

The Influence of Job Performance and Employee Competence on Job Promotion

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Abstract: The Effect of Job Performance and Employee Competence on Job Promotion at the Regional Development Planning, Research and Development Agency (Bappelitbangda) Takalar Regency. The purpose of this study was to determine the effect of job performance and employee competence on job promotion at the Regional Development Planning, Research and Development Agency (Bappelitbangda) Takalar Regency. The population in this study were 37 permanent employees at the Regional Development Planning, Research and Development Agency (Bappelitbangda) Takalar Regency and 37 employees at the same time as a sample. The methods in collecting data in this study are questionnaires, observations, and interviews. Methods of data analysis using descriptive methods and inferential statistical methods, namely by using multiple linear regression statistical methods to measure the effect of work performance and competence of employees on job promotion at the Regional Development Planning, Research and Development Agency (Bappelitbangda) Takalar Regency. Based on the F test and t test the independent variables (Job Performance and Employee competence) jointly and partially have a positive and significant effect on the dependent variable (Job Promotion). Through testing the correlation coefficient (R), it was found that the level of correlation between Job Performance and Employee Competence on Job Promotion was a strong relationship, namely 68.2%, while the remaining 31.8% was influenced by other factors.

Keywords: Job Performance, Competence and Job Promotion

INTRODUCTION

In Indonesia, human resource development has entered the era of national bureaucratic reform that aims to realize a performance-based bureaucracy (Hartati, 2020). It is characterized by effective, efficient, and economic governance, focus on results, performance management supported by electronic systems, the precise contribution of each employee to work units, agencies, and the government (Aprilia, Wijaya & Suryadi, 2014). Topo (2010) states that there are three main things in managing or administering an effective and efficient government or bureaucracy: carrying out a step, effort, or optimal treatment and referring to the principles of good governance towards institutions, management (business process), and most importantly the human resources of the apparatus.

The human resources of the apparatus are the most crucial element for government agencies that act as the primary movers in realizing the vision and mission and the goals of government organizations through the agenda (Insani, 2009). One form of human resource development for the State Civil Apparatus is promotion. Position promotion aims to regenerate human resources in the organization for the continuity of the organization itself (Atmojo, 2016). Promotion is a means that can encourage employees to be better or more enthusiastic about doing a job in an organizational environment (Rahayu, 2017). In Fahmi's view (2016: 88), promotion increases an employee from his previous position to a higher position (Fahmi, Kurnia & Mige, 2019). By looking at these facts, the work assessment that leads to a promotion must be carried out effectively to be accepted by all parties

without anyone feeling aggrieved. Performance appraisal and promotion are closely related and also sensitive issues in government. This is by the substance of Law Number 5 of 2014 concerning State Civil Apparatus (ASN) regarding Rank and Position. Career Development, Career Patterns, and Promotion. The discussion of the four materials is arranged sequentially, namely Articles 68, 69, 70, and 71 of the State Civil Apparatus Law containing ranks and positions (Article 69), career development (Article 69), and career patterns promotions (Article 71).

In ensuring the selection of professional and competent people by the competency standards of the position, an open and transparent selection, and promotion mechanism is needed to prevent negative perceptions among employees. The Ministry of State Apparatus Empowerment and Bureaucratic Reform has launched the Grand Design Bureaucratic Reform program, which was sharpened by an action plan of 9 (Nine) Bureaucratic Reform Acceleration Programs, and one of them is the Open ASN Position Promotion System Program. This program aims to ensure the availability of structural officials who have job competencies according to the competencies and requirements required by the position. To achieve this, it is necessary to hold a structural promotion based on merit and an open system, taking into account the continuity of the career of the civil servant concerned. This bureaucratic reform program was then strengthened by the enactment of the Minister of Administrative Reform and Bureaucratic Reform (PAN and RB) Regulation Number 13 of 2014 concerning Procedures for Openly Filling High Leadership Positions in Government Agencies. Meanwhile, Law Number 5 of 2014 concerning State Civil Apparatus mandates that promotion and open selection carry out the career management pattern. This promotion and selection are carried out to place civil servants in government positions (High Leadership Positions and Administrative Positions) with good qualifications, competence, and integrity.

