<td>Work experience</td>
<td>Likert Scale</td>
</tr>
<tr>
<td>(Y)</td>
<td>position within the company.</td>
<td>Work skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Years of service</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td>The work achieved by an employee in accordance with the standards and criteria that</td>
<td>Quality of work</td>
<td>Likert Scale</td>
</tr>
<tr>
<td>(Z)</td>
<td>have been established within a certain time</td>
<td>Quantity of</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Occupation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Speed</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Initiative</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Communication</td>
<td></td>
</tr>
</tbody>
</table>

Sumber: Alfred (2010), Goleman (2009), Luthans (2011), Sedarmayanti (2011)
The analytical method used in the hypothesis is path analysis (Path Analysis) is an extension of the regression model used to analyze the relationship between variables with the aim to know the direct or indirect influence of the set of independent variables to the dependent variable, Sunyoto (2011: 134).

\[
\begin{align*}
\text{The first substructure equation:} & \quad Z = b_1ZX + E_1 \\
\text{The second substructure equation:} & \quad Y = b_2YX + b_3YZ + E_2
\end{align*}
\]

Where:
- \( Z \) = Performance
- \( Y \) = Job Promotion
- \( X \) = Emotional Intelligence
- \( E \) = Error

**Discussion**

**The Influence Of Emotional Intelligence To Performance**

The results showed that partial emotional intelligence had a positive and significant effect on the performance of the teller. This proves that the higher the emotional intelligence of tellers have an impact on improving performance, on the contrary if the emotional intelligence of the lower teller has an impact on the decrease of its performance.

The influence of emotional intelligence on the performance of tellers at Bank Mandiri Medan Town Hall area that the higher the ability of the teller in self-motivation, emotional control, recognize the emotions of others, overcome frustration, set the mood to make the teller can realize good performance. Teller who has Self Awareness and Self Regulation is high, in general can be an impact on the ability of the teller to have confidence, adaptability, innovation in work that impact on harmonious working relationships with colleagues and superiors are shown from the results of a high performance assessment also.

Stein and Book (2004) stated that there is a positive relationship between emotional intelligence and success in personal life and work, in his research suggests intelligence intelligence can be used to determine about 1-20% success in work, but emotional intelligence plays a direct 45% job success. Jan Derksen and Theodore Bogels from the Netherlands, find that there is a significant relationship between people with high EQ and their ability to make a lot of money (Stein and Book 2004). In Moniaga (2013) The results show intellectual intelligence (IQ), emotional intelligence (EQ), and spiritual intelligence (SQ) owned by employees of PT headquarters. Bank Sulut partially or jointly significant effect on its performance as an employee.

**The Influence of Emotional Intelligence Against Job Promotion**

The results showed that partial emotional intelligence has a positive and significant effect on promotion. This proves that the higher the emotional intelligence of the teller has an impact on increasing the promotion opportunity of his position, on the contrary if the emotional intelligence of the lower teller has no impact on the decrease of promotion opportunity of his position.

The influence of emotional intelligence on promotion of position at Bank Mandiri Area Medan City Hall that promotion of position done by company to increase productivity of employees to be more active in work. When compared between technical ability, conceptual intelligence and emotional intelligence as a critical determinant of performance, emotional intelligence occupies a more important portion twice than others at all levels of office, so it takes
test emotional intelligence that describes a person's ability to manage the emotions of self, understand colleagues and have high motivation to contribute best for Bank Mandiri Area Medan Town Hall. Kulkarni's research (2009) states that companies apply interventions to identify emotional intelligence levels of managers and supervisors who have an effect on employee performance which is an indicator for promotion of study positions in the automotive industry of Belgaum City, Karnataka, India.

**Influence Performance Against Job Promotion**

The results showed that partial performance has a positive and significant effect on promotion. This proves that the higher the performance of the teller can increase the chance of promotion of his position, on the contrary if the lower teller performance can decrease the opportunity of promotion of his position.

The influence of teller's performance on promotion of position at Bank Mandiri Area Medan City Hall shows that the teller who can achieve good performance by entering the category of optimum capacity and over capacity is a teller who has good performance, reliable, have skills in providing excellent service to customers so that have the opportunity for promotion. The public need for excellent service requires the company to continue to develop all aspects of its business drivers. Good teller performance is one of the spearhead of the success of the company, if a customer feels less satisfied with the service in one bank then he will choose another bank with the main cause can be due to less competent teller in providing services. Therefore, the company gives awards to competent tellers to get promotions. Kadri (2015) performance has a positive and significant impact on promotion. Performance has a bigger and dominant effect on promotion with regression coefficient 0.645.

**The Influence of Emotional Intelligence Against Job Promotion Through Performance.**

The results showed that the emotional intelligence of tellers had an effect on the promotion of his position through performance. This proves that the higher the emotional intelligence of tellers affect their performance that impact on the promotion of office, on the contrary if the emotional intelligence of the teller the lower the influence of its performance that impact on promotion of his position.

The direct influence of emotional intelligence on the promotion of office amounted to 0.147 is smaller than the indirect effect of emotional intelligence on promotion of 0.148 so that it can be concluded that the actual relationship is indirect result is the performance is the intervening variable in this study between the emotional intelligence variable to the promotion variable. The result of path analysis shows that the promotion of position given at the teller of Bank Mandiri Area City Hall is preferred to teller that has high performance compared to other teller, so that the increase of emotional intelligence done teller is one of the efforts to improve performance that impact on the promotion opportunity the greater it is.

Goleman (2009) states that emotional intelligence is the ability to monitor and control one's own feelings and others and to use those feelings to guide thoughts and actions, so that emotional intelligence is indispensable for success in work and produce outstanding performance in work, the employee is promoted to a higher position which is a reward for his work. Sumenge research results (2013) states that there is an indirect influence between emotional intelligence on promotion of office through performance at employees of PT. Bank Rakyat Indonesia Manado Regional Office.
Conclusion

Partial emotional intelligence has a positive and significant influence on the performance of the teller Bank Mandiri Area Medan City Hall. This proves that the higher the emotional intelligence of the teller has an impact on the improvement of its performance. Partial emotional intelligence has a positive and significant influence on the promotion of office teller Bank Mandiri Area Medan City Hall. This proves that the higher the emotional intelligence of tellers has an impact on increasing the promotion opportunities of his position. Partial performance has a positive and significant impact on the promotion of the position of teller Bank Mandiri Area Medan City Hall. This proves that the higher the performance of the teller can increase the chance of promotion of his position. Emotional intelligence affects the promotion of office teller Bank Mandiri Area Medan City Hall through the performance. This proves that the higher the emotional intelligence of tellers affect their performance that impact on promotion of his position.

Reference


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