

THE EFFECT OF POSITION PROMOTION AND COMPETENCY ON EMPLOYEE PERFORMANCE OF PT. LAMPUNG REGIONAL DEVELOPMENT BANK

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Abstract. *The purpose of this study was to determine the effect of promotion and competence on PT employees' performance. Lampung Regional Development Bank. The hypothesis of this research is that promotion and competence affect the performance of employees in PT. Lampung Regional Development Bank. This research uses 56 employees as a sample. The research data techniques use the questionnaire method, documentation and observation. The data analysis method uses a quantitative approach with SPSS version 21.0 statistical tools, including the A validation test calculation, reliability test, linear regression test, T test, F test and coefficient of determination test. The hypothesis is the effect of job promotion on performance partially shows that job promotion has an effect on employee performance with a 61.8 % contribution. Competence affects employee performance with a 58 % contribution. Promotion and competence together have a positive and significant impact on employee performance with a 61.8 % contribution. The remaining 38.2% are other variables not examined, such as leadership style, discipline and so on.*

Keywords: *Promotion, Competence, and Performance.*

PENGARUH PROMOSI JABATAN DAN KOMPTENSI TERHADAP KINERJA KARYAWAN PT. BANK PEMBANGUNAN DAERAH LAMPUNG

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Abstrak. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh promosi jabatan dan kompetensi terhadap kinerja karyawan PT. Bank Pembangunan Daerah Lampung. Hipotesis dari penelitian ini adalah promosi jabatan dan kompetensi berpengaruh terhadap kinerja karyawan dalam perusahaan PT. Bank Pembangunan Daerah Lampung. Sampel yang digunakan dalam penelitian ini berjumlah 56 karyawan. Teknik pengumpulan data meliputi kegiatan metode kuesioner/ angket, dokumentasi dan observasi. Metode analisis data menggunakan pendekatan kuantitatif dengan alat statistik SPSS v21.0 meliputi perhitungan uji validasi, uji reliabilitas, uji regresi linier, uji t, uji F dan uji koefisien determinasi. Hasil pengujian hipotesis pengaruh promosi jabatan terhadap kinerja secara parsial menunjukkan bahwa promosi jabatan berpengaruh terhadap kinerja karyawan dengan kontribusi sebesar 61,8%. Kompetensi berpengaruh terhadap kinerja karyawan dengan kontribusi sebesar 58%. Promosi jabatan dan kompetensi secara bersama-sama berpengaruh positif dan signifikan terhadap kinerja karyawan dengan kontribusi yaitu sebesar 61,8%, sedangkan sisanya sebesar 38,2% merupakan variabel lain yang tidak diteliti, seperti gaya kepemimpinan, disiplin dan sebagainya.

Kata Kunci: Promosi, Kompetensi, dan Kinerja.

INTRODUCTION

Promotion of positions and employee competencies are strategies that companies widely use to improve the performance of their employees. Mangkuprawira (2004: 196) reveals that promotion can encourage good employee performance. Employees generally try to do their best work if they believe that high performance leads to promotion.

According to Thoha (2005:33) promotion is a reward given to employees who excel in taking on greater responsibilities in the form of promotions or positions. In comparison, the position is a position that shows the duties, responsibilities, authorities, and rights of an employee in the framework of the structure of an organization, both structural positions and functional positions. So it can be concluded that promotion is the transfer of power/authority to a higher level in accordance with certain responsibilities and obligations. Yani (2016) revealed that one of the factors suspected of influencing employee performance in the company is promotion.

Promotions are given to employees who prove their ability and loyalty to the company and indicate their ability to hold a higher position. These factors can be sourced from the organization, from the employees themselves or from outside the employees and the organization. Hasibuan (2002) says that employees who are promoted to the right position at work can further improve the resulting performance. And other factors that can support the success of employee performance are the abilities or competencies possessed by employees. With adequate work skills, employees are expected to be able to overcome all work problems so that work tasks can be completed better. So that the ability to work can be improved through training.

