

The Effect of Position Promotion and Competency on Employee Performance in The Secretariat of West Sulawesi Province

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Abstract

Every organization needs to manage human resources well because the key to success is the superiority of tools and technology. In addition, the human factor is a significant resource. Work discipline is a management activity to carry out organizational standards. Employees must know their work discipline because each individual better understands their work. The approach used in this study is qualitative. The type of research used by the researcher is a qualitative descriptive type which studies the existing problems and the applicable working procedures. Qualitative descriptive research aims to obtain information about the existing situation. Data collection techniques are a method that is independent of the analysis method and or even becomes the primary tool of data analysis methods and techniques. There are three stages of activity in analyzing qualitative data: data reduction, data presentation, and drawing conclusions. Employee performance is the results employees achieve in specific functions and tasks to meet job requirements. Parts of a process or activity that are done by employees affect how well they do their jobs. The result is the level at which the employee finishes the work based on the conditions that were given. Many factors can affect the performance of individual employees, namely their abilities, motivation, support received, the work they do, and their relationship with the organization. Employee performance is the result of the synergy of several factors.

Keywords: promotion, competency, employee, performance, Indonesia

1. Introduction

West Sulawesi Province is a division of South Sulawesi Province, which was formed on October 5, 2004, based on Law No. 26 of 2004, with the capital city being Mamuju. Its territory is West Sulawesi Province, +16,796.19 km². In West Sulawesi Province, it can be said that an organization, be it a government organization, where human resources are one of the assets that have a significant role in achieving organizational goals. So, every organization needs to manage its people as well as possible, because the key to success is not just having the best tools and technology, but also having the best people, who are the most important resource. Humans can organize, analyze, and control the problems that exist within an organization.

Human resources greatly impact how well employees do their jobs in an organization. This includes the right placement of employees or promotions, how well employees do their jobs, how disciplined they are, and how committed they are to their jobs. A good organization should have good work management so that it helps all employees do their main jobs and achieve the organization's goals. So an employee's position is the basis for carrying out his duties properly. Without a clear job description, this group of resources cannot carry out their duties properly. Promotions are given to employees after taking into account both their performance and their personalities. This is because putting the wrong person in the wrong position can hurt the performance of an organization as a whole. Competence is one of the things

that makes it possible for someone to do well at their job. While competence, as we know that humans in an organization have different characteristics. Employees who don't know enough will take longer to do their jobs and waste materials, time, and energy.

To assess the capacity and quality of human resources in carrying out a function that can be seen from these resources' level of responsibility and competence. Where competence can be seen from the educational background, the training that has been followed, and the skills stated in the implementation of the task, in line with previous research regarding the effect of competence on performance, which found that competence has a significant influence on performance, it is necessary to have competence possessed by an employee in carrying out his work duties so that employee performance can increase (Gelderman et al., 2016). In addition, discipline is also important because discipline at work is an attitude that every employee needs to achieve organizational goals. Work discipline in the apparatus is very much needed because the government's goal will be difficult to achieve if there is no work discipline. Human resource management has an operational function called "discipline," which is very important because the more disciplined the system is, the better the work performance can be (Yusriadi & Farida, 2019). The application of work discipline is expected to improve performance.

Work discipline is a person's ability to work regularly, diligently, and continuously and follow applicable rules without violating the rules that have been set. Discipline is obedience to rules. Meanwhile, discipline is an effort to create conditions for an orderly, efficient, and effective work environment through an appropriate regulatory system (Shamsudin & Hassim, 2020; Zacharias et al., 2021). The effect of work discipline on the performance of the machine was studied and found to have a positive and significant effect (Klassen & Vereecke, 2012). When someone is hardworking or always on time, always puts the percentage of attendance first, always follows the rules about work hours, and always uses their work time effectively and efficiently, it makes a big difference in how well an organization does.

High work discipline will automatically result in a good performance as well. Work discipline is a management activity to implement organizational standards. Every worker must be aware of the rules of their job from the inside, because the average person knows better what is expected of them at work. Good work discipline from employees, like showing up on time, doing work the way it was planned, and following the rules, will make the employee's performance better and help the organization reach its goals. It can be concluded that the organization not only expects competent human resources (capable, capable, and skilled), but the most important thing is to work hard, be disciplined, and have work commitments. Performance from employees can help them do their main jobs well so that goals can be met.