So far, promotions have been carried out with the Position and Rank Advisory Board mechanism in a secure manner, which has not succeeded in positioning ASN officials with qualifications and competencies by the competency standards of their positions. Before giving a promotion decision, superiors should evaluate work performance as subjectively as possible and uphold fairness in the assessment. Nugraha, Bayu & Surya (2016) stated that the unclear job promotion system would lead to employee job dissatisfaction. Hasibuan (2016) states that work performance is work achieved by a person carrying out the tasks assigned to him based on skills, experience, sincerity, and time. Therefore, in promotion, it is necessary to have open assessment criteria, both in terms of skills, experience, sincerity, and time, to advance an organization. This is reinforced by the theory of Mangkunegara, (2017), which states that work performance as a result of work achieved by an employee in carrying out his work by his duties and responsibilities will determine the company's policies in the promotion.

Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning Basic Personnel has also regulated the requirements for filling Civil Servants (PNS) positions. Article 17, paragraph 2 also concerns competence. Competence is one indicator in assessing whether employees are entitled to be promoted or not and even then seen from how great the competencies possessed by employees. According to Pelu, Muslim & Nurfadila, (2020), competence is an individual's ability to carry out a job with and have advantages based on matters relating to knowledge, skills, attitudes. With the work performance possessed by employees, which can be seen in terms of knowledge, soft skills, and a good attitude, it is possible to be promoted with more responsibility. This is also reinforced by the theory proposed by Palan, (2007), which suggests that competence influences meeting the criteria needed for an individual to occupy a position.

Regional Development Planning, Research and Development Agency (BAPPELITBANGDA) Takalar Regency, South Sulawesi. Through this office, the local government BAPPELITBANGDA aims to carry out development planning in its area and working area. The task of BAPPELITBANGDA is to develop regions based on research in the field of development and society, the preparation of basic regional patterns, the preparation of annual development programs, to the design of the development budget. Related to these tasks and functions, BAPPELITBANGDA also has the role of authorizing letters and licensing for housing and shop development for developers, one of the letters is the Principle Permit for building permits for both houses and other properties and a Certificate of General Spatial Planning (RUTR). The exciting thing about the Regional Development Planning Agency (BAPPELITBANGDA) agency in Takalar Regency wherein the initial observations, the researcher interviewed several employees related to the promotion of positions within the

BAPPELITBANGDA scope where some of the employees stated that in terms of promotions the job promotion system was not fully open so that it creates a sense of dissatisfaction among employees towards promoted employees. In addition, employees who get promotions are not people who are by their abilities or soft skills as seen from their work performance so far, but there is an emotional relationship factor. Some of the employees who excel are more deserving of the position than the employees who are promoted. Some employees are not satisfied with the decisions taken in promoting employees within the scope of the BAPPELITBANGDA Office in Takalar Regency.

The phenomenon at the BAPPELITBANGDA Office in Takalar Regency is no longer by the substance of Law Number 5 of 2014 concerning State Civil Apparatus (ASN) regarding Rank and Position, Career Development, Career Patterns, and Promotions and Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning Basic Personnel have also regulated the requirements for filling civil servants (PNS) who are currently civil servants Apparatuses. State (ASN). Previous research that has been done previously related to work performance shows that work performance has a significant influence on the promotion of positions and research conducted by (Sasmita & Mujiati, 2016; Arfina, A. 2018; Mujahidah, 2019).

LITERATURE REVIEW

Human Resource Management

Human resource management is a series of organizational activities that attract, develop, and retain an effective workforce. Managers have a significant role in directing people to achieve the expected goals, including thinking about how to have human resource management (HRM) that can work effectively and efficiently. It has become the general goal of the HR department to provide maximum job satisfaction to the management of the company, which is further able to influence company value both in the short and long term.

