



ANALYSIS OF THE FACTORS INFLUENCING THE PROMOTION OF CIVIL SERVANT POSITIONS IN THE GOVERNMENT OF NORTH BUTON REGENCY

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ABSTRACT

The purpose of this study was to examine and explain the influence of seniority, work performance, education and training, nepotism, and loyalty to the promotion of civil servants in the North Buton Regency Government. This research approach is explanatory research with data collection carried out cross-sectionally through a questionnaire. The respondents of this study were all civil servants of the North Buton Regency government, totaling 657 people. The size of the sample was determined using the Slovin formula so that a total sample of 87 people was obtained using a proportional stratified random sampling technique. The analytical tool used to answer the problems and hypotheses of this study is Multiple Linear Regression Analysis. The results of the study show that seniority, work performance, education and training, nepotism, and loyalty have a positive and significant effect on promotion. Seniority has a positive and significant effect on promotion, work performance has a positive and significant effect on promotion, education, and training have a positive and significant effect on promotion, Nepotism has a positive and significant effect on promotion, and Loyalty has a positive and significant effect on promotions for Civil Servants in the North Buton Regency Government. The dominant factor that influences promotion is education and training with indicators that employees have passed the Education and Training Center in a fairly good category.

Keywords: *Seniority, Work performance, Education and training, Nepotism, Loyalty, and promotions*

INTRODUCTION

Realizing good governance in the North Buton Regency Government is strongly influenced by existing Human Resources (HR), both in quality and quantity. Therefore it is necessary for human resource management that can regulate the continuity of an organization so that its utilization is under the required needs.

In 2020 the election of the Head will be held Regional Regent and Deputy Regent of North Buton Regency. In the regional head election, Dr. H. Ridwan Zakaria, M.Si and Ahali, SH, MH was elected as Regent/Deputy Regent of North Buton Regency for the period 2021 to 2024. The replacement of the Regent and Deputy Regent has an impact on the work direction and organizational structure of the Civil Servant positions in government agencies. The elected regent of North Buton Regency during his term of office until now, June 2022 has carried out inaugurations in the form of promotions, transfers, and demotions 9 times. Namely the first inauguration on 05 February 2021, the second inauguration on 06 May 2021, the third inauguration on 05 August 2021, the fourth inauguration on 07 October 2021, the fifth inauguration on 03 September 2021, the sixth inauguration on 31 December 2021, the seventh inauguration on 17 February 2022.

Civil Servants occupy a very important role in government agencies. If the Human Resources in government agencies are incompetent, it is almost certain that the management of an agency cannot run properly. Various factors influence the unsatisfactory quality of public services, one of which is the lack of understanding of Civil Servants in their field of work, and even tend not to like the job. This shows that there are problems in government organizations, namely structural problems and the placement of employees which will later affect public services. So that the principle of the right man in the right place can be realized in order to encourage the professionalism of Civil Servants which will directly affect the quality of public services. Various ways have been taken to improve the quality of the State Civil Apparatus so that it is effective and efficient at work. One way to improve the quality and sense of responsibility of the North Buton Regency Government apparatus in providing excellent service to the community is through a career development program or promotion of positions for Civil Servants within the North Buton Regency Government. Civil Servants who have good work performance, expertise needed by the organization, and have met the requirements to occupy a higher position, will be less enthusiastic if they do not get a promotion. One way to improve the quality and sense of responsibility of the North Buton Regency Government apparatus in providing excellent service to the community is through a career development program or promotion of positions for Civil Servants within the North Buton Regency Government.

In some of the results of previous research, there are inconsistent research findings regarding the analysis of factors that influence promotion and this is used as a Research Gap that researchers use, to re-examine similar topics at other places and locations.

LITERATURE REVIEW

Human Resources Management Concepts

Human resources are one very important factor in an agency besides financial and budget factors. Therefore, human resources must be managed properly to increase the effectiveness and efficiency of the organization, as one of the functions in an institution known as human resource management. Human resource management is part of the strategic function of management which focuses on human resource elements. Currently, human resources are considered an asset for organizations, no longer machines or humans and partnerships.

(Armstrong, 2020) argues that professional human resource management arrangements need to be made, so that employees work productively, this professional management of employees must start from the recruitment of employees, selection, clarification, and determination of employees according to their abilities, reasoning, and performance development. Meanwhile (Mondy & Martocchio, 2016) argues that Human Resource Management is the use of several individuals to achieve organizational goals. Consequently, all managers must get things done through the efforts of others, and this requires effective human resources. And according to (Hasibuan, 2017) what is meant by human resource management is a field of management that

specifically studies the relationship and role of humans in corporate organizations.

Seniority

Moenir (1987), seniority is the number of years of continuous employee service in an organization where they work. According to Soekijat (1983), said seniority means the length of the working period, length of service, (length of service). According to Glenn Stahl (Kadar, 1994), a career is a person's progress obtained in a field of work during the time he worked.