This research focuses on the Office of the Regional Secretariat of the Province of West Sulawesi, where the Regional Secretariat was formed based on Governor Regulation Number 6 of 2018, as a supporting element of the Regional Government within the scope of the Regional Secretariat, which has the main task of preparing materials, coordinating, coaching, facilitating, monitoring, and evaluation of the formulation and implementation of policies in the fields of administration, archives, household, official travel, and finance of the provincial secretariat, as well as formulating programs and analysis of equipment needs, procurement, storage, distribution, and inventory as well as the development of goods. Based on the initial observations and observations that the researchers made at the Office of the Regional Secretariat of the Province of West Sulawesi. They found several phenomena related to the focus of the research, which showed that there was still a lack of effective employee performance where there were several employees who were not appropriate or did not have the competence according to their fields. It's clear that promotions have not been given to some people and not to others. Discipline has not been used to its fullest potential because there are still employees who are not in the office

during work hours, and employees who still have work to do during work hours have not agreed to do it together. Of course, this has an impact on a significant decrease in performance.

2. Method

Research design

Judging from the data type, the research approach used in this study is qualitative as for what is meant by qualitative research, namely research that intends to understand the phenomenon of what is experienced by the research subject holistically and utilizing description in the form of words and language, in a particular natural context and by using various scientific methods. The type of this research approach is descriptive. Descriptive research seeks to describe current problem-solving based on data.

Data collection technique

The data collection method is in what way and how the necessary data can be collected so that the study's final results can present valid and reliable information. Research methods are various methods used by researchers in collecting research data. The methods in question are interviews and documentation studies. An interview is a way of collecting information by asking and answering verbally, unilaterally, face to face, and with the direction and goals that have been set. There are several advantages of collecting data through interviews. The interviewer can make direct contact with the participants to be assessed, data is obtained in-depth, the interviewee can reveal his heart more broadly, and unclear questions can be repeated and directed more meaningfully.

Data analysis technique

The process of arranging the order of data, organizing it into a pattern, category, and basic description. This definition provides an overview of how important the position of data analysis is in terms of research objectives. The main principle of qualitative research is to find theory from data. Between displaying data and drawing conclusions, there are existing data analysis activities. In this sense, qualitative data analysis is a continuous, iterative and continuous effort. The problem of data reduction, data presentation, and conclusion drawing/verification becomes a picture of success in sequence as a series of related analytical activities. Furthermore, the data that has been analyzed is explained and interpreted in the form of words to describe the facts in the field, the meaning, or to answer research questions which are then taken from the essence.

3. Result and Discussion

Employee Management

Management is such a broad term that no single definition is used by everyone all the time. Operationally, it can be defined that management is the process of coordinating, integrating, simplifying, and synchronizing human resources, materials, and methods by applying management functions such as planning, organizing, directing, and monitoring so that organizational goals can be achieved effectively and efficiently. Management is the process of planning, organizing, directing, and overseeing the work of an organization's members and using other human resources to achieve the organization's goals (Li et al., 2006; Lumpkin et al., 2010). Management as a profession. Management is a profession that requires professionals to work professionally; its characteristics include professionals making decisions based on general principles, professionals achieving certain standards of work performance, and professionals being determined by a strong code of ethics (Tamsah et al., 2020).

When an employee is promoted, he or she is transferred from one job to another with a higher pay, responsibility, and level (Serrat, 2017); promotion provides employees with social status, responsibility, authority, and a higher income. Promotions must provide information about the principles, types, and

requirements of employees to be promoted in the company concerned. The principles, bases, types, requirements, and methods that will be used to evaluate employees in the company must be made clear in the promotion program.

Discipline is the attitude, behavior, and actions that follow written and unwritten company regulations. The regulations in question include absenteeism, late entry, and the early departure of employees. So this employee disciplinary attitude needs to be adequately addressed by the management. Many interpret discipline when employees are always coming and going home on time. That opinion is just one that the organization demands. Therefore, discipline can be interpreted as written or unwritten behavior.

Employee discipline is someone's behavior that follows the rules; existing work procedures or discipline is an attitude, behavior, and actions that follow the organization's rules, both written and unwritten (Gregory et al., 2019). Work discipline can be defined as an attitude of respect, appreciation, obedience, and obedience to the applicable regulations, both written and unwritten, and being able to carry it out and not evade accepting sanctions if one violates the duties and authorities given to him (Yusriadi, 2018). Meanwhile, according to Rivai, discipline is the most important HRM operational function because the better employee discipline in the company, the higher the work performance that can be achieved (Yusriadi & Farida, 2019). Work discipline is a way for managers to talk to their employees and get them to change their behavior. It is also an attempt to make people more aware of and willing to follow all company rules and social norms. (Maryam et al., 2021). Another definition of discipline is a procedure that corrects or punishes someone for violating a rule or procedure.