Work performance

Work performance results from an employee's work over a certain period compared to various possibilities, such as standards, targets/targets, or criteria that have been determined in advance and mutually agreed upon. Work performance results from work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him (Mangkunegara, 2013). Meanwhile, in government regulation number 46 of 2011, work performance is achieved by civil servants in organizational units by employee work goals and work behavior.

Competence

Muslim et al., (2018) stated that Competence is an individual's ability to carry out a job with and have advantages based on knowledge, skills, and attitudes. Based on the Decree of the Head of the State Civil Service Agency (BKN) No. 46 A of 2013 concerning Guidelines for Compiling Structural Position Competencies of Civil Servants states that Competence is the ability and characteristics possessed by a Civil Servant in the form of knowledge, skills, and any behavioral attitudes required in carrying out their duties, so that the Civil Servant can carry out their duties professionally, effectively and efficiently. Some understandings from experts and government regulations related to Competence can be concluded that Employee Competence is the ability of employees to carry out their duties professionally and work effectively and efficiently through various competencies possessed such as knowledge, soft skills, and attitudes. In the Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Management of Civil Servants, it says that employee competence is measured through three things, namely as follows:

1. **Managerial Competence** is related to knowledge, skills, and attitudes or behaviors that are observed, measured, developed to lead and manage organizational units.
2. **Technical Competence** is knowledge, skills, and attitudes or behaviors that are observed, measured, and developed that are specifically related to the technical field of the position.

3. **Cultural Social Competence** is knowledge, skills, and attitudes or behaviors that are observed, measured, and developed related to the experience of interacting with a pluralistic society in terms of religion, ethnicity and culture, behavior, insight, nationality, ethics, values, morals, and principles, which must be fulfilled by each position holder to obtain work results by roles, functions, and positions.

Job Promotion

Edison et al., (2016) stated that promotion is a process of increasing a person's class, rank, or position at a better level and is part of the career planning process. According to Fahmi (2016: 88), promotion increases an employee from his previous position to a higher position. A promotion also means a transfer from one position to another that has a higher status and responsibility. For example, the position of an employee can be to a super supervisor position. There may even be a promotion from the head of a small regional division to a large regional division.

Law of the Republic of Indonesia concerning State Civil Apparatus no. 5 of 2014, the basis for the promotion of an employee is:

1. Qualifications are the skills required to occupy certain positions
2. Teamwork is an action taken by two or more people in order to achieve a common goal
3. Creativity is the ability that an employee must have to create something new to give ideas in solving problems or as the ability to see new relationships between elements that already exist.
4. brought from the center for assessment for promotions

RESEARCH METHOD

In this study, researchers used qualitative and quantitative research approaches. What is meant here is how researchers can describe and analyze phenomena, events, social activities, attitudes, and thoughts individually and in groups. This research was conducted at the Regional Development Planning, Research and Development Agency (BAPPELITBANGDA) of Takalar Regency, South Sulawesi. In this study, the population is the employees of the Regional Development Planning Agency, totaling 37 employees. Arikunto (2008) states that if there are less than 100 samples, it is better to take all of them until the research is a population study. The type of data used in this study is the collection of data; this study was carried out by distributing questionnaires to all respondents. The data that has been collected will be processed using the SPSS tool through several stages of testing such as validity and reliability tests; then, multiple linear regression tests are carried out by testing simultaneously or partially from each independent variable and dependent variable.

RESULTS AND DISCUSSION

Validity and Reliability Test Results

Table 1. Validity and Reliability Test Results

Variable	Question Items	Validity Test		Realibility Test	
		Coefficient Correlation	Info	Alpha Cronbach (a)	Info
Work performance (X1)	X1.P1	0.424	Valid	0.830	Reliable
	X1.P2	0.651	Valid		
	X1.P3	0.560	Valid		
	X1.P4	0.665	Valid		
	X1.P5	0.321	Valid		
	X1.P6	0.452	Valid		
	X1.P7	0.562	Valid		
	X1.P8	0.508	Valid		
	X1.P9	0.589	Valid		
	X1.P10	0.500	Valid		