Work performance

Work performance is a staffing system in which the appointment of a person to occupy a position is based on the competence and achievements of the employee concerned. Therefore the work performance system is objective. (Musaneff, 1996) Work performance is the ability to complete a job measured by the quality and quantity of work, then coupled with the ability to solve problems faced by the organization. According to Saksono (1995), work performance is an obligation of an employee, besides having to excel an employee is also required to be loyal, responsible, obedient, honest, cooperative, and have initiative.

Education and Training

Education and training are important prerequisites for someone to be promoted. Education and training are carried out to broaden the knowledge and expertise of employees so that they can carry out their duties properly and smoothly. Through education and training, it is expected that employees can improve and improve their knowledge and skills which will have an impact on the implementation of work. According to Widjaja (1990), education and training is a process of assisting employees so that they can have effects on their current and future jobs, by developing in themselves the habits of thinking and acting, skills and knowledge of attitudes, and the right understanding to carry out their work. Meanwhile, according to Siagian (1991), Education is the whole process of teaching and learning techniques and methods to transfer knowledge from one person to another according to predetermined standards. While training is a teaching and learning process using certain methods intended to improve the skills and work abilities of a person or group of people. Usually, the target is a person or group of people who are already working in an efficient organization, their effectiveness and productivity need to be increased in a directed and pragmatic manner.

Nepotism

According to Kadar (1994), nepotism is a system of appointing and placing employees to hold certain positions based on the existence of a personal and non-political relationship between those who are appointed and those who appoint them. Meanwhile, Nitisemito (1896), said that if you choose to carry out promotions and this is felt by employees, then it can cause envy and jealousy between employees, and in the end, it will lead to unhealthy competition.

Loyalty

According to Musaneff (1996) loyalty is a general criterion for Civil Servants who are appointed and occupy a position must meet the requirements under the provisions and policies that have been outlined. Loyalty often plays a role in placing an employee, especially in a strategic position. Even though someone is capable and has high expertise, but does not have loyalty to the leadership, it will cause conflict in the organization.

Job Promotion

Promotion is something that every employee looks forward to because it is usually followed by the importance of wages and one's career path. According to Moenir (1983), promotion is the position of an employee in the framework of staffing, rank, or position higher than the initial situation, both in terms of responsibility, work conditions, or income. Flippo (1984), promotion is an activity of moving employees from one position to another that has higher status and responsibility. In general, this promotion is followed by an

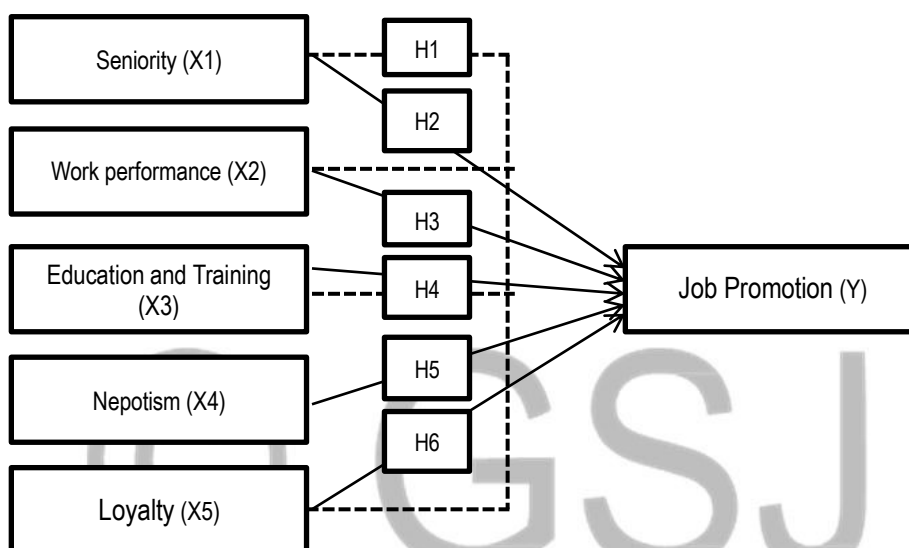
increase in competence, although this is not always the case.

According to Moekijat (1989), said that promotion is the progress of an employee in a better task, both from the point of view of heavier responsibility, better skills, and especially additional wages or salaries. Moekijat (1989), one of the terms that are closely related to promotion is upgrading. Upgrading is a change in an employee from a job that requires fewer skills in the same organizational unit. Upgrading is a small promotion.

Conceptual Framework

The Conceptual Framework in this study is as follows:

Figure 1. Research Conceptual Framework



Information :

- ▶ = Partially Influential
- ▶ = Effect Simultaneously

Hypothesis

Based on various previous studies and the research framework, it can be concluded that the hypothesis for the research will be carried out.

1. H1: There is a simultaneous influence of seniority, work performance, education and training, nepotism, and loyalty to the promotion of civil servant positions in the North Buton Regency Government
2. H2: There is a partial influence of seniority on the promotion of civil servants in the North Buton Regency Government.
3. H3: There is a partial effect of work performance on promotion to positions of Civil Servants in the Government of North Buton Regency.
4. H4: There is a partial effect of education and training on promotion to positions of Civil Servants in the Government of North Buton Regency.
5. H5: There is a partial effect of nepotism on the promotion of civil servants in the North Buton Regency Government.
6. H6: There is a partial influence of loyalty to the promotion of civil servants in the North Buton Regency Government.