Discipline is the desire and awareness to obey organizational rules and social norms. So, developing discipline is a very important part of management because it helps people reach their goals. Any management in its implementation requires the discipline of all members of the organization. Discipline is also said to be a means to train and educate people on the rules so that there is compliance and so that they can run in an orderly and orderly manner in the organization. People also say that discipline is a way to communicate with employees so that they want to do what their bosses tell them to do and follow the rules of the company. It's important for the company to enforce discipline because it has rules that employees must follow. With discipline, they are expected to make work as efficient as possible. Work discipline can be seen as something that has great benefits, both for the benefit of the organization and for the employees. Work discipline is important for organizations because it keeps things running smoothly and keeps order so that the best results can be achieved. As for the employees, a pleasant place to work will be created, which will boost their motivation to do their jobs. So, employees can do their jobs fully aware and develop their energy and minds as much as possible to help the company reach its goals.

Employee Performance

This aspect is the emotional feelings and beliefs of members about the values and goals of the company; a sense of being part of the organization; and a sense of involvement in the organization. Affective commitment is reflected in the behavior of members towards their organization, such as the similarity of personal values and goals with organizational values and goals, acceptance of organizational policies, and members' pride in being part of an organization.

The aspect of affective commitment can lead to a sense of intimacy as a family to an organization, and employee involvement in work is deeper and more consistent. The similarity of the goals or values of an employee with the company will foster employee willingness by allocating something to achieve company goals. Employees who have affective commitment assume that the organization will provide security and comfort because employees have a strong bond with the company or organization. Employees with an affective commitment will feel closer to the organization where they are located so

that employees will be motivated and make a significant contribution to the company (Faridav et al., 2021).

An economic value is obtained by an employee, which means that someone chooses to stay in a company because he gets certain benefits, compared to the employee leaving or moving to another company. Continuing commitment is a state of employees who need (need) to do something for the company (Nurman et al., 2022). In this aspect, it is formed because the rewards provided by the company are deemed sufficient. In this aspect, an employee survives because the employee feels he needs a reward from the company. Employees with high continuance commitment will choose to stay and maintain their relationship with the company/organization. This happens because employees have economic needs. Employees with low continuance commitment can have an impact on performance; this condition can occur when employees feel that the results received are not following themselves (Cahaya et al., 2022).

Employees who are in this aspect will maintain their relationship with the organization and give maximum effort to progress and achieve company goals. This happens because employees who have a normative commitment feel more responsible for doing so than others. (Haris et al., 2021) had a similar point of view. It was found that employees with high normative commitment feel responsible for their work, their coworkers, or their bosses. This happens because employees have a sense of obligation to repay what the organization has given to them—providing high loyalty to the company or organization. A management style that does not follow the context of its members' aspirations will reduce the level of organizational commitment. Meanwhile, the management style that arouses the involvement of members' desire for empowerment and demands commitment to organizational goals will increase work commitment. The more flexible the organization that emphasizes member participation, the more positive and robust organizational commitment can be.

Individual characteristics are no less important than other factors; individual character is inherent in the individual. Individual characteristics can develop well if the individual has self-efficacy. Self-efficacy will foster a sense of self-confidence in his ability to complete his tasks (Yusriadi et al., 2020). Employees who can grow self-confidence in their abilities (self-efficacy) will be able to take responsibility in carrying out their duties and empower themselves (Yusriadi et al., 2022). The same opinion was also expressed (Tamsah & Yusriadi, 2022), who said that high self-efficacy would foster confidence in his ability to carry out tasks. Individuals with high self-efficacy have an impact such as the more significant the individual's effort to succeed at work and overcome various difficulties and pressures at work. This greatly influences the formation of work commitment (Ilyas et al., 2022).

Performance is the result of work achieved by a person based on job requirements. A job has specific requirements to be carried out in achieving goals which are also known as job standards. Performance standards are the expected level of a job to be completed and compare the goals or targets to be achieved. Work results are the results obtained by an employee in doing work according to job requirements or performance standards. An employee is said to have succeeded in carrying out his work or has good performance if the work results obtained are higher than the performance standard (Bangun, Wilson. 2012:231)

4. Conclusion

Employee performance is the results employees achieve in specific functions and tasks following job requirements. Employee performance is the result of a process or activity in certain functions carried out by employees. The result is the level at which the employee completes the work following the specified conditions. In carrying out their duties, employees need the support of the organization where they work. This support significantly affects the level of employees. Conversely, employee performance will decline if the compensation system and organizational work climate are flawed. Other internal

factors include organizational strategy, support resources needed to carry out the work, and management and compensation systems. Therefore, organizational management must create a conducive internal environment to support and increase employee productivity. To achieve quality performance improvements and overcome problems encountered to improve performance. Performance generally consists of performance at the organizational and individual levels. At the organizational level, poor performance is the result or result of poor quality leadership, unprofessional management, or poor work systems.

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