Competence (X2)	X2.P1	0.512	Valid	0.834	Reliable
	X2.P2	0.454	Valid		
	X2.P3	0.684	Valid		
	X2.P4	0.568	Valid		
	X2.P5	0.741	Valid		
	X2.P6	0.478	Valid		
	X2.P7	0.369	Valid		
	X2.P8	0.741	Valid		
	X2. P9	0.489	Valid		
Job Promotion (Y)	Y.P1	0.553	Valid	0.670	Reliable
	Y.P2	0.389	Valid		
	Y.P3	0.492	Valid		
	Y.P4	0.379	Valid		

In this study, the Durbin-Watson value was 1.906, while the statistical DU value obtained was 1.5904. A data is said to be free of autocorrelation if DW is between DU and $4 - DU$. So that we get $DU < DW < 4 - DU = 1.5904 < 1.906 < 2.4096$. So it can be concluded that this test is free from autocorrelation. Simultaneous test results (F-Test) obtained from the SPSS output 24.0, the value of the Correlation Coefficient (R) = 0.682 which indicates that there is a fairly strong relationship between work performance (X1) and Competence (X2) simultaneously on Job Promotion (Y) At the Regional Development Planning, Research and Development Agency (Bappelitbangda) of Takalar Regency. The determinant coefficient (R square) of 0.465 or 46.5% states that the effect of work performance (X1) and competence (X2) influences job promotion (Y) combined. At the same time, the remaining 53.5% is influenced by other variables not included in this study.

The F-count obtained based on the test results is 14.777, with a significant level of 0.000. The F-table data obtained from the statistical table is 1.752. If F-count is greater than F-table, then the independent variable influences the dependent variable. If the significant value is below 0.050, it means that the independent variable influences the dependent variable. The results obtained in this study are $F\text{-count} > F\text{-table}$ ($14.777 > 1.752$) and a significant value of $0.000 < 0.050$. This shows that in the F-test or combination, the independent variables (Work Achievement (X1) and Competence (X2) affect the dependent variable (Position Promotion (Y)).

Furthermore, based on partial testing or T-test, job performance and competence affect promotion at the BAPPELITBANGDA office in Takalar Regency. This can be concluded from the significant value less than 0.050 or by comparing the T-count value with T-table. If T-count is greater than T-table statistically, it can be interpreted that the variable is significant.

The significant value of the Work Achievement variable (X1) is 0.047, and competence (X2) is 0.002. These results indicate that partially all variables have a significant effect because the significant value is less than 0.050. Furthermore, the T data -Statistic table obtained is 2.026. T-count value of work performance (X1) $2.059 > T\text{-table}$ 2.026 and Competence (X2) $3,380 > T\text{-table}$ 2,026. This analysis indicates that of the two variables that have a positive and significant effect, the variable of employee competence has the most dominant influence in increasing promotions at the BAPPELITBANGDA office in Takalar Regency.

Table 2. Simultaneous Testing

Dependent variable	Independent Variable	Model Summary		Anova	
		R	R-Square	F-ratio	Sig.
Job Promotion (Y)	1. Work Performance (X1) 2. Competence (X2)	0.682	0.465	14.777	0.000

Based on table 2, the calculation results show the ANOVA table obtained an F-count value of 14,777 with a significant level of 0.000. Thus, the F-count is greater than the F-table of 1.752 and less than 0.05 (5%).

Table 3. Partial Test

Independent Variable	Beta Coefficient	t-value	Standardized Coefficient Beta	P-Sig	Info
Work performance	0.257	2.059	0.296	0.047	Significant
Competence	0.513	3.380	0.486	0.002	Significant
Constant	1.003	1.582		0.123	
T-table test = 2.026			t – count > t – estimated		
			t – count > t – estimated		

Table 4 shows that the Work Performance variable (X1) with a regression coefficient value of 0.047, and Coefficient B for Work Performance of 0.257, Employee Competence (X2) with a regression coefficient value of 0.002, and Coefficient B for Employee Competence of 0.513. Thus, the variables of Work Achievement (X1) and Employee Competence each have a dominant influence on the Promotion of Positions at the Regional Development Planning, Research and Development Agency (Bappelitbangda)".