RESEARCH METHODS

This research was conducted at the Office of the Personnel and Human Resources Development Agency (BKP SDM) of North Buton Regency which is located at Jl. Sara'ea, Buranga, Kec. Kulisusu, Kab. North Buton. The variables in this study are independent and dependent. Independent variables (X) namely seniority, work performance, education and training, nepotism, and loyalty. While the dependent variable (Y) is promotion. This study uses a quantitative approach which emphasizes its analysis of numerical data processed by statistical methods. Quantitative data in this study are respondents' answers to questionnaire statements that are measured using scores from the Likert scale. The sampling technique used in this study was purposive sampling, described (Sugiyono, 2019) as sampling based on a special selection with subject criteria determined by the researcher. The characteristics of the subject in question are positions within the North Buton Regency Government, Pratama High Leadership Positions, Administrator Positions (Echelon III), and Supervisory Positions (Echelon IV) totaling 87 people. The data collection method uses a questionnaire with a Likert scale. The data analysis method uses descriptive analysis with the help of Excel and SPSS version 26 software.

RESULT AND DISCUSSION

Validity test

The validity test was carried out to ensure that each question given to the respondent was correct with the variables that had been determined. The instrument will be said to be valid if it can measure what is desired and can reveal data from the variables studied appropriately (Arikunto, 2010). The results of the validity test showed that all items used to measure each indicator in this study had an r value greater than 0.30. Thus, all items in the questionnaire used in this study are valid.

Reliability Test

A reliability test is used to measure the consistency of constructs or research variables. To measure the reliability test was carried out using the Cronbach Alpha (α) statistical test. A construct or variable is said to be reliable if it gives an Alpha coefficient value greater than 0.60 (Ghozali, 2005). The results of the reliability test in this study can be seen in Table 1.

Table 1. Research Variable Reliability Test Results

No	Variable Code	Cronbach's Alpha	Mark Critics	Information
1.	Seniority (X1)	0.892	>0.60	Reliable
2.	Work Performance (X2)	0.924	>0.60	Reliable
3.	Education and training (X3)	0.847	>0.60	Reliable
4.	Nepotism (X4)	0.959	>0.60	Reliable
5.	Loyalty (X5)	0.915	>0.60	Reliable
6.	Job Promotion (Y1)	0.880	>0.60	Reliable

Source: Primary data processed, 2022

The results of the reliability test in Table 5.16 above show that the Alpha coefficient values of the variables studied show various results. However, all statement items of the independent variable (X) and the dependent variable (Y) have an Alpha coefficient value greater than 0.60. Thus it can be concluded that the measuring instrument used in this study is reliable.

Normality Test

Data normality is met if the null hypothesis is accepted and vice versa data normality is not fulfilled if the null hypothesis is rejected for a significance level $\alpha = 0.05$. Acceptance or rejection of the null hypothesis is

carried out by taking into account the statistical numbers (statistics) and significance (sig.) in the Kolmogorov Smirnov column. If the significance number is > 0.05 (sig. > 0.05) then the statistical number obtained is not significant so the null hypothesis is accepted. This means that the sample data comes from a normally distributed population. Conversely, if the significance number < 0.05 (sig. < 0.05) then the statistical numbers obtained are not significant so the null hypothesis is rejected. This means that the sample data does not come from a normally distributed population.

Table 2. Normality Test

Variable	Kolmogorov-Smirnova			Conclusion
	Statistics	df	Sig.	
Seniority (X1)	0.072	23	0.200	Normal
Work Performance (X2)	0.084	23	0.091	Normal
Education and training (X3)	0.088	23	0.094	Normal
Nepotism (X4)	0.067	23	0.200	Normal
Loyalty (X5)	0.081	23	0.200	Normal
Job Promotion (Y1)	0.089	23	0.089	Normal

Source: Primary data processed, 2022 (Appendix 5)

Based on Table 2, the test results show that all variables are normally distributed with all significance levels greater than 0.05. The significance numbers obtained were all greater than 0.05 (sig. > 0.05). This means that the statistical numbers obtained are not significant so the null hypothesis is accepted. So the analysis data of the factors that influence the promotion of civil servant positions in the North Buton Regency government come from populations that are normally distributed.

Multicollinearity Test

Multicollinearity test using the linear regression module in the SPSS 26.0 for Windows program. The guideline used is the VIF value (variance inflation factor) or the tolerance value. If the VIF value of the independent variables (emotional intelligence, work discipline, and quality of service) is < 10 or the tolerance value is > 0.1 then there is no multicollinearity problem between the independent variables so that a linear analysis can be carried out.

Table 3. Summary of Independence/Multicollinearity Test Results

No	Independent variable	VIF	tolerance	Conclusion
1.	Seniority (X1)	1685	0.593	Multicollinearity Does Not Occur
2.	Work Performance (X2)	2,438	0.410	Multicollinearity Does Not Occur
3.	Education and training (X3)	2,418	0.414	Multicollinearity Does Not Occur
4.	Nepotism (X4)	2,359	0.424	Multicollinearity Does Not Occur
5.	Loyalty (X5)	3,366	0.297	Multicollinearity Does Not Occur

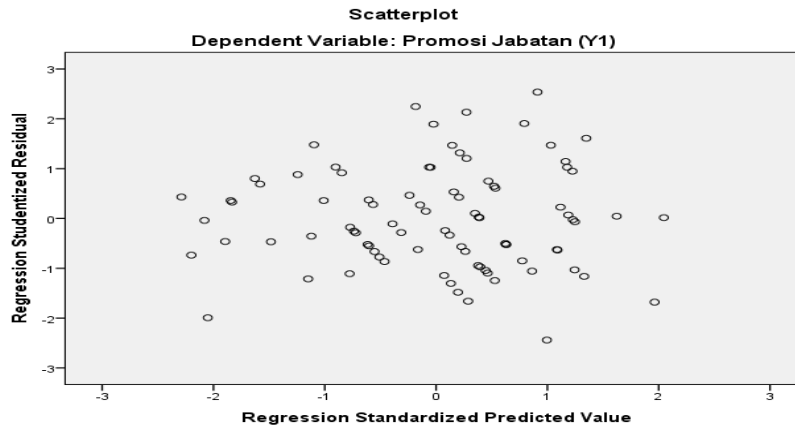
Source: Primary data processed, 2022

Table 3 shows the VIF value and tolerance of each independent variable. The VIF values of the variables Seniority (X1), Work Achievement (X2), Education and Training (X3), Nepotism (X4), and Loyalty (X5) have a VIF value of each independent variable less than 10 or a tolerance value greater than 0.1. Thus it can be concluded that the variables seniority, work performance, education and training, nepotism, and loyalty do not experience multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in a regression model, there is an inequality of variance from the residuals of one observation to another. In this study, the heteroscedasticity test was carried out by making scatter diagrams using the SPSS 26.0 for the Windows program. The decision criterion used is if the residual scatter diagram has a certain pattern where the dots on the scatter diagram are wavy, widened, or narrowed, then a heteroscedasticity problem has occurred. However, if there is no specific pattern in the residual scatter diagram where the dots in the scatter diagram spread randomly around the number 0 on the Y axis, then there is no heteroscedasticity problem so that regression analysis can be carried out.

Figure 2. Scatterplot Heteroscedasticity Test



Based on Figure 2 above, it can be seen that the dots spread evenly and are balanced both above and below the X-axis and above and below the Y-axis. The dots spread evenly and do not form a specific pattern. So it can be concluded that in the regression above there is no heteroscedasticity problem.

Autocorrelation Test

Autocorrelation using Durbin-Watson values. The criteria in the Durbin-Watson test are (Sujarweni, 2016: 232):

1. If $0 < d < dL$, it means there is a positive autocorrelation.
2. If $4 - dL < d < 4$, it means there is a negative autocorrelation.
3. If $2 < d < 4 - dU$ or $dU < d < 2$, it means that there is no positive or negative autocorrelation.
4. If $dL \leq d \leq dU$ or $4 - dU \leq d \leq 4 - dL$, the test is inconclusive. For this reason, another test or additional data can be used.
5. If the value of $du < d < 4-du$ then there is no autocorrelation.

Table 4. Autocorrelation Test Results

Summary model b					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.914a	.835	.824	.36799	1,413
a. Predictors: (Constant), Loyalty (X5), Seniority (X1), Nepotism (X4), Education and Training (X3), Work Performance (X2)					
b. Dependent Variable: Promotion (Y1)					

Source: Primary data processed, 2022 (Appendix 3)

Table 4 above can be seen that the autocorrelation test was carried out using the DW (Durbin-Watson) test which based on the results of calculations with SPSS 24 obtained a DW or d value of 1.892. In the DW table attached 8, it is known that the dL value is 1.5322, the dU value is 1.7745 and the 4-dU value is 2.2255. It can be concluded that there is no autocorrelation because the value is $1.7745 < 1.892 < 2.2255$.

Multiple Linear Regression Test Results

To find out the results of the analysis of the factors that influence the promotion of civil servant positions in the North Buton Regency government. Regression analysis was used to determine the form of influence between seniority, work performance, education and training, nepotism, and loyalty to the promotion of civil servants in the North Buton Regency Government both simultaneously and partially whether the independent variables have a significant effect. To find out the magnitude of the coefficient of determination either partially or simultaneously based on the results of calculations using the SPSS for Windows Release 26.00 program, the results are summarized in Table 5.

Table 5. Summary of Results Conclusion Multiple Regression Analysis

Influence between variables	Coefficient Regression	t-count	v. value
Seniority → Job Promotion	0.116	2,251	0.020
Work performance → Job Promotion	0.211	3,340	0.001
education and training → Job Promotion	0.299	4,576	0.000
Nepotism → Job Promotion	0.137	2.153	0.034
Loyalty → Job Promotion	0.230	2,839	0.006
Constant =	0.371	F-values = 81,723	
R =	0.914	Sig. F = 0.000	
R-Square =	0.835	n = 87	
SEE =	0.3679		

Source: Primary data processed, 2022

Based on the results of multiple linear regression analysis in Table 5, the linear regression analysis equation is obtained:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + e$$

$$Y = 0.371 + 0.116X_1 + 0.211X_2 + 0.299X_3 + 0.137X_4 + 0.230X_5 + 0.3679$$

The regression equation has the following meaning:

1. Constant: = 0.371

If variable seniority, work performance, education and training, nepotism, and loyalty are fixed (0) then the promotion for the position of Civil Servant in the Government of North Buton Regency will be equal to = 0.371.

2. Seniority Coefficient (X1): 0.116

If the seniority variable increases by 1 point with work performance, education and training, nepotism, and loyalty are considered constant, it will cause an increase in promotion for the position of Civil Servants in the North Buton Regency Government will be equal to =.0.116.

3. Work performance coefficient (X2): 0.211

If work performance increases by 1 point with seniority, education and training, nepotism, and loyalty are considered constant, it will cause an increase in promotion for the position of Civil Servant in the North Buton Regency Government will be equal to =.0.211.

4. Coefficient of education and training (X3): 0.299

If education and training experience an increase of 1 point with seniority, work performance, nepotism, and loyalty considered constant, it will cause an increase in promotion for the position of Civil Servants in the North Buton Regency Government will be equal to =.0.299.

5. Nepotism coefficient (X4): 0.137

If nepotism increases by 1 point with seniority, work performance, education and training, and loyalty being considered constant, it will cause an increase in promotion for the position of Civil Servant in the North Buton Regency Government will be equal to =.0.137.

6. Loyalty coefficient (X5): 0.230

If loyalty increases by 1 point with seniority, work performance, education and training, and nepotism are considered constant, it will cause an increase in promotion for the position of Civil Servant in the North Buton Regency Government will be equal to =.0.230.

Testing Simultaneously F test (H1)

The results of testing the effect of seniority, work performance, education and training, nepotism, and loyalty to promotions for Civil Servant positions in the North Buton Regency Government as summarized in table 5.20 show that the constants simultaneously for seniority, work performance, education and training, nepotism and loyalty with a constant value of 0.371. Variable significance test with a value of less than 0.05 indicates that the r.square value obtained is significant between seniority, work performance, education, and training, nepotism, and loyalty to promotion so that the first hypothesis (H1) tested in this study, namely

1. H1: There is a significant simultaneous influence between seniority, work performance, education and training, nepotism, and loyalty to the promotion of civil servant positions in the North Buton Regency Government.

The test results prove that there is a significant effect simultaneously between seniority, work performance, education and training, nepotism, and loyalty to the promotion of civil servants in the North Buton Regency Government. Thus the first hypothesis put forward in this study can be accepted or supported by empirical facts.

The results of this study can also prove that the value of the regression coefficient and the significance of the education and training variables is greater than loyalty, job performance, nepotism, and seniority on promotion. This means that education and training are the dominant variables in influencing promotion compared to loyalty, work performance, nepotism, and seniority of Civil Servants in the Government of North Buton Regency.

Partial Test (t test)

Second Hypothesis Test (H2)

The results of testing the effect of seniority on promotion to civil servant positions in the North Buton Regency Government as summarized in Table 4 show that the regression coefficient is partially for the seniority variable, with a regression coefficient value of 0.116. A variable significance test with a value of less

than 0.05 indicates that the value of v.value is significant between seniority and promotion. So the first hypothesis (H2) tested in this study, namely

1. H2: There is a significant influence of seniority on the promotion of Civil Servant positions in the North Buton Regency Government.

The test results prove that seniority has a positive and significant effect on promotion. This means that a senior employee who has a rank/grade and a longer working period will have a greater chance of getting a promotion. Thus the second hypothesis put forward in this study can be accepted or supported by empirical facts.

Third Hypothesis Test (H3)

The results of testing the effect of work performance on promotion to civil servant positions in the North Buton Regency Government as summarized in Table 4 show that the regression coefficient is partially for the work performance variable, with a regression coefficient value of 0.211. A variable significance test with a value of less than 0.05 indicates that the value of v.value is significant between work performance and promotion. So the first hypothesis (H3) tested in this study, namely:

1. H3: The effect of work performed on the promotion of Civil Servant positions in the North Buton Regency Government.

The test results prove that work performance has a positive and significant effect on promotion. This means that an employee who has work performance with good SKP scores and satisfactory work quality will have more chances of getting a promotion. Thus the second hypothesis put forward in this study can be accepted or supported by empirical facts.