According to Mangkuprawira (2009:135) training is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, according to standards. The purpose of holding training and development carried out by the company for employees is because the company wants a change in employee performance so that it can be by company goals. Training and performance have a close relationship where to be able to achieve high performance are largely determined by the ability and skills and high employee knowledge from the results of the training.

PT. Lampung Regional Development Bank, to improve the performance of its employees, the company conducts competency training for its employees. based on the results of observations made by the author, he obtained data on competency training undertaken in 2019 and 2020

Based on data from the Regional Development Bank of Lampung. 2020 training organized by the company, there is no training that reaches the company's target.

The problem of promotion and employee competence as described above is one of the causes of the low performance of employees of PT Bank Pembangunan Daerah Lampung. This is indicated by the fact that the company's profits fluctuate, from the data obtained, the gain of the company PT. The Lampung Regional Development Bank experienced instability in the profits received.

THEORETICAL BASIS

Employee performance

Employee performance is the ability to achieve job requirements, namely when work targets can be completed at the right time or do not exceed the provided limits

so that the goals will be following company morals and ethics. Bernard and Russel (2015:270) state that employee performance is the result of certain job functions or activities on certain jobs over a certain period, which shows the quality and quantity of the work.

Mangkunegara (2015:270) expressed an opinion about employee performance as follows: "Employee performance is the result of work in quality and quantity achieved by an employee in carrying out tasks following the responsibilities given to him".

Performance Criteria

Performance criteria are the dimensions of evaluating the performance of an employee, a team, and a work unit. Taken together these dimensions are the performance expectations that individuals and teams seek to meet to achieve organizational strategy.

According to Schuler and Jackson in Harsuko (2001), there are three basic types of performance criteria, namely:

1. Criteria based on the nature of deciding on an employee's characteristics, loyalty, reliability, communication skills, and leadership skills are traits that are often assessed during the appraisal process. This type of criteria is
2. Behavior-based criteria focus on how the work is carried out. Such criteria are essential for jobs that require interpersonal relationships. For example, is the employee friendly or pleasant.
3. Criteria based on results, these criteria are increasingly popular with the increasing emphasis on productivity and international competitiveness. This criterion focuses on what has been achieved or produced rather than how something was achieved or produced.

Job Promotion

Every employee's motivation in working for a company is because of the

opportunity to advance and develop. Every employee expects an increase from the position he has, occupies a higher position, and earns a higher income than what he currently has. This causes employees to want progress in their lives. Promotion is one way to achieve this goal.

Promotions provide an important role for every employee, even being a dream with this promotion means that there is trust and measurement regarding a higher position. Thus, promotion will provide greater social status, authority, responsibility, and income for the employee concerned.

Experts provide various definitions of promotion, as follows: According to Hasibun in Eko (2019: 18) it is the transfer of employee authority and responsibility to higher positions within a company which is followed by an increase in obligations, rights, status, and income. According to Fahmi (2016: 88), promotion is an increase in an employee's position from the previous position to a higher position. According to Nitisemito (1996: 81), promotion is the process of transferring employees from one position to another higher position, which is always followed by assignments responsibilities and higher authorities than previously occupied positions.

According to Hasibuan in Khoirul (2015) the basic guidelines for promoting employees are as follows:

1. Experience (seniority), promotion is based on the length of the employee's work experience. The consideration is work experience, for those who have worked in the company the longest, will get the first opportunity to be promoted.
2. Ability, Position Promotion is based on a proficiency assessment. Employees who are capable or experts have the opportunity to get first priority to be promoted.
3. Combination of experience and skills; promotion is based on experience and

skills. The considerations are based on the length of service, the formal diploma held, and the results of the class promotion exam. Based on the explanation above, the third method is arguably the best and most appropriate way, because it promotes the most experienced and smartest people. The weakness of promotions based solely on experience or skills can be overcome.

Competence

The terms competence, "competence" and "competent" which in Indonesian are translated as competence, skills, and empowerment refer to the state of being able and appropriate. The English dictionary describes "competence" as a state of being suitable, adequate, or suitable. Competence is associated with abilities, knowledge/insights, and attitudes that are used as guidelines in carrying out the responsibilities of the work carried out by employees. However, in the context of their work, competence has two different meanings, depending on the organizational frame of reference.