The results showed that the variables of Work Achievement and Competence of Employees together had a positive and significant effect on Job Promotion and partially where Job Performance and Competence of Employees all had a positive and significant effect on Job Promotion. The discussion on the effect of Work Performance and Employee Competence on Promotion of Position at the Regional Development Planning, Research and Development Agency (Bappelitbangda) in Takalar

Discussion

Work Achievement affects the Promotion of Positions.

Work Performance is a result of work achieved based on tasks including quantity, quality, and timeliness in an organization, both private and government, my work goals or organizational goals. "Work achievement is a result of work achieved based on tasks including quantity, quality, and timeliness in an organization, either private or government, according to work goals or organizational goals. Meanwhile, in government regulation Number 46 of 2011, work performance is achieved by civil servants in organizational units by employee work goals and work behavior. Mangkunegaran (2017) states that work performance as a result of work achieved by an employee in carrying out his work by his duties and responsibilities will determine the company's policies in the promotion.

Job Performance has a positive and significant effect on Job Promotion. This means that good work performance is reflected through quantity, quality, time, and cost of employee work targets. Then it is reflected in work behavior related to public service orientation, integrity, commitment to the organization, employee discipline, cooperation, and the leader himself that can positively impact promotions. Based on confirmatory factor analysis, it can be explained that the contribution of employee behavior indicators in terms of integrity; As an employee, in carrying out my duties, I am honest, sincere, and never disappoint the responsibilities given to me. The respondent's response is a measure of the most significant Work Achievement variable and then followed by other indicators, including service orientation, commitment, quality, discipline, cooperation, cost, quantity, time, and the last leader. This means that the integrity indicator dominates as a measure of the work performance variable compared to other indicators used in the study. So the Job Promotion variable is influenced by the Work Achievement variable, especially the integrity of employees at the Regional Development Planning, Research and Development Agency (Bappelitbangda) in Takalar.

Employees are respondents as the object studied in this study which is the primary source in the data collection process where all of them are permanent employees. Respondents in this study had educational levels ranging from high school, undergraduate, and postgraduate. However, the most dominant as research respondents, namely the education level of Bachelor as many as 22 respondents or 59% of the total 37 respondents who were sampled in this study. The results of this study are also supported by research conducted by IG Agus P and IG Ayu Dewi (2020), Ida Ayu Gita Dwi Sasmita (2016), Utari Katrina Sinaga (2014), Arfina (2018), and Fikky CS (2016). Where employee work

performance has a positive and significant effect on promotion, while research by Mujahidah (2019) measured work performance through employee performance does not affect promotion.

Employee Competence affects Position Promotion.

Employee competence is the ability of employees to carry out their duties in a professional manner, working effectively and efficiently through various competencies possessed, such as knowledge, soft skills, and attitude. Employee competence is the ability of employees to carry out their duties in a professional manner, working effectively and efficiently through various competencies possessed, such as knowledge, soft skills, and attitudes. At the same time, the Decree of the Head of the State Civil Service Agency (BKN) No. 46A of 2013 concerning Guidelines for Compilation of Structural Position Competencies of Civil Servants states that competence is the ability and characteristics possessed by a Civil Servant in the form of knowledge, skills, and any behavioral attitudes required in carrying out their duties so that the Civil Servant can carry out his duties. Professionally, effectively and efficiently.

Employee Competence has a positive and significant effect on Job Promotion. This means that the competence of employees in the Regional Development Planning, Research and Development Agency (Bappelitbangda) in Takalar is reflected through managerial competence, technical competence, and socio-cultural competence. This is in line with the theory put forward by Palan (2007), which suggests that competence influences meeting the criteria needed for an individual to occupy a position. Based on the analysis of confirmatory factors, it can be explained that the contribution of indicators of socio-cultural competence; Tolerance among employees is highly upheld together where respondents' responses are the most significant measuring competence variable and then followed by other indicators, which include the orientation of technical competence and managerial competence. This means that socio-cultural indicators dominate as a measure of the competency variable compared to other indicators used in the study. So the Job Promotion variable is influenced by the competency variable, especially the cultural competence of employees at the Regional Development Planning, Research and Development Agency (Bappelitbangda) in Takalar.