Fourth Hypothesis Test (H4)

Effect test results education and training for promotion Civil Servants in the Government of North Buton Regency as summarized in Table 4 show that the regression coefficient is partially for education and training variables, with a regression coefficient value of 0.299. A variable significance test with a value of less than 0.05 indicates that the value of v.value is significant between education and training on promotion. So the first hypothesis (H4) tested in this study, namely:

1. H4: The effect of education and training on the promotion of civil servant positions in the North Buton Regency Government

The test results prove that education and training have a positive and significant effect on promotion. This means that an employee who has attended and passed the PIM training, supported by a high level of education and other technical training, will have more chances of getting a promotion. Thus the third hypothesis put forward in this study can be accepted or supported by empirical facts.

Fifth Hypothesis Test (H5)

Effect test results nepotism for promotions Civil Servants in the Government of North Buton Regency as summarized in table 4 show that the regression coefficient partially for the nepotism variable, with a regression coefficient value of 0.137. A variable significance test with a value of less than 0.05 indicates that the value of v.value is significant between nepotism and promotion. So the first hypothesis (H5) tested in this study, namely:

1. H5: The effect of nepotism on the promotion of civil servants in the North Buton Regency Government

The test results prove that nepotism has a positive and significant effect on promotion. This means that the higher the nepotism in the organization, the greater the chance for an employee to get a promotion through nepotism. Thus the fourth hypothesis put forward in this study can be accepted or supported by empirical facts.

Sixth Hypothesis Test (H6)

Effect test results in loyalty to promotion Civil Servants in the Government of North Buton Regency as summarized in Table 4 show that the regression coefficient partially for the loyalty variable, with a regression coefficient value of 0.230. A variable significance test with a value of less than 0.05 indicates that the value of v.value is significant between loyalty to promotion. So the first hypothesis (H6) tested in this study, namely:

1. H6: The effect of loyalty to the promotion of civil servant positions in the North Buton Regency Government

The test results prove that employee loyalty has a positive and significant effect on promotion. This means that an employee who has high loyalty, honesty, and the courage to report the progress of tasks to the leadership, will be more likely to get a promotion. Thus the fifth hypothesis put forward in this study can be accepted or supported by empirical facts.

Coefficient of Determination (R²)

Table 6. The influence of all variables on promotion

X value	t value	Sig.	R Square
Seniority	2,251	0.027	0.824
Work performance	3,340	0.001	
Education and training	4,576	0.000	
Nepotism	2.153	0.034	
Loyalty	2,839	0.006	

Source: Premier Data Processed, 2022

There is a simultaneous effect of all variables on promotion with an effective value of 0.824 or 82.4%, this can be seen from the SPSS results with a linear regression test.

DISCUSSION

Based on the tests that have been done the next will be explained in more detail in the discussion. The following is a discussion of each of the research hypotheses:

The Simultaneous Influence of Seniority, Job Performance, Education and Training, Nepotism, and Loyalty on Promotion

Based on hypothesis testing, it is obtained that seniority, work performance, education and training, nepotism, and loyalty together have a positive and significant effect on the promotion of civil servants in the North Buton Regency Government, thus accepting the first hypothesis (H1) which shows in this study that there is a simultaneous influence between seniority, job performance, education and training, nepotism, and loyalty to promotion.

This research proves that an increase in the quality of education and training which is greater accompanied by loyalty, work performance, nepotism, and seniority, provides more opportunities for employees to get promotions. That is, the higher the level of education an employee supported by education and training in other technical training, will be more likely to get a promotion.

The results of this research are in line with the results of Firmansyah's research (2005) which states that seniority, work performance, education and training, nepotism, and loyalty simultaneously have a positive and significant effect on promotion.

The Effect of Seniority on Promotion

Based on testing the partial test hypothesis (t test) as previously stated, it was found that seniority has a positive and significant influence on promotion so the second hypothesis (H2) proposed in this study is that seniority has a positive and significant influence on promotion to positions of Civil Servants in Government of North Buton Regency. This means that a senior employee who has a rank/grade and a longer working period will have a greater chance of getting a promotion. This means that seniority or good experience can

support change and have a significant contribution to promotion.

Empirical facts show that in the seniority level of employees in North Buton Regency, the majority of respondents occupy supervisory positions. The results of this study are also supported by the characteristics of the respondents, it is known that the working period of employees who have supervisory positions is mostly 6 years and over. This condition shows that Civil Servants in the North Buton Regency Government have had a long working period in carrying out the tasks given according to their abilities. This fact is closely related to the skills and work abilities of employees one of the successes of an organization can be seen from the level of seniority of its employees, where the level of seniority refers to a person's tenure in the organization.

These findings were also supported by facts on the ground according to the respondents' perceptions stating that the seniority of civil servants at the North Buton Regency Government was quite good in the implementation of employee seniority in the sense that employees had met the requirements under existing regulations Minimum rank/class and tenure work to occupy supervisory positions, administrative positions, and Pratama high leadership positions so that it will be easy to get promotions.

The reality that happened to Civil Servants in the North Buton Regency Government showed that they had quite a good seniority, so they were expected to be able to easily get promotions. This condition can be observed from the respondent's statement that seniority can be reflected through the indicators that employees have a minimum rank/classroom and years of service to occupy supervisory positions, administrative positions, and primary high leadership positions that have met the requirements under existing regulations so that it is hoped that they will easily get a promotion. This is under PP No. 11 of 2017 concerning the Management of Civil Servants,

Research can prove that seniority positive and significant effect on promotion. The results of this study are consistent with the findings of previous studies by Firmansyah (2005), Hsin-His-Lai (2012), and Armenia Androniceanu (2012).