RESEARCH METHODS

The object of this research is the promotion, competence and performance of employees at bank Lampung. Thus the population in this study are all employees of the Lampung Bank. The sample is the subject of the population, consisting of several members of the population (Ferdinand, 2011: 28). Determination of the model in this study, the authors refer to the opinion of Arikunto (2012:101), which states that if the subject is less than 100, the entire population will be taken as a sample. In this study, the total population at Bank Lampung amounted to 57 employees.

Based on this, the sample used is the entire population minus one person,

namely the author, so 56 employees are determined.

In this study, the types of data required are:

1. Primary Data

Primary Data is data obtained directly without intermediary people or other institutions as third parties. This primary data was obtained by distributing research instruments in questionnaires to the respondents.

2. Secondary Data

Is data obtained through other people related to the problem being solved.

Quantitative analysis is an analytical method with numbers that can be calculated or measured, and in the process, uses statistical tools. Statistics itself is a scientific method used to collect, process, analyze, and interpret data in the form of numbers, then draw conclusions on the data, where the data is presented in tables, graphs, or images. Statistical data processing in this study by using the SPSS application.

To obtain data from respondents properly, the questionnaire as a research data collection instrument must meet the validity and reliability requirements. For this reason, the questionnaire must first be tested for the level of validity and reliability.

RESEARCH RESULTS AND DISCUSSION

Simultaneous calculation between Position Promotion variables (X1) and Competence (X2) together (simultaneously) on the Performance variable Employee (Y) at Bank Lampung through the results of calculations through the SPSS version 21.0 program as follows:

Simultaneous Calculation of Correlation CoefficientThe

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786 ^a	.618	.604	2.232	1.878

a. Predictors: (Constant), Kompetensi, Promosi Jabatan

b. Dependent Variable: Kinerja Karyawan

The correlation between promotion and competence with employee performance is 0.723, meaning that the three variables have a close and positive relationship. This means that the better the Promotion of Position and Competence on Employee Performance is increasing. On the contrary, if the Organizational Culture and Competence are not good, then the Employee Performance at Bank Lampung will decrease. Coefficient of Determination (KD) = $R = 0.786 = 0.618 = 0.618 \times 100\% = 61.8\%$. So it can be concluded that the magnitude of the influence of Position Promotion and Competence on Employee Performance is 61.8% and the remaining 38.2% due to adjustment of other factors that the author did not examine in this research.

Based on the results of the study, the data obtained from multiple regression calculations between Promotion of Position (X1) and Competence (X2) on Employee Performance (Y) as follows:

calculation of Multiple Regression Between Promotion, Environment Employee Work and Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized t Coefficients		Sig.
	B	Std. Error	Beta		
(Constant)	13.133	3.473		3.781	.000
1 Promosi Jabatan	-.758	.332	-.719	-2.286	.026
Kompetensi	2.214	.479	1.454	4.622	.000

a. Dependent Variable: Kinerja Karyawan

Based on the results of the t-test, it is obtained that the count for the Job Promotion variable (X1) = 2,286 and the tcount for the Competence variable (X2) are = 4,622. So it can be concluded that promotion and competence affect employee performance at Bank Lampung. Based on the table above, then the following equation is entered:

$$Y = 13.133 - 0.758X_1 + 2.214X_2.$$

Every time there is an increase in the value of the Position Promotion variable by one point, then Employee Performance will decrease by 0, 758point. Every time there is an increase in the value of the Competency variable by one point, then Employee Performance will increase by 2,214 points.

Based on the information above, it can be concluded that the value of the regression coefficient $X_1 = 0.758$ is greater than the regression coefficient $X_2 = 2.214$.

This shows that the contribution of the Competency variable is higher or dominant compared to Position Promotion in improving Performance Employees at Bank Lampung

From the results of the study, it was stated that the promotion of employees.