Most of the employees in this study were male, as many as 20 people or 54%; this was by the work needed because most of the work was in the field in these agencies. Meanwhile, in terms of the dominant education level, 22 people or 59% are undergraduates; this also shows that the level of employee knowledge has been able to provide good results on performance and at the same time be able to have an impact on future promotions and for employees aged 30-39 years as many as 13 people. . With a productive age, it is also able to provide good performance results compared to those who are almost no longer productive and are just waiting for retirement. The results of this study are also supported by research conducted by IG Agus P and IG Ayu Dewi (2020), Ida Ayu Gita Dwi Sasmita (2016), Utari Katrina Sinaga (2014), and Fikky CS (2016), where employee competence has a positive and negative effect on significant to promotion.

Work Performance and Employee Competence simultaneously affect the Position Promotion

the Regional Development Planning, Research and Development Agency (Bappelitbangda) Takalar Regency, South Sulawesi. Through this office, the local government BAPPELITBANGDA aims to carry out development planning in its area and working area. The task of BAPPELITBANGDA is to develop regions based on research in the field of development and society, the preparation of basic regional patterns, the preparation of annual development programs, to the design of the development budget. Therefore, to support this task, it is necessary to have competencies that employees must possess as support for the success of an organization. In this study, the results show the work performed and competencies possessed by employees of the Regional Development Planning, Research and Development Agency (Bappelitbangda) of Takalar Regency. It is perfect where based on the results of the ANOVA table, work performance and employee competence have a simultaneous effect on promotion. Work performance with indicators of employee work targets in terms of quantity, quality, time, and cost than the second work behavior in terms of service orientation, integrity, commitment, discipline, cooperation, and leadership. Furthermore, competence is seen from indicators of managerial competence, technical competence, and socio-cultural competence. The two variables with their respective indicators influence an employee to be promoted with more responsibilities than before. The results of this study are also in line with research conducted by IG

Agus P and IG Ayu Dewi (2020), Ida Ayu Gita Dwi Sasmita (2016), Utari Katrina Sinaga (2014), and Fikky CS (2016). Where employee work performance has a positive and significant effect on promotion.

CONCLUSIONS AND SUGGESTIONS

From the study results where Job Performance has a positive and significant effect on Position Promotion at the Regional Development Planning, Research and Development Agency (Bappelitbangda) Takalar Regency, South Sulawesi. This means that good work performance is reflected through quantity, quality, time, and cost of employee work targets. Then it is reflected in work behavior related to public service orientation, integrity, commitment to the organization, employee discipline, cooperation, and the leader himself that can positively impact promotions. Competence has a positive and significant effect on Position Promotion at the Regional Development Planning, Research and Development Agency (Bappelitbangda) Takalar Regency, South Sulawesi. This means that the competence of employees in the Regional Development Planning, Research and Development Agency (Bappelitbangda) in Takalar is reflected through managerial competence, technical competence, and socio-cultural competence. Work Performance, Employee Competence, together or simultaneously, have a positive and significant effect on the Promotion of Consumer Purchase Positions. This means that these two variables can have a significant influence in influencing the Promotion of Positions at the Regional Development Planning, Research and Development Agency (Bappelitbangda) of Takalar Regency, South Sulawesi.

Regional Development Planning, Research and Development Agency (Bappelitbangda) of Takalar Regency. It is better to improve the HR management strategy of Work Performance, Employee Competence, leadership, and employee relationship factors to provide further improvements to Position Promotion. The leadership of the Regional Development Planning, Research and Development Agency (Bappelitbangda) of Takalar Regency should pay attention to the competencies possessed by each employee by the standards required by ASN. In addition, the leadership should provide recommendations to ASN whose education level is still high school; it is better to send them to school so that knowledge, abilities, and soft skills can be better so that employee performance in the future will be even better.

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