Effect of Job Performance on Promotion

Based on testing the partial test hypothesis (t test) as previously stated, it was found that work performance has a positive and significant influence on promotion, so the third hypothesis (H3) proposed in this study is that work performance has a positive and significant influence on promotion for civil servants Civilians in the Government of North Buton Regency. This means that an employee who has work performance with good SKP scores and satisfactory work quality will have more chances of getting a promotion.

Evaluation of employee performance based on SKP values (service orientation, integration, discipline, cooperation, leadership, and commitment) and work performance and improving the quality of employee work has a real contribution to the promotion, most according to respondents' perceptions it has been carried out quite well. The work performance of the employees referred to in this study is an assessment of the competence/ability of civil servants which is reflected in the behavior of employees who have work performance, do not experience failure at work, complete assignments on time, and have enthusiasm for work, systematic and good quality work that must be carried out by every employee.

Employee performance appraisal is based on SKP, namely the ability of employees to provide service orientation, integration, discipline, cooperation, leadership, and commitment so that based on this assessment it will show the quality of work results that have been achieved by employees. Therefore, if the performance appraisal of employees based on SKP is good, the quality of work produced is also good so that employees will easily get promotions. This fact indicates management's focus on employee performance is reflected in the employee's ability to provide service orientation, integration, discipline, cooperation, leadership, and commitment. Work performance reflects the successful implementation of the duties and responsibilities of employees through the achievement of targets, targets based on main tasks, and other main tasks.

Job performance has a positive and significant effect on promotion. The results of this study can prove the truth of the work performance theory developed by Campbell (1999) which states that work performance is a function of knowledge, skills, abilities, experience, years of service, and motivation directed

at the role of work behavior, such as formal job responsibilities. High work performance tends to facilitate promotional activities for the employee concerned, as well as the opposite tendency (Ardhana, et al, 2012)

Measurement of work performance variables according to respondents' responses that the SKP assessment indicators, working according to the direction of the leadership, and working systems are the main factors or prioritized for promotion in office, while promotion for positions which is the main factor or which is prioritized in implementation is the indicator of job availability.

The results of this study strengthen and support empirical studies conducted by Firmansyah (2005), Tukmin (2014) and Tampani (2016) concluded that job performance has a positive and significant effect on promotion.

The Effect of Education and Training on Promotion

Based on testing the partial test hypothesis (t test) as previously stated, it was found that education and training have a positive and significant effect on promotion, so the fourth hypothesis (H4) proposed in this study is that education and training have a positive and significant effect on promotion. Civil Servants in the Government of North Buton Regency. This means that an employee who has attended and passed the PIM training, supported by a high level of education and other technical training, will have more chances of getting a promotion. It means education and training are important prerequisites for someone to be promoted. Education and training are carried out to broaden the knowledge and expertise of employees so that they can carry out their duties properly and smoothly. Education and training is one of the important factors in the development of human resources. Education and training not only increase knowledge but also improve work skills thereby increasing work productivity.

Participation in Diklatpim is also not used as a reference or material for consideration for placing someone in a position (structural) or as a reference for the career development (promotion) of employees. On the contrary, in most cases, the participation of an employee in Diklatpim is intended only to fulfill the requirements for employees who have occupied structural positions. Increasing education and training has a significant effect on promotion. The results of this study are consistent with the findings of previous studies by Firmansyah (2005) and Armenian Androniceanu (2012).

The Effect of Nepotism on Promotion

Based on testing the partial hypothesis test (t test) as previously stated, it was found that nepotism has a positive and significant effect on promotion so the fifth hypothesis (H5) proposed in this study is that nepotism has a positive and significant effect on promotion for civil servants in Government of North Buton Regency. This means that the higher the nepotism in the organization, the greater the chance for an employee to get a promotion through nepotism.

Empirical evidence of employee statements against nepotism explains that the incidental or positive aspect of nepotism is the highest indicator perceived by officials of the Buton Utara Regency. This indicates that the employee being promoted is accidental or positive nepotism with a pretty good category which shows that through promotion the employee is qualified and has acquaintances with superiors, nepotism also has positive consequences.

In addition, the results of the employee's assessment of the level of nepotism indicator are quite good, but the lowest compared to other indicators. This finding can be interpreted that promotion is based on aspects of nepotism levels, namely in employee promotions, the nepotism factor determines, the nepotism factor is very dominant, employees who are promoted are mostly due to nepotism. In carrying out the promotion of positions, the conditions have been determined explicitly and clearly. Employees who are prepared to get a promotion do have good work performance and have met sufficient requirements and have been tested for their abilities with others, this is justifiable and is only coincidental. By preparing employees to be promoted, it means that the organization will be able to choose which candidates are superior and right for a position, both disciplines and work performance and leadership. But sometimes there are employees with low discipline who are not promoted according to the position they hold

However, this is in contrast to promotions for Civil Servant positions in North Buton Regency where it is often found that if there is a promotion to hold an important position, then employees who have family relations or closeness to these leaders will get the promotion first and there will be political compensation awarded for a certain position. Based on this statement, if the promotion is still carried out, then a promotion

error has occurred, and the principle of "the right man in the right place" is not implemented, which can result in the decline of an organization because the employee does not understand his job.