At the Office of PT. Lampung Regional Development Bank is in a suitable category. The calculation result of the correlation level between Position Promotion Variable (X1) and Employee Performance (Y) of 0.709 is included in the strong category (0.600 –0.799). The magnitude of the coefficient of determination between Job Promotion and Employee Performance is = 61.8%. Partial hypothesis testing through t-test (test) obtained the calculated value between Job Promotion and Employee Performance of t count = 6,838 > t table = 2,0003. The regression equation between Job Promotion and Employee Performance at

Bank Lampung is $Y = 13,215 + 0.718X_1$, which shows every one-point increase in the Job Promotion variable will be followed by an increase in the Employee Performance variable at Bank Lampung by = 0.718 points.

"The results show that the Competence (X_2) of employees at PT. Lampung Regional Development Bank is in a good category. The results of the calculation of the correlation level between the Competency variable (X_2) and the Employee Performance variable (Y) at the Lampung Bank Office is 0.682, including in the strong category (0.600 – 0.799). The magnitude of the Coefficient of Determination between Competence (X_2) and Employee Performance (Y) is 58%. The partial hypothesis test through t-test (test) is that the calculated value between Competence and Employee Performance is $t_{count} = 8,642 > t_{table} = 2,003$. The regression equation between Competence and Employee Performance at Bank Lampung is $Y = 11.039 + 1.160X_2$, which shows that every one-point increase in the Competence variable will be followed by an increase in the Employee Performance variable at Bank Lampung by 1.160 points. This shows that competence also has an influence on improving employee performance at the Lampung Bank Office.

CONCLUSION AND IMPLICATION

Based on the data analysis and discussion in the previous chapter, the following conclusions are obtained:

1. There is an effect of Job Promotion on Employee Performance at PT. Lampung Regional Development Bank, this is evident from the results of the calculation of the correlation level between variables of 0.681, included in the strong category, namely (0.600 - 0.799). The coefficient of determination between promotions and employee

performance is 61.8%. Partial Hypothesis Testing through t-test (test) obtained the calculated value between Job Promotion and Employee Performance of 6.838 and the result of $t_{count} = 6.838 > t_{table} = 2.003$. The regression equation for Job Promotion on Employee Performance is $Y = 13,215 + 0.718X_1$. These results indicate an influence between Job Promotion on Employee Performance at PT. Lampung Regional Development Bank.

2. There is an influence of the Competency variable on Employee Performance At PT. Lampung Regional Development Bank, this is evident from the results the calculation of the level of correlation between variables of 0.762, included in the strong category (0.600 – 0.799). The coefficient of determination between competence and employee performance is 58%. Partial Hypothesis Testing through the t-test (test) obtained the t_{count} value between Competence on Employee Performance = 8.642 and $count > t_{table} 2.003$. The regression equation for Competence on Employee Performance is $Y = 11.039 + 1.160X_2$. These results indicate an influence between competence and employee performance at PT. Lampung Regional Development Bank.
3. Promotion of Position and Competence together have an effect
1. positive and significant on employee performance at Bank Lampung offices, because the results of the calculation of the F-test obtained the results 42.876 and much greater than the value of $F_{table} = 3.165$ at a significant level of 5% with $Dk (56-1) = 55$. So F_{count} is greater than F_{table} ($F_{count} > F_{table}$). The result of the coefficient of determination test shows

that the value of R square of 0.618, meaning that the variables of Position Promotion and Competence can influence employee performance by 61.8%. In comparison, the remaining 38.2% are other variables not examined, such as leadership style, discipline, inherent supervision and so on.

Based on the research results, future implications are formulated as follows:

1. On the Job Promotion, variables that need attention to promotion is an indicator regarding question items cooperation. Increasing this indicator can be done by the leadership by means of good communication with employees so that communication between employees can be built, so that good cooperation can be created between employees.
2. On the Competence variable, which needs attention to improvement of Competence is that there are indicators of Purpose and Loyalty in work. The solution to improving these indicators is that the company provides training for employees and improves education for employees. This is also useful for improving the quality of employees for the sake of progress and success with the company.
3. Employee Performance Variables that need attention are indicators of an employee's sense of responsibility towards his work. Employees are always on time in completing work, realizing a good level of employee performance in terms of punctuality in completing work. It is necessary to formulate a standard duration of time needed to complete work for mutual success and prosperity.

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