The results of this study are in line with the research of Firmansyah (2005) And Armenia Androniceanu (2012) which states that nepotism has a positive and significant effect on promotion.

The Effect of Loyalty on Promotions

Based on testing the partial test hypothesis (t test) as previously stated, it was found that loyalty has a positive and significant effect on promotion, so the fifth hypothesis (H₆) proposed in this study is that loyalty has a positive and significant effect on promotion for civil servants in Government of North Buton Regency. This means that an employee who has high loyalty, honesty, and the courage to report the progress of tasks to the leadership, will be more likely to get a promotion. Based on the results of the regression analysis, it is found that the loyalty factor has a positive and significant effect on promotion. This means that the loyalty factor is reflected through the aspects of the need for loyalty, personal honesty, the frequency of reporting assignments, and the courage to point out a mistake has a positive effect on promotion, which is reflected in the suitability of the position with education, the consistency of promotion rules and the availability of positions. The better the employee loyalty factor to the organization, the better the promotion orientation will be, this is quite reasonable because the employee loyalty factor implemented to get a promotion is good enough based on the perceptions of Civil Servants in the North Buton Regency Government.

The results of the assessment of the loyalty factor on the courage indicator show that mistakes can be interpreted that employees who do not dare to admit mistakes when they work are not careful, and are not worthy of being promoted, employees who are promoted must have the courage to show mistakes when they are wrong, employees who admit mistakes when they work less be careful, worth promoting is enough based on the perception of Civil Servants in the Government of North Buton Regency. These results prove the expectation theory of Victor H. Vroom which states that the power that motivates a person to work diligently in doing his job depends on the reciprocal relationship between what is desired and needed from the results of the work. According to Saydam (2000), loyalty is the determination and ability to obey, implement and practice something that is obeyed with full awareness and responsibility, determination, and ability that must be proven in attitudes and everyday behavior and in carrying out tasks.

Loyalty can involve a sense of obedience or obedience to leaders, where an employee's ability to comply with all applicable official regulations and comply with official orders given by an authorized superior, and is able not to violate specified prohibitions. Report assignments have personal honesty. The responsibilities of an employee are also considered, namely the ability of an employee to complete the work assigned to him properly, on time, and dare to take risks for decisions made or actions taken, dedication or contribution of thought and energy sincerely to the company and honesty that must be applied every employee.

Leaders need to retain employees who have high loyalty, and one form of appreciation that can be given to retaining employees who have loyalty is by providing promotions so that employees feel cared for and valued and will make a better contribution to the organization in the future.

This research is under the results of the research by Firmansyah (2005) and Tedi Sudrajat et al (2018) stating that loyalty has a positive and significant influence on promotion.

Research Limitations

The research has been carried out as well as possible, however, the limitations that can be taken into consideration by future researchers are:

1. This research still has many other factors that influence promotion, so that future researchers can dig up in-depth information.
2. Trying measuring instruments with good procedures (other analysis techniques) in the sense of taking respondents who are identical to the research subjects who can represent all existing employees in the Regional Apparatus Organization within the North Buton Regency Government.
3. Looking for more literature/theoretical studies and previous research, discussing the factors that influence the promotion of Civil Servant (PNS) positions, especially those related to staffing.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the discussion and research findings, several conclusions can be put forward in this study as follows:

1. Seniority, work performance, education and training, nepotism, and loyalty have a positive and significant effect on the promotion of civil servants in the North Buton Regency Government. Seniority has a positive and significant effect on the promotion of civil servants in the North Buton Regency Government. This shows that a senior employee who has a rank/grade and a longer working period will have a greater chance of getting a promotion.
2. Job performance has a positive and significant effect on the promotion of civil servant positions in the North Buton Regency Government.
3. Education and training have a positive and significant effect on the promotion of civil servant positions in the North Buton Regency Government.
4. Nepotism has a positive and significant effect on the promotion of civil servant positions in the North Buton Regency Government.
5. Loyalty has a positive and significant effect on the promotion of civil servant positions in the North Buton Regency Government.

Suggestion

Based on the findings and conclusions of this study, suggestions can be put forward that become recommendations for the management of civil servants in the North Buton Regency Government as follows:

1. For the North Buton Regency government, the factors of seniority, work performance, education and training, and employee loyalty must be prioritized in promotion compared to nepotism.
2. Future researchers can test and redevelop this research with different objects, for example in organizations or private companies.
3. Besides that, future researchers are expected to need to anticipate the tendency of respondents to choose answers that are socially considered good in the questionnaire used through in-depth observation of the subject and other work environments studied.
4. Can study more deeply similar problems with other analytical models, should increase the number of variables and samples so that they are more varied